CHALLENGES OF PROJECT IMPLEMENTATION OF COMMUNITY-BASED GOAT BREEDING PROJECT IN MERU

BY

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Challenges of project implementation of
DECLARATION

This Research project is my original work and has not been presented to any other University for a degree or any other award.

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I am so grateful to the lord my God who enabled me to carry out this study successfully. He stood by me in all the situations.
DEDICATION

This project report is dedicated to my wife Mrs. Josephine Mugambi, my children George Bundi and Sharon Kathure.
# TABLE OF CONTENTS

Declaration.................................................................................................................. ii
Acknowledgements...................................................................................................... iii
Dedication...................................................................................................................... iv
List of figures............................................................................................................... vii
List of tables............................................................................................................... viii
List of acronyms.......................................................................................................... ix
Operational definition of terms.................................................................................... x
Abstract....................................................................................................................... xiii

CHAPTER ONE: INTRODUCTION................................................................................. 1
1.1 Background of the study....................................................................................... 1
1.2 Statement of the Problem...................................................................................... 3
1.3 Study Objective..................................................................................................... 4
1.4 Research Questions.............................................................................................. 5
1.5 Significance of the Study.................................................................................... 5
1.6 Scope of the Study............................................................................................... 5

CHAPTER TWO: LITERATURE REVIEW.................................................................... 6
2.1 Introduction to literature review.......................................................................... 6
2.2 Challenges of Project Implementation of Community-Based Projects.............. 12
2.3 A critical Review on the challenges of project implementation.......................... 17
2.4 Summary and Gaps to be filled.......................................................................... 19
2.5 The conceptual Framework................................................................................... 22

CHAPTER THREE: RESEARCH METHODOLOGY................................................... 25
3.1 Introduction........................................................................................................... 25
LIST OF FIGURES

Fig. 1 The organizational structure of MGBA ........................................... 12
Fig. 2 Conceptual Framework ................................................................. 22
LIST OF TABLES

Table 1: Number of groups .................................................................25
Table 2: Sample Size Distribution .........................................................27
Table 3: Percentage rating on various leadership aspects ......................30
Table 4: Leadership rating on project’s Regional leadership by the respondents........31
Table 5: The correlation results between election of leaders and other leadership aspects . .31
Table 6: A summary of correlation on regional leadership ........................32
Table 7: A summary on financial management issues ............................33
Table 8: Pearson’s correlations on financial management issues ..............34
Table 9: The rating of the regional officials by the respondents on financial aspects ......36
Table 10: Analysis results on financial management by the regional officials ..........37
Table 11: A summary on the rating of the project’s information communication ..........38
Table 12: Percentage rating of the regional officials on information communication ..........39
Table 13: A summary of correlations on information communication ..........40
Table 14: A summary of correlations on information communication on regional officials ........................................41
Table 15: Bivariate correlation on a democratic election of project leaders ........42
Table 16: Correlations on the leaders’ level of education and selected management areas ...43
### LIST OF ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
</tr>
<tr>
<td>DLPO</td>
<td>District Livestock Production Officer</td>
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<tr>
<td>FARM-Africa</td>
<td>Food and Agricultural Research Management Africa</td>
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<td>FEW</td>
<td>Farmer Extension Workers</td>
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<td>FAO</td>
<td>Food and Agricultural Organization</td>
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<td>GEF</td>
<td>Global Environment Facility</td>
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<tr>
<td>KIA</td>
<td>Kenya Institute of Administration</td>
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<tr>
<td>MGBA</td>
<td>Meru Goat Breeders Association</td>
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<tr>
<td>MM</td>
<td>Miriga Mieru</td>
</tr>
<tr>
<td>MOA</td>
<td>Ministry of Agriculture</td>
</tr>
<tr>
<td>MoLD</td>
<td>Ministry of Livestock Development</td>
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<tr>
<td>NALEP</td>
<td>National Agriculture and Livestock Extension Programme</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<tr>
<td>TTI</td>
<td>Technical Training Institute</td>
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<tr>
<td>UK</td>
<td>United Kingdom</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNEP</td>
<td>United Nations Environmental program</td>
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<tr>
<td>4 Cs working group</td>
<td>A framework for shared community stewardship that deal with the Communities, principles, elements, barriers, projects, and tools.</td>
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OPERATIONAL DEFINITION OF TERMS

A challenge of project implementation: A condition leading to reduced performance and consequently the attainment of the project objectives. Community leadership, financial management and hijacking of the project by the well-to-do community members (elite) have been cited as examples of Challenges of project implementation in reviewed literatures.

Community leadership: The members of the community who have been elected as the chairman, treasurer or secretary of the goat breeders’ group, unit, or region. These are expected to influence other organizational members to accomplish the organizational objectives and direct the organization in a way that makes it more cohesive and coherent.

Community participation: The taking part of the dairy goat keepers in all the activities of the community dairy goat-breeding project. The actual performance of the project activities by the members is taken to be their participation.

Financial management: This involves budgeting, financial record keeping and reporting. It requires one to be able to plan and budget for resources (operating and capital budgeting), manage cash, do accounting, and providing financial reporting.

Communication: The passing of the project’s relevant messages to the intended/targeted members on a timely basis.
**Group:** Fifteen to twenty five persons geographically living in one village, sharing the common interest of breeding goats, carry out the rearing activities together, and also sharing the benefits. They form a management centre within the Meru goat-breeding project.

**Official:** The elected persons to the office of the group, unit, or the region as the chairman, secretary or treasurer within the community-based goat breeders project in Meru.

**Poverty:** The state of not being sure of getting three meals a day, not owning more than half an acre, not having cash crops and not owning any livestock.

**Project:** The community-based Meru goat breeders' unique set of activities, which they undertake to meet specific objectives within a defined schedule, cost and performance parameters.

**Project implementation:** The performance of agreed on project tasks and activities. All the officials and the members are involved in the performance of the project activities.

**Project outputs:** These are the resulting goats from the breeding process and the milk produced by bred goats. Milk that is available for consumption and the money received after the sale of live goats is anticipated to lead to improved nutrition and increased incomes amongst the community members.

**Strategic management process:** The identification of a community need through its environmental analysis, establishment of the project vision, mission and Objectives; the generation of different alternatives to meet
the same, choice of one alternative, its implementation and evaluation,
for regular decision-making to ensure the implementer remains
focused.

**Well-to-do members:** Those community members who have regular incomes
from any other source such as; farming, employment and a business
undertaking.
ABSTRACT

A study on community-based goat breeding project was undertaken to investigate the challenges of project implementation. The objective was to identify and document the leadership, financial management, and information communication challenges facing the project implementation with a view of making recommendations for improved performance and to guide future projects aimed at poverty reduction. The study was motivated by concerns raised by the community and policy makers on the declining project performance after take over by the community. This was a threat to sustainability of a project which had contributed to increased incomes of the beneficiaries and also stimulated increased demand for dairy goats from the same foci throughout the country. Primary data were collected through a descriptive survey by administering structured questionnaires to selected respondents. The sample size was derived using the Fischer’s formula while the respondents were selected through a random sampling method. The collected data was edited, coded, and analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics were used to summarize the data through frequency distributions. Correlations analysis to establish the strengths of relationships were done by use of Pearson Product Moment Correlations. The study established that though a community can democratically elect its own leaders after the donor’s exit, it could not ensure the delivery of expected outputs by the leaders. The Meru dairy goat project faced leadership, financial, and information communication challenges of project implementation. The study recommended the need for a government policy to ensure sustainability of rural development community-based projects; support structures for monitoring, supervision and backstopping should be provided.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

Projects world over, are designed to promote change and innovation (Mwangi, 2006). The envisaged change in many cases is social, cultural or economic. Governments have always initiated various poverty-reduction projects by themselves or in collaboration with multi-lateral and bilateral development partners as well as NGOs (NALEP, 2006). This has been motivated by concerns over increasing poverty levels over time as indicated by various organizations who continue to channel resources into poverty reduction projects (World Bank, 2002; Mulwa, 2004; UNDP, 2004).

Despite such efforts, it is estimated that 1.2 Billion people in the world today live less than one US Dollar a day, which is the absolute poverty line (UNDP, 2006). Studies have been done to establish the major causes of ineffectiveness of such projects in poverty reduction. Major challenges in the implementation of community-based projects highlighted from such studies include lack of strategic leadership, staff quality and their involvement, and inadequate financial management capacities (Mwangi, 2006; Manchini, et al, 2003; 4C’s working group, 2003 and Grishvilli, 2003). Manchini, et al, (2003) also identified project adaptability to the community as an important challenge. Both the European Commission through a project cycle management manual and the 4C’s working group agree that community ownership and adequate external support are required for sustainability. Timsina (2003) indicates that elites within the society have been found to hijack the projects from the previously targeted, making it a challenge of project implementation.
FARM Africa (2002) in a report on natural resource management under the pastoralists Development project in Kenya, says that communities may not have the technical background to make the best decisions. For effective community-based projects implementation, there must be a channel to supply and manage inputs, a forum for the exchange of ideas, and a training forum (Peacock, 2001).

One such project is a community-based dairy goat-breeding project funded and implemented by FARM-Africa in partnership with the government of Kenya. The objective of the project was to contribute to improved household nutrition and increased incomes among the rural community living in Meru, on the Eastern Central highlands of Kenya (Ahuya, 2006). A community based model of project management was used in which the NGO led in its management for the first eight years after which period it handed over the management to the community through the Meru Goat Breeders Association (MGBA). The Association had been formed four years before project hand over and subjected to trainings and preparations for taking over when FARM Africa phased out in 2004. By the time of handing over, the project was optimally operating with the timely delivery of outputs being achieved (Maigua, 2006; Peacock, 2004; Ahuya, 2004 and Mutia, 2004). The number of goats, which was then increasing, reflected this. The number of new breeding stations was on an upward trend and the formed Meru Goat Breeders Association seemed capable of managing the community-based project.

Ahuya (2006) and a report by the Ministry of Livestock Development (DLPO, 2007) were in agreement that the project performance trend was on a downward trend. All the measurable indicators such as the amount of milk deliveries and number of groups being formed were reported to be on a downward trend. It was against this background that this
study proposed to establish the challenges of project implementation by a community based goat-breeding project in Meru with a view of making recommendations for improving future projects’ performance.

1.2 Statement of the Problem

During the period when the Meru dairy goat project was under FARM Africa’s management it was reported to have been in the process of meeting the set objectives (Mutia, 2004; Ahuya, 2004 and MOLD, (2004). Both Ahuya (2006) and MOLD (2007) were in agreement that after the hand over of the project to the community, the performances, which were the envisaged outputs, decreased over time. For instance, the number of pure breeding dairy goats was reported to be nearing depletion; the amount of milk delivered to a donor funded dairy goat milk processing plant was averaging 25 litres a day as compared to the expected 250 liters; the number of dairy goat keeping groups formed per year had been on the decline from 32 in 2005 to 6 in 2007; the older groups which were expected to be the custodians of the breeding goats, had been disintegrating since the community took over the management (MGBA, 2007). A customer, the Ripples International, an NGO involved in procuring goats to vulnerable members of the society, had been complaining that the genetic quality of goats it had procured previously were not meeting the expected standards (appendix 4).

This inability to breed enough goats to meet the demand for the whole country raised concerns in the community which had already tasted the benefits of the improved goats and yearning for its continuity especially when the prices had continued to rise up and were then at four times the set price. In deed the farmers had been overwhelmed by the
increasing demand for the breeding animals from different parts of the country, as well as the export market, which they were not able to supply due to the prevailing constraints. The government on the other hand, while promoting the use of dairy goats among the smallholder farmers was relying on the Meru project as the main source of breeding stock. However there was a question on the quality of the material in terms of genetics as well as the sustainability of the supply from the Meru project. It was believed that if the management of the project was improved, performance of the project would improve and the sustainability assured to a great extent. This study sought to investigate the main challenges of implementation of this project in order to make recommendations for improved and sustained performance and also to guide future projects.

1.3 Study Objective

The broad objective of this study was to determine the challenges of project implementation of the community-based Goat Breeding Project in Meru.

Specific Objectives

1. To establish the leadership challenges of project implementation faced by the Meru Goat Breeding project.
2. To identify the financial management challenges of project implementation faced by the Meru Goat Breeding project.
3. To determine the information communication challenges facing the implementation of the community-based Meru Goat Breeding Project.
1.4. Research Questions

1. What leadership challenges do the implementers of the community-based goat-breeding project in Meru face?

2. What financial management challenges do the implementers of the Meru Goat Breeders Project face?

3. What information communications challenges do the implementers of the Meru goat-breeding project face?

1.5 Significance of the Study

The study findings were to be useful to various development stakeholders who initiate community-based organizations which take over projects after they phase-out. Communities implementing projects were to get prior knowledge of potential challenges and prepare to address them. Policy makers were to get a base to address issues pertaining to NGOs phasing-out projects to communities as well as how and when to intervene in cases where implementers of projects require help. The study was to fill the existing knowledge gap in research and probably prompt other researches.

1.6 Scope of the Study

The study was to establish the challenges of project implementation of the community-based Goat Breeding project in Meru, with a focus on: leadership, financial management and information communication challenges.

The study location was to be the larger Meru Central and Meru South Districts of Kenya.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction to literature review

Projects are designed to promote change and innovation. A project can be defined as a planned undertaking. The Association of project managers (UK) says a project is a set of interrelated tasks that are undertaken by an organization to meet defined objectives, that has an agreed start and finish time, is constrained by cost, and has specified performance requirements and resources (Mwangi, 2006). Buchanan and Boddy (1992) defines a project as a unique venture with a beginning and an end, conducted by people to meet established goals - within parameters of cost, schedule and quality. Gray (1994) says that a project has dedicated resources, a single point of responsibility, and clear boundaries across which resources and deliverables move, limited duration, a one-off task and has objectives. He adds that they are a useful way of organizing work and that they do not arise without deliberate intervention.

According to Martin and Tate (2001) and Cleland and Ireland (2002), project management is a discipline that is fast growing and taking a professional shape since the 1950's. Project management is a discipline that has evolved because of a need to coordinate resources to secure predictable results. The common project management tasks include establishing objectives, breaking work into well defined tasks, charting the work sequences, scheduling, budgeting, coordinating a team, reporting, and communication throughout the project cycle (Baker and Campbell, 2003). A project manager must be both a manager and a leader (Mulwa, 2007). The authority conferred on him is what makes him accountable for the performance of the job. He is responsible for mobilizing sufficient, suitable and timely resources, and because these resources are primarily people, he is responsible for
motivating them and for ensuring that they as well as he himself are fully committed to the project objectives. One is responsible for providing leadership within the scope of the project, and is accountable for the success of the project (Dingle, 1996).

Project management methods are basically of three kinds; those which specify what has to be done; those which specify who is responsible for getting the work done; and those for controlling project work so that the project manager can deliver the project successfully (Mwangi, 2006). The outcome of the project is dependent on the skill with which the forecasting, planning, budgeting, scheduling, resource allocation, risk management, and control are handled, and that attention must be given to checking on the way these tasks were accomplished, (Meredith, 2003).

A project as a strategy can only work well if it is logical. According to Muketha, (2006), for a project manager to succeed in the implementation process, he requires to have understood the project goal, identified the purpose(s), established the required outputs, then the activities, allocate the resources, develop a work schedule and lastly establish the management and operational arrangements with key responsibilities and working procedures. To therefore implement a project a manager requires interacting, allocating monitoring and organizing skills (Gongera, 2005).

Program implementation requires the project to have staff that can put their skills to work. It requires integration of the management skills needed to allocate resources and the technical skills needed to do what needs to be done. Programme implementation is the stage at which the project integrates all its resources to concretely achieve its goals. Mwangi, (2006) suggests the following as the issues that a project can address to succeed in meeting its objectives (i) staff support to the project’s efforts (ii) team-working, (iii) the
team having good problem-solving skills, (iv) health and safety for staff and clients, (v) motivated staff, (vi) having productive program meetings.

A project manager is expected to meet some of the following drawbacks while implementing the project (i) The project technical design, (ii) meeting the quality or reliability specifications, (iii) selected technology may fail to deliver the expected performance, (iv) workload increase over time, (v) other projects may get priority, and thus competition for resource support. (vi) A change in the market may make the original objectives obsolete and (vii) any new legislation may prohibit a planned course of action (Manchini, 2003).

The failure of development efforts to realize the expected benefit is primarily a result of poor planning and weakness in the implementation of projects and programs (Muketha, 2006). Projects are likely to fail when the following conditions prevail, (i) poor project management discipline, (ii) decision making process is bureaucratized, (iii) inadequate resource supply, (iv) absence of business-like drive, (v) wrong team members (incompetent ones), (vi) absence of clear indicators for monitoring and measuring project success, (vii) Absence or poor risk management strategy and (viii) rigidity: inability to change (Mulwa, 2006).

The capacity of a project is considered in terms of seven main interrelated areas that are believed to be the foundation of the project’s performance, strategic leadership, human resources, financial management, infrastructure, program management, process management and inter institutional linkages. Each of these areas contains various components, which range in importance among project (Mwangi, 2006).
2.1.1 FARM-Africa

FARM Africa (Food and Agricultural Research Management) a British-based non-governmental organization initiated in 1985 with the goal of reducing poverty by enabling marginal African herders to make sustainable improvements to their well-being by managing their renewable natural resources more effectively (FARM–Africa, 2002).

Following its successful initiation, implementation, completion, and handling over of a poverty-reduction dairy goat project in Ethiopia, the Kenyan government requested FARM-Africa to come and do the same in the country. This was done in 1994. By 1996, the Meru region had already been identified as the project area and a participatory approach to identify the targeted poor was under way. The dairy goat-breeding project in Meru was then officially launched (Mutia, 1997).

2.1.2 Why the dairy goat

The goat was found to be very popular in recent years as a pathway out of poverty (Ahuya et al, 2004). Goat rearing had increasingly become popular among smallholder mixed crop-livestock farmers. Goat production was regarded as a feasible means to improve the income and nutrition of rural communities and to bring the communities into commercial marketing systems (Baker et al, 2002).

Many non-governmental organizations (NGO’s) in Kenya found to be working with resource-poor livestock keepers in medium to high potential areas were encouraging farmers to keep improved goat genotypes, which were mainly cross-breeds between the exotic temperate and the indigenous tropical breeds. The goat enterprise had proved to be
profitable with annual gross margins with over US $ 259 recorded indicating that diary goat enterprises under smallholder production systems could be profitable (Maigua, 2006).

2.1.3 Project Outputs

The following were the expected project outputs up to the time of the phase-out:

(i) Strong antonymous groups operating independently (ii) Community management of breed improvement activities strengthened and Meru goat-breeders association (MGBA) fully established. (iii) Basic animal healthcare services strengthened on a sustainable basis. (iv) Private veterinary services and rural drug shops strengthened and operational on a sustainable basis. (v) Fodder established on-farm managed and exploited effectively (vi) Capacity building of ministry of agriculture staff for effective advisory and delivery of project packages within and outside the project (vii) Lessons learned from implementation of projects collated and disseminated (viii) Participatory monitoring and evaluation systems established and operational (Mutia 1999).

The project period was eight years starting 1996 and ending in June 2004. Various project reports indicated the achievement of most of the above-expected outputs. The project had been under the hands of the Meru goat breeders association, a dairy goat farmers' community-based organization and on going under its management. The association made decisions on all the day-to-day activities.
2.1.4 FARM-Africa activities

(i) Capacity building - A lot of resources were reported to have been invested in capacity building of the producers in terms of farm level quality assurance, process coordination, and business skills. Other areas of training included; Training of trainers (TOT) on fodder development, conservation, and usage to support the improved genotype. Training on judging and inspection for shows, breed improvement and registration; leadership training for MGBA officials', goat production and management, micro-enterprise training, business management, breed improvement, and record keeping. To add value to the training, several study tours were undertaken. (ii) Linkages with the government and the private sector were established. (iii) Physical facilities - a dairy goat processing plant was acquired from a different donor with the assistance of FARM-Africa. (iv) Management organization formed - The Meru goat breeders Association (MGBA) was formed with the goal of assisting members to get a good goat and register it with Kenya stud book, and also to assist in working for market where members could sell goats, goat products and get access to credit. (v) Milk collection system - this was set up, where both the quantity and quality of the milk was to be assured.

Producer-collector-milk processor-retail

(vi) Organization structure - The community based dairy goat improvement project centered on empowered local breeders' association - The Meru goat breeders' association (MGBA). It draws its membership from registered farmer groups, whose members have interest in dairy goats. The association makes decisions pertaining to all the day-to-day activities. Below is the organizational structure of MGBA.
Characteristic of the community based programme;

(a) Composed of communities of small holder farmers (b) Low level of organization and formal education (c) Lack of or non-functional hierarchical structures to enable proper flow of information between the levels (d) Performance and pedigree data often lacking.

Roles and responsibilities of the different organizational levels of the association were well defined. The function and activities of MGBA and the associated inputs/costs were well elaborated (Ahuya, 2006)

(vii) Information communication.

Information communication was set to be through a farmer organization model. A mechanism of farmer extension workers (FEW) was used by the project to ensure information was communicated to a wider section of the community so as to increase adoption.

2.2. Challenges of Project Implementation of Community-Based Projects.

Several studies were conducted in the recent past on the above area and the challenges were found to fall in the following categories; (i) cultural challenges which were classified as internal community challenges, (ii) challenges external to the community, (iii) managerial challenges that result from gaps, deficiencies or disincentives in accountability and performance measure for project managers, (iv) budgeting, financial, procurement and contracting challenges to full and proper implementation, (v) informational challenges that result from lack or inaccessibility to information, (vi) support from within the project
membership where significant obstacles are faced in the acquisition of resources, development of projects and successful completion of its mission, goal and objectives.

2.2.1 Community Leadership Challenge

A study report by the 4C’s working group (2003), on the challenges related to the available resources and capacity of communities, says the following on community leadership; (i) may be ignorant, (ii) its turnover may be high, preventing continuity, (iii) guidance on collaborative, conflict resolution and technical skills, (iv) experience may lack in the leadership, (v) community leadership may lack adequate understanding of how the work, the legal and procedural requirements must follow.

They require understanding the general policies, regulations and laws. Manchini et al, (2003), after a research study, made the following report on competent leadership in the implementation of community-based program: The role of leadership in successfully implementing community-based projects involved planning, multiple strategies, commitment, realism, and having a clearly articulated mission. He added that leaders should consequently come to projects with a range of skills and experiences that enable them to both plan and execute that plan. They must be committed to having an intentional focus on sustaining the program as part of that plan. That they need to develop a vision and articulate a long-range plan as projects are initially planned and those plans should include methods for having the project engaged with the community. He further says that due to the critical nature of competent leadership, contingencies for unstable leadership and ownership is taken. (UNEP, (2005) after concluding several community-based project studies, noted that the role of a leader (facilitator) to the success of any project is critical.
2.2.2 Community participation as challenge

Project implementation and sustainability suffers when the project is remote from the community and when the community climate is not favourable for project success, therefore it is important to assess the community climate before developing project and to use good public relations and marketing to promote project success. Elements of community connection include the support of local government, the match between the project and the community needs and assets. It was also found that it is important to focus on both the community assets and community needs to ensure positivism in both the project and the community (Manchini, 2003).

Community life is informal, subject to day-to-day living activities and causal gatherings among family and friends at churches, in restaurants, at post offices, at associational meetings, and in stores and shopping malls. These informal patterns of living conflict with and are sometimes incompatible with the formal processes – project implementation. Normal life routines may prevent attendance and participation in project activities. Much of community is built on social capital such as goodwill and informal networks and any desirable and durable outcomes require consideration of the human element and its functional role (The 4Cs working group, 2003).

By involving the community from the onset of the project and addressing the local situation and social economic needs of the community, project activities could be effectively planned and implemented. The facilitator plays an important role in this process, bridging the gap between the community and the project team (UNEP, 2003). Project staff needs to understand their project’s particular context, as well as the
community barriers and opportunities before identifying the project’s relevant activities (GEF, 2003).

2.2.3 Community Capacity

Capacity building programmes need to take into consideration the local situation, the existing community capacity and support for the activities, the potential for further development and the threats that can disrupt the Programme, and need to include activities that increase the general awareness and knowledge of the local communities to manage their resources in a sustainable way (UNEP, 2005). Local capacity for communities to work together and manage project activities is an essential part of many community-based projects (GEF, 2003).

2.2.4 Methods/Approaches employed

Successful project implementation requires co-operation, commitment and communication amongst all the stakeholders. This should be reflected in the selection of methods for various project activities, which should take into consideration such factors like the prevailing environmental conditions, the cultural background and capabilities of local community and local knowledge and traditional practices, so that activities can be designed to meet the project objectives and desired outputs and outcomes. A degree of flexibility in implementing the various activities is also important to allow for unplanned or unforeseen circumstances (UNEP, 2005).

External challenges to community-based projects may arise from perceived or real procedural and administrative requirements, regulatory or statutory obstacles and conflicts
which are inconsistent with or detrimental to the mission, goal and objectives of the project (The 4C’s working group 2003).

2.2.5 Hijacking of the Project by Community Elite

Various studies on the implementation of community projects have indicated that community elite has a tendency to hijack the project from the targeted members, (Esman and Uphoff, 1984; Ulvila and Hossain, 2002; Timsina, 2003; Biggs et al, 2004; UNDP, 2004; Marcus and Achanya, 2005).

2.2.6 Managerial Challenges

These result from gaps, deficiencies or disincentives in accountability and performance measures for the project managers. The recommendation in such a case to update knowledge, skills and abilities required to include and emphasize; skills in negotiation, mediation, facilitation and core competencies in such areas as teamwork, community leadership and service, state and local government and politics, collaborative techniques and community-based conservation (The 4C’s working group, 2003)

2.2.7 Staff Quality and Involvement

A primary obstacle to program success revolves around having staff that are not well trained or educated or that are poorly matched with the program. Peak year data suggest that when staff issues are under control program success increases, therefore, it is important to deal with staff issues early and promote frequent and open communication (Manchini, 2003), GEF (2003) indicates the importance of competent staff. In its community-based projects, training needs are assessed, local organizations given training in basic planning, management, accounting, leadership and financial self-sufficiency.
2.2.8 Budgetary, Financial, Procurement and Contracting Challenges

These are the constraints that potentially affect or limit the ability of the project to marshal and direct resources to project implementation. Various studies and literatures have addressed this. Some of these include; Mwangi, (2006); Mulwa, (2006); and the 4C’s working group, (2003).

2.2.9 Informational communication

Lack of or inaccessibility to information regarding the project; their application in practice to on-the-ground projects, options for applying them under variable circumstances, barriers to their use and other information as it pertains to the purpose and support activities of the projects initiative is primary challenge to the initiatives success and implementation of the projects (4C’s working group, 2003).

2.3 A critical Review on the challenges of project implementation

Various literatures were reviewed with the intention of coming up with a relevant area of study on this project. There was no single study on challenges of project implementation of the Meru goat breeders’ project was found. Several reports written by the FARM-Africa’s project coordinator while running the project were also reviewed. These reports were found to cover the following issues; (i) what FARM-Africa is, (ii) how it came to Kenya (iii) how it operated/worked with both the government’s ministry of Agriculture staff and the target community, (iv) the eight-year interactions with the community, and (v) how its staff prepared the phase-out.

The reports indicated that the formation of farmer groups at the start of project and the conglomeration of five to six groups to form a unit were part of preparation of the
community to manage the project on their own after the project hand-over. Reports also indicate the holding of several trainings to the targeted and their elected group officials. The trainings were reported to be on group dynamics such as communication, record keeping and marketing. A lot of efforts were said to have been directed to the goat husbandry and breeding.

There was no report found to indicate the persons trained, the exact trainings the individual received, and the impact of the trainings. The number of goats, both purebreds and their crosses at the time of the project hand-over was reported to have been an approximate figure. The total amount of milk produced per day at the time was also approximated. The targeted project outputs were agreed to be in a trend of being achieved. This may have been true but was not authenticated by any study.

The reports as at then did not indicate any challenges of project implementation facing the management. This makes the period of project management by the project initiator to being interpreted as having had no such challenges. Many studies were undertaken both when FARM-Africa was implementing the project and under the current community management. Some of these studies were conducted by: Ahuya et al (1997, 2004, and 2006), Peacock, (2002), and Maigwa, (2006). Maigwa, (2006), studied marketing of dairy goat’s milk. Sales and sales organization were also addressed. Both Ahuya and peacock addressed the dairy goat husbandry, breeding and general groups’ organization. Ahuya, (2006), mentions some problems being faced by the groups
2.4 Summary and Gaps to be filled

2.4.1 General summary

Projects are said to be designed in order to promote change and innovation, and project management as a discipline that has evolved because of the need to co-ordinate resources to secure predictable results. The project objectives require the project capacity to be sufficient in order to convert plans into the desired outputs. The capacity of a project is considered in terms of the following main interrelated areas that are believed to be the foundation of the project performance; strategic leadership, human resources, financial management, infrastructure, program management, process management and inter-institutional linkages.

Various studies did indicate the following areas, as some of the attention requiring aspects on community-based project management conventionally: (i) the community’s capacity-to work together and manage project activities. (ii) Community leadership was found to be a basic requirement in ensuring success in community project implementation. (iii) Community support to the project, where ownership of the project by the target group was reported to be one of the reasons leading to successful project implementation. (iv) Methods/approaches used by the project implementers in community-based project implementation.-the prevailing environmental conditions, the cultural background, and capabilities of local community, local knowledge and traditional practices, so that activities can be designed to meet the project objectives. (v) Hijacking of the projects by the community elite. (vi) Managerial challenges, results from gaps, deficiencies, or disincentives in accountability and performance measures by community- based project implementers. (vii) Staff quality and involvement – best performance would be expected to form the best-capacitated staffs that are also given the opportunity to serve. (viii)
Budgetary, financial, and contracting activities. These affect the ability of the project to marshal and direct resources to project implementation. (ix) Information Communication - important to access and apply (practice) to the on-the-ground project.

2.4.2 Summary on the Meru Goat Breeders Project (MGBA)

The areas of management of the community-based project that were reportedly addressed by the FARM-Africa and still on-going by the MGBA include; (i) Capacity building to the community and project implementers on both the managerial and technical areas (Maigua, 2006). (ii) Community support to the project- indicated to have been good (Mutia, 2004). (iii) Community leadership -no clear study to indicate the managerial competences of the project implementers. (iv) Methods /approaches used by the implementers- no study indicated any complaints on this area. (v) Hijacking of the project by the local elite. There was no mention of this in any study done. (vi) Managerial challenges- secondary information available indicated only what was done, and no data on the managerial competencies of the implementers was found. (vii) Staff quality and involvement; Information on the quality of implementers and how they were (are) involved was lacking. (viii) Budgetary, financial, procurement, and contracting issues -not elaborated in the various literature reviewed.
2.4.3 Identified Gaps

It was established that there was no study carried out on the challenges of project implementation of the Meru goat-breeding project. Based on the above reviewed literature, the following aspects were found to require attention:

(i) Community leadership - The core competencies and capabilities in leadership of the community-based project require to be established.

(ii) Hijacking of the project by the well-to-do community members (from the targeted to themselves).

(iii) The managerial capacity of the local community to implement their project is yet to be ascertained.

(iv) Budgetary, financial, procurement, and contracting issues were not found in any of the reviewed literature.

(v) Information communication - data and information collection from within and outside the breeding organization, storage and communication efficiency require to be established.
2.5. The conceptual Framework

![Conceptual Framework Diagram]

Independent variables

- Leadership
- Financial management
- Information communication

Dependent variable

- Project performance

Government policy and state of the economy

Source: Researcher, 2008

There were three independent variables considered in the study. These are: leadership, financial management and information communication. The research was intended to establish the relationship that existed between these independent variables and the expected performance (outputs) of the Meru goat-breeding project, which is the dependent variable. The government policy and the state of the economy were considered as the intervening variables.

Leadership – this is the ability of the elected officials at all the levels of the project management to motivate the members to voluntarily undertake project activities with effectiveness to ensure successful implementation. The leader was expected to have a
vision for the project, communicate it to the members, and drive them in the same direction. The leadership was expected to be flexible, welcome change and be able to resolve any conflict whenever it arises. It was required to be effective in acquiring and protecting resources. The leaders are always expected to be the link between the project and its external environment (Mwangi, 2006)

**Financial management** – This involves budgeting, financial record-keeping and financial reporting which are essential to the overall functioning of the project. Good financial management ensures the project management gets the information they need to make decisions and allocate the project’s resources (Meredith, 2003).

**Information communication** – The function of communications in the project is to exchange and achieve a shared understanding among the members. It can serve as the glue holding a project together. Accurate information helps keep the members informed and motivated: aside from the specific information they need to carry out their work, the members also need information to make them feel that they are part of an important effort and work for a wider purpose (4C’s Working Group, 2003).

2.5.1 The intervening variables

**Government policy**: to guide on the operations of the community-based project management through monitoring of activity implementation, backstopping on the missing skills, as well as supervision whenever a need arises. This is meant to ensure that the fleecing of community resources by their management does not occur and that mismanagement is curtailed at an early stage (Muketha, 2006).
Economic status: this comprises of the forces and trends affecting the availability and worth of the project’s resources. The country’s inflation, the government’s expenditure and whether part of that expenditure is directed towards the project, as well as whether donors and foreign investors are enthusiastic about making more resources available to the country are part of the country’s economic status (Mwangi, 2006).

2.5.2 Dependent variable

Improved nutrition and increased household incomes were expected to increase through increased number of goats and milk outputs. An increase in the number of goats was expected to lead to an increase in both the number of goat-keeping groups as well as the amount of produced milk.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction
This chapter covers research methodology. The project’s research design, the targeted population, sampling strategy, and the data collection procedures are presented. The data analysis tools and the expected outputs are indicated.

3.2. Study Design
The descriptive survey method was used to conduct this study. The survey method was applied because it is used to gather data from a large population at a particular point in time, in a highly economical way, with an intention of describing the nature of existing situations (KNUT, 2006). It is considered to be the most appropriate design in behavioural sciences, as it seeks to find out factors associated with certain occurrences, outcomes, and condition of behaviour (Bell, 1987).

3.3. Target Population
The target population was 150 chairmen of the dairy goat breeding groups. The groups were geographically well spread within the study area.

Table 1: Number of groups

<table>
<thead>
<tr>
<th>Name</th>
<th>Number.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>150</td>
</tr>
</tbody>
</table>

Source: Researcher, 2008
3.4. Sampling Strategy

The study used the Fischer's formula to calculate the sample size, where by:

\[ n = \frac{Z^2 \cdot P \% \cdot Q\%}{e^2} \]

Where;

- \( n \) = the desired sample size.
- \( Z \) = the value corresponding to the level of confidence required (in this case, 1.96, corresponding to 95%)
- \( P\% \) = proportion belonging to the specified category.
- \( Q\% \) = proportion not belonging to the specified category.
- \( e \%) = the margin of error required (in this case 5%)

The adjusted minimum sample size was calculated using the following formula:

\[ n^1 = \frac{n}{1 + \frac{n}{N}} \]

Where,

- \( n^1 \) = adjusted minimum sample size.
- \( n \) = minimum sample size as arrived at using the previous formula.
- \( N \) = the total population.

\[ n = \frac{(1.96)^2 \cdot 0.9 \cdot 0.1}{(0.5)^2} = 138.2976 \]

The adjusted minimum size from a population of 150 groups was calculated as follows;
n1 = 138.2976

\[
\frac{1 + 138.2976}{150}
\]

= 72

A minimum sample size of 72 was arrived at.

A list of all the 150 groups was prepared.

A simple random sampling technique was used to identify the respondents. A name of each group was written on a separate piece of paper, put between the hands, rolled to hide the identity, and put in a big tin. The names of all groups were put in one tin. An independent person was called upon to shake the closed tin, open it, pour out the contents and pick 72 names.

### Table 2: Sample Size Distribution

<table>
<thead>
<tr>
<th>NAME OF LEVEL</th>
<th>TOTAL PER LEVEL</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>150</td>
<td>72</td>
</tr>
</tbody>
</table>

**Source:** Derived from table 1 above
3.5. Data Collection tools and Procedure
Both primary and secondary data were made use of in this study.
A semi-structured questionnaire was used to collect primary data from the respondents. Secondary data was collected from the literature review. The researcher personally administered the questionnaires.

3.6. Data Analysis
The collected data was edited, coded, and analyzed using the statistical package for social sciences (SPSS). Bivariate correlation analysis using the Pearson's Product Moment Correlation was performed on the collected data. Descriptive statistics were arrived at using the same statistical computer package. The results were presented in terms of frequency tables and percentages.

3.7. Expected Output
Conclusions and recommendations were made on challenges of project implementation of the Meru goat-breeding project. These were on the areas of community leadership, financial management, and information communication. The conclusions arrived at, were expected to be useful to those interested in addressing such challenges. Communities, development agents, policy makers, and researchers, were expected to benefit from the outputs of this study.
CHAPTER FOUR

4.0 DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction to Data analysis

This chapter covers analysis of data and presentation of results on challenges of project implementation of community-based goat breeding project in Meru. The focus is on leadership, financial management and information communication challenges. Results from both quantitative and qualitative data analysis are presented while a summary of data analysis is provided at the end of the chapter.

4.2 Quantitative Analysis

The survey fieldwork was conducted from August to early September 2008. Likert scales for attitude measurement were used. After explaining how to apply the scales (1 for strongly disagree, 2 for disagree, 3 for not decided, 4 for agree, and 5 for strongly agree), the researcher read and interpreted to the respondent each of the questionnaire items, one at a time as the chosen value was marked. The questionnaire provided a list of potential areas of challenges of project implementation for the respondents to rate.

Univariate statistical analysis using frequency distributions, presenting the data in percentages was used. An examination of the distribution of cases on only one variable at a time was performed. A bivariate correlation analysis using the Pearson’s correlation to measure the strength of the linear relationship between two variables was also undertaken involving most of the questionnaire items.

4.2.1 Leadership

The ratings by respondents on various aspects of leadership were subjected to descriptive statistical analysis. Descriptive statistics were based on frequency distributions on each
The results from univariate statistical analysis on the various leadership aspects are presented in Tables 3 and 4.

**Table 3: Percentage rating on various leadership aspects**

<table>
<thead>
<tr>
<th>Leadership aspect</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>All members were involved in electing their project leaders.</td>
<td>9.7</td>
</tr>
<tr>
<td>Most of the project leaders have attained a minimum of primary school level of education.</td>
<td>6.9</td>
</tr>
<tr>
<td>The leaders in the project are concerned to get tasks done well. They are self-motivated and motivate others.</td>
<td>29.2</td>
</tr>
<tr>
<td>project leadership adheres to the set project rules</td>
<td>41.7</td>
</tr>
<tr>
<td>The leaders encourage members to express their own views on the project.</td>
<td>36.1</td>
</tr>
<tr>
<td>leadership is effective in acquiring and protecting resources</td>
<td>37.5</td>
</tr>
<tr>
<td>Leadership practice participatory management, where the groups, units and regional management work together.</td>
<td>40.3</td>
</tr>
<tr>
<td>Leadership is flexible, and welcomes change.</td>
<td>22.2</td>
</tr>
<tr>
<td>Leadership has adequate understanding of how the work, the legal, and procedural requirements must follow.</td>
<td>16.7</td>
</tr>
<tr>
<td>Leaders are able to guide on collaborative and conflict resolution</td>
<td>33.3</td>
</tr>
</tbody>
</table>

The respondents were requested to rate the project's regional leadership based on the provided questionnaire items.
Table 4: Leadership rating on project's Regional leadership by the respondents

<table>
<thead>
<tr>
<th>Leadership competence</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>strongly disagree</td>
</tr>
<tr>
<td>The regional leaders are competent in leadership</td>
<td>34.7</td>
</tr>
</tbody>
</table>

Further on, a bivariate correlation (Pearson’s) analysis between data on the responses on democratic election of leaders and four aspects of leadership, which were found to have the highest ratings that were skewed towards disagreement, was performed. A summary of this analysis is presented in table 5 below.

Table 5: The correlation results between election of leaders and other leadership aspects

<table>
<thead>
<tr>
<th>Leadership aspects</th>
<th>No. of Respondents</th>
<th>Pearson correlation</th>
<th>Significance (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most of the project leaders have attained a minimum of primary school level of education</td>
<td>72</td>
<td>.390**</td>
<td>.001</td>
</tr>
<tr>
<td>The project leadership adheres to the set project rules</td>
<td>72</td>
<td>.097</td>
<td>.416</td>
</tr>
<tr>
<td>Leadership is effective in acquiring and protecting resources</td>
<td>72</td>
<td>.058</td>
<td>.627</td>
</tr>
<tr>
<td>Leadership has adequate understanding of how the work, the legal, and procedural requirements must follow.</td>
<td>72</td>
<td>.326**</td>
<td>.005</td>
</tr>
</tbody>
</table>

**p<.01  
*p<.05

Table 6 provides a summary of the Pearson’s correlation between the respondents’ views on the leadership of the regional officials and each of the responses on leadership aspects.
Table 6: A summary of correlations between data on regional leadership and other leadership aspects

<table>
<thead>
<tr>
<th>Leadership aspects</th>
<th>n</th>
<th>Pearson correlation coefficient</th>
<th>Significance (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All members were involved in electing their project leaders</td>
<td>72</td>
<td>.245*</td>
<td>.038</td>
</tr>
<tr>
<td>Most of the project leaders have attained a minimum of primary school level of education.</td>
<td>72</td>
<td>.022</td>
<td>.856</td>
</tr>
<tr>
<td>The leaders in the project are concerned to get all tasks done well.</td>
<td>72</td>
<td>.170</td>
<td>.154</td>
</tr>
<tr>
<td>The project leadership adheres to the set project rules.</td>
<td>72</td>
<td>.028</td>
<td>.813</td>
</tr>
<tr>
<td>Leaders encourage members to express their own views on the project</td>
<td>72</td>
<td>.555**</td>
<td>.000</td>
</tr>
<tr>
<td>Leadership is effective in acquiring and protecting resources</td>
<td>72</td>
<td>.356**</td>
<td>.002</td>
</tr>
<tr>
<td>Leadership practice participatory management.</td>
<td>72</td>
<td>.200</td>
<td>.093</td>
</tr>
<tr>
<td>Leadership has adequate understanding of how the work, the legal, and procedural requirements must follow.</td>
<td>72</td>
<td>.132</td>
<td>.270</td>
</tr>
<tr>
<td>Leaders are able to guide on collaborative and conflict resolution</td>
<td>72</td>
<td>.295*</td>
<td>.012</td>
</tr>
</tbody>
</table>

**p<.01  
*p<.05

4.2.2 Financial Management

To come up with the challenges of project implementation associated with financial management of the Meru goat breeding project, a structured questionnaire was administered to the respondents. The collected data was summarized using descriptive statistics. Table 7 presents the frequency distribution (percentages).
<table>
<thead>
<tr>
<th>Financial management aspects</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>I The project undertakes adequate budgeting.</td>
<td>41.7</td>
</tr>
<tr>
<td>Budgets are timely</td>
<td>52.8</td>
</tr>
<tr>
<td>All financial budgets are approved in a general meeting by a majority vote.</td>
<td>62.5</td>
</tr>
<tr>
<td>Budget plans are updated as financial information comes in.</td>
<td>56.9</td>
</tr>
<tr>
<td>Grants and loans are properly managed</td>
<td>63.9</td>
</tr>
<tr>
<td>Decision-making relies on monitoring and analysis of the ratio of actual to planned budgets.</td>
<td>43.1</td>
</tr>
<tr>
<td>Capital and equipment forecasts are made appropriately.</td>
<td>40.3</td>
</tr>
<tr>
<td>Necessary reports are provided on a regular and timely basis.</td>
<td>43.1</td>
</tr>
<tr>
<td>Timely financial information is given to those who need it.</td>
<td>52.8</td>
</tr>
<tr>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>43.1</td>
</tr>
<tr>
<td>The year-end date is clearly stated.</td>
<td>58.3</td>
</tr>
<tr>
<td>Leaders are competent to interpret financial information.</td>
<td>47.2</td>
</tr>
<tr>
<td>The top leadership reviews financial statements on a regular basis</td>
<td>54.2</td>
</tr>
<tr>
<td>We have an existing committee to oversee financial issues.</td>
<td>55.6</td>
</tr>
<tr>
<td>The project has an adequate bookkeeping system.</td>
<td>47.2</td>
</tr>
<tr>
<td>Balance sheets and income and expense statements are prepared at least quarterly</td>
<td>61.1</td>
</tr>
<tr>
<td>A procedure is in place to control and record the assets of the project.</td>
<td>40.3</td>
</tr>
<tr>
<td>Cash-flow statements are prepared.</td>
<td>48.6</td>
</tr>
<tr>
<td>Cash is managed to allow the project from a surplus and minimize the costs of cash shortages.</td>
<td>44.4</td>
</tr>
</tbody>
</table>
4.2.3 Pearson’s correlation Analysis

In order to establish the degree to which any two items of concern under the financial management are related, the Pearson’s correlation was performed. Table 8 presents a summary of the results from this analysis.

Table 8: Pearson’s correlations on financial management issues

<table>
<thead>
<tr>
<th>Variable 1</th>
<th>Variable 2</th>
<th>n</th>
<th>Pearson’s correlation</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project undertakes adequate budgeting</td>
<td>Budget plans are timely</td>
<td>72</td>
<td>.236*</td>
<td>.046</td>
</tr>
<tr>
<td>The project undertakes adequate budgeting</td>
<td>Grants and loans are properly managed</td>
<td>72</td>
<td>.224</td>
<td>.059</td>
</tr>
<tr>
<td>Grants and loans are properly managed</td>
<td>Necessary reports are provided on a regular and timely basis</td>
<td>72</td>
<td>.318**</td>
<td>.007</td>
</tr>
<tr>
<td>Grants and loans are properly managed</td>
<td>Timely financial information is given to those who need it</td>
<td>72</td>
<td>.454**</td>
<td>.000</td>
</tr>
<tr>
<td>Grants and loans are properly managed</td>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>72</td>
<td>.364**</td>
<td>.002</td>
</tr>
<tr>
<td>Grants and loans are properly managed</td>
<td>All leaders are competent to interpret financial information</td>
<td>72</td>
<td>.341**</td>
<td>.003</td>
</tr>
<tr>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>We have an existing committee to oversee financial issues</td>
<td>72</td>
<td>.402**</td>
<td>.000</td>
</tr>
<tr>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>The project has an adequate bookkeeping system</td>
<td>72</td>
<td>.489**</td>
<td>.000</td>
</tr>
<tr>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>Balance sheets and income and expense statements are prepared at least quarterly</td>
<td>72</td>
<td>.358**</td>
<td>.002</td>
</tr>
</tbody>
</table>
The respondents were asked to rate their regional project officials on financial competence, accountability, and transparency while managing the project. Table 9 presents a summary of the results.
Table 9: The rating of the regional officials by the respondents on financial aspects

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>The regional officials are competent, accountable and transparent on all financial matters of the project.</td>
<td>55.6</td>
</tr>
</tbody>
</table>

A correlation analyses was done to establish the relationship between the views of the respondents on the regional officials pertaining to their management of the project’s finances and the main aspects of financial management that reflect performance. The results of this analysis are summarized in table 10.
Table 10: Results of analysis on financial management by the regional officials

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Pearson's correlation</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project undertakes adequate budgeting</td>
<td>72</td>
<td>.147</td>
<td>.219</td>
</tr>
<tr>
<td>Budget plans are timely</td>
<td>72</td>
<td>.182</td>
<td>.126</td>
</tr>
<tr>
<td>Financial budgets are approved in a general meeting by a majority vote</td>
<td>72</td>
<td>.158</td>
<td>.186</td>
</tr>
<tr>
<td>Budget plans are updated as financial information comes in</td>
<td>72</td>
<td>.415**</td>
<td>.000</td>
</tr>
<tr>
<td>Grants and loans are properly managed</td>
<td>72</td>
<td>.388**</td>
<td>.001</td>
</tr>
<tr>
<td>Decision-making relies on monitoring and analysis of the ratio to planned budgets</td>
<td>72</td>
<td>.348**</td>
<td>.003</td>
</tr>
<tr>
<td>Capital and equipment forecasts are made appropriately</td>
<td>72</td>
<td>.316**</td>
<td>.007</td>
</tr>
<tr>
<td>Necessary reports are provided on a regular and timely basis</td>
<td>72</td>
<td>.316**</td>
<td>.007</td>
</tr>
<tr>
<td>Timely financial information is given to those who need it</td>
<td>72</td>
<td>.310**</td>
<td>.008</td>
</tr>
<tr>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>72</td>
<td>.084</td>
<td>.481</td>
</tr>
<tr>
<td>The year-end is clearly stated</td>
<td>72</td>
<td>.179</td>
<td>.132</td>
</tr>
<tr>
<td>All leaders are competent to interpret financial information</td>
<td>72</td>
<td>.352**</td>
<td>.002</td>
</tr>
<tr>
<td>The top leadership reviews financial statements on a regular basis</td>
<td>72</td>
<td>.235*</td>
<td>.047</td>
</tr>
<tr>
<td>We have an existing committee to oversee financial issues</td>
<td>72</td>
<td>.082</td>
<td>.495</td>
</tr>
<tr>
<td>The project has an adequate bookkeeping system</td>
<td>72</td>
<td>.424**</td>
<td>.000</td>
</tr>
<tr>
<td>Balance sheets and income and expense statements are prepared at least quarterly</td>
<td>72</td>
<td>.518**</td>
<td>.000</td>
</tr>
<tr>
<td>A procedure is in place to control and record assets of the project</td>
<td>72</td>
<td>.388**</td>
<td>.001</td>
</tr>
<tr>
<td>Cash-flow statements are prepared</td>
<td>72</td>
<td>.105</td>
<td>.382</td>
</tr>
<tr>
<td>Cash is managed to allow the project to benefit from a surplus and minimize the costs of cash shortages</td>
<td>72</td>
<td>.284*</td>
<td>.016</td>
</tr>
</tbody>
</table>

**p<.01  
*p<.05
4.2.4 Information communication

A univariate statistical analysis was performed to summarize the data on the identified aspects of information communication in project management in the form of frequency distributions (percentages). The resulting summaries are presented in table 11. A bivariate correlation analysis was done using the Statistical Package for Social Sciences (SPSS) in order to generate information on the degree of linear relationship between target information communication areas.

Table 11: A summary on the rating of the project’s information communication

<table>
<thead>
<tr>
<th>Information communication aspects</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>strongly disagree</td>
</tr>
<tr>
<td>There is an existing mechanism to collect all important data and information from within the project</td>
<td>54.2</td>
</tr>
<tr>
<td>The project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project</td>
<td>31.9</td>
</tr>
<tr>
<td>The project has a facility to store all data and information that concern it.</td>
<td>30.6</td>
</tr>
<tr>
<td>There exists an information channel that makes it</td>
<td>37.5</td>
</tr>
<tr>
<td>A deliberate effort to ensure that the language of information communication is not a barrier to any member is undertaken.</td>
<td>38.9</td>
</tr>
</tbody>
</table>

The respondents were requested to rate their regional officials based on their ability to collect and communicate any relevant information on the project to all who require it on a timely basis. Frequency distributions were used to summarize the data. Table 12 below presents the summary.
Table 12: Percentage rating of the regional officials on information communication

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>The regional officials collect and communicate any relevant project information to all who require it on a timely basis.</td>
<td>strongly disagree</td>
</tr>
<tr>
<td></td>
<td>50.0</td>
</tr>
</tbody>
</table>

The Pearson’s correlation coefficient was generated using the SPSS computer package in order to establish the degree to which various aspects of information communication are related. A summary of the results are presented in table 13 below.
Table 13: A summary of correlations on information communication

<table>
<thead>
<tr>
<th>Variable 1</th>
<th>Variable 2</th>
<th>N</th>
<th>Pearson’s correlation</th>
<th>Sig. level (2- tailed test)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is an existing mechanism to collect all important data and information from within the project</td>
<td>The project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project</td>
<td>72</td>
<td>.344**</td>
<td>.003</td>
</tr>
<tr>
<td>There is an existing mechanism to collect all important data and information from within the project</td>
<td>The project has a facility to store all data and information that concern it</td>
<td>72</td>
<td>.278*</td>
<td>.018</td>
</tr>
<tr>
<td>The project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project</td>
<td>The project has a facility to store all data and information that concern it</td>
<td>72</td>
<td>.381**</td>
<td>.001</td>
</tr>
<tr>
<td>There is an existing mechanism to collect all important data and information from within the project</td>
<td>There exists an information channel that makes it possible for anyone authorized person to access any data and information on the project</td>
<td>72</td>
<td>.563**</td>
<td>.000</td>
</tr>
<tr>
<td>There exists an information channel that makes it possible for anyone authorized person to access any data and information on the project</td>
<td>A deliberate effort to ensure that the language of information communication is not a barrier to any member</td>
<td>72</td>
<td>.342**</td>
<td>.003</td>
</tr>
</tbody>
</table>

**p<.01,  
*p<.05

The respondents were requested to rate the regional officials based on several aspects of information communication. The collected data was subjected to Pearson’s correlation analysis. Table 14 provides the resulting summary.
Table 14: A summary of correlations between different aspects of information communication on the regional officials

<table>
<thead>
<tr>
<th>Variable 1</th>
<th>Variable 2</th>
<th>N</th>
<th>Pearson's correlation coefficient</th>
<th>Sig. level (2-tailed test)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The regional official collect and communicate any relevant project information to all who require it on a timely basis</td>
<td>There is an existing mechanism to collect all important data and information from within the project</td>
<td>72</td>
<td>.364**</td>
<td>.002</td>
</tr>
<tr>
<td>The regional official collect and communicate any relevant project information to all who require it on a timely basis</td>
<td>The project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project</td>
<td>72</td>
<td>.502**</td>
<td>.000</td>
</tr>
<tr>
<td>The regional official collect and communicate any relevant project information to all who require it on a timely basis</td>
<td>The project has a facility to store all data and information that concern it.</td>
<td>72</td>
<td>.411**</td>
<td>.000</td>
</tr>
<tr>
<td>The regional official collect and communicate any relevant project information to all who require it on a timely basis</td>
<td>There exists an information channel that makes it possible for anyone authorized person to access any data and information on the project</td>
<td>72</td>
<td>.433**</td>
<td>.000</td>
</tr>
<tr>
<td>The regional official collect and communicate any relevant project information to all who require it on a timely basis</td>
<td>A deliberate effort to ensure that the language of information communication is not a barrier to any member</td>
<td>72</td>
<td>.524**</td>
<td>.000</td>
</tr>
</tbody>
</table>

**p<.01
*p<.05
4.2.5 Further Bivariate correlation analysis

More bivariate correlation analysis was done to determine the relationship between the main criteria used to elect the project leaders (democratic elections and level of education) and the identified areas of performance in leadership, financial management and information communication. Table 15 and 16 summarizes the results.

Table 15: Bivariate correlation between democratic election of project leaders and selected aspects of project management

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Pearson’s correlation</th>
<th>Sig. level (2-tailed test)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and loans are properly managed</td>
<td>72</td>
<td>-.233**</td>
<td>.049</td>
</tr>
<tr>
<td>Timely financial information is given to those who need it</td>
<td>72</td>
<td>-.055</td>
<td>.646</td>
</tr>
<tr>
<td>Cash-flow statements are prepared</td>
<td>72</td>
<td>-.139</td>
<td>.243</td>
</tr>
<tr>
<td>Top leadership reviews financial statements on a regular basis</td>
<td>72</td>
<td>.131</td>
<td>.272</td>
</tr>
<tr>
<td>We have an existing committee to oversee financial issues</td>
<td>72</td>
<td>.020</td>
<td>.870</td>
</tr>
<tr>
<td>There is an existing mechanism to collect all important data and information from within the project</td>
<td>72</td>
<td>.012</td>
<td>.918</td>
</tr>
<tr>
<td>The project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project</td>
<td>72</td>
<td>.035</td>
<td>.768</td>
</tr>
<tr>
<td>There exists an information channel that makes it</td>
<td>72</td>
<td>-.066</td>
<td>.580</td>
</tr>
<tr>
<td>A deliberate effort to ensure that the language of information communication is not a barrier to any member</td>
<td>72</td>
<td>.266*</td>
<td>.024</td>
</tr>
</tbody>
</table>

**p<.01  
*p<.05

Correlations between the management’s level of education and some selected managerial aspects were generated. The outputs are as indicated in table 16 below.
Table 16: Correlations between the leaders’ level of education and selected management areas.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Pearson’s correlation</th>
<th>Sig. level (2-tailed test)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and loans are properly managed</td>
<td>72</td>
<td>-.290*</td>
<td>.013</td>
</tr>
<tr>
<td>The auditors of the project are satisfied with the financial manager’s controls of cash and assets</td>
<td>72</td>
<td>-.184</td>
<td>.122</td>
</tr>
<tr>
<td>All leaders are competent to interpret financial information</td>
<td>72</td>
<td>.014</td>
<td>.910</td>
</tr>
<tr>
<td>The project has an adequate bookkeeping system</td>
<td>72</td>
<td>-.349**</td>
<td>.003</td>
</tr>
<tr>
<td>We have an existing committee to oversee financial issues</td>
<td>72</td>
<td>-.337**</td>
<td>.004</td>
</tr>
</tbody>
</table>

**p<.01
*p<.05

4.3 Qualitative Analysis

4.3.1 Leadership

A statistical analysis giving descriptive data presented in percentages was derived by applying the Statistical Package for Social Sciences (SPSS) to the data on all the leadership aspects. The following are the qualitative results:

58.4 % of the respondents agreed that all members were involved in electing their project leaders while 58.3 % agreed that most of the project leaders had attained a minimum of primary school level of education. These two factors were found to have a highly significant correlation of 0.390 (P<0.001). 54.2 % of all the respondents disagreed with the idea that the project leaders are concerned to get tasks done well. 72.3% of the respondents indicated that the project leadership does not adhere to the set project rules. 69.4 % of the respondents indicated that the project leadership is ineffective in acquiring and protecting project resources which, when correlated with data on democratic election of officials, the
correlation was low and not significant, \((r=.058, \ p<.627)\). 65.3 % of the respondents indicated that the project leadership does not practice participatory management.

The respondents rated their regional leaders on competence in project leadership and 55.5 % of them felt that these leaders were incompetent. This variable (competence) was highly correlated \((r = 0.555, \ P<0.000 \text{ and } r=0.356, \ P<0.002)\) with the data on leaders' encouragement on members to express their own view and their effectiveness in acquisition and protection of resources respectively. The competence of leaders also had a significant correlation \((r = 0.356, \ P<0.012 \text{ and } r =.245, \ P<0.038)\) with data on the leaders' ability to guide on collaborative aspects, conflict resolution and democratic election of leaders respectively.

### 4.3.2 Financial management

The data collected on financial management matters was subjected to both univariate analysis (frequency distributions) and bivariate correlation analysis (using Pearson's correlation). The following were the results obtained:

66.7 % of the respondents did not agree that the project undertakes adequate budgeting while 79.2 % indicated that whenever budgets are done, they are not timely. The correlation between these two variables was positive and significant \((r = .236, \ P < 0.046)\).

When asked to rate the idea that all financial budgets are approved in a general meeting by a majority vote, 80.6 % disagreed. 76.3 % of the respondents indicated that financial budgets are not updated when financial information comes in. 83.3 % of the respondents indicated that both grants and loans are not properly managed which had a positive but not significant correlation with data on the leaders undertaking adequate budgeting.
77.8% of the respondents indicated that necessary reports are not provided on a regular and timely basis and a further 77.8% agreed that timely financial information is not given to those who need it. A correlation analysis between proper management of loans and provision of regular and timely reports yielded a positive correlation coefficient which was highly significant \( r = .318, P< .007 \). Correlation of the same variable (proper management of loans) with provision of financial information to those who need it was positive and highly significant \( r = .454, P<0.000 \). A further correlation analysis of the data on proper management of loans and grants with the data on whether the auditors are satisfied with the financial manager's controls of cash and assets resulted to a positive and significant correlation \( r = .364, P< 0.002 \). Lastly, further correlation analysis of data on proper management of loans and grants with data on leaders' competency in interpretation of financial information yielded a positive and significant correlation \( r = .341 \ P < 0.003 \).

The correlation between the satisfaction of auditors on project manager's control of cash and assets and the existence of a committee to oversee financial issues was positive and highly significant \( r = .489, P<.000 \). A further correlation analysis between this variable (satisfaction of auditors on control of cash and assets) with data on balance sheets, income and expense statements being prepared at least quarterly yielded a positive and highly significant correlation \( r= 358, P< 0.002 \). One third of respondents were not able to decide on whether project auditors are satisfied with the financial manager's control of cash assets, while 55.6% of them disagreed on the same. 68.1% of the respondents indicated that the project has no committee to oversee financial issues with 66.6% indicating that the project does not have adequate book keeping system. 80.5% of the respondents indicated that balance sheets and income and expense statements are not prepared at least quarterly. 62.5% of the respondents indicated that there is no procedure in place to control
and record the assets of the project while 75% indicated that cash-flow statements are not prepared.

While responding to a question on whether cash is managed to allow the project to benefit from a surplus and minimize the costs of cash shortages, 72.2% disagreed. When asked to rate their regional officials based on financial competence, accountability, and transparency, 80.5% of the respondents indicated that those officials were not competent, accountable and transparent on the financial matters of the project.

The respondents were provided with some select financial management aspects on which to rate their regional officials. A correlation analysis on the data on competence, accountability and transparency of regional officials, yielded positive correlation coefficients at different significant levels. The results were as follows: the budget plans are updated as financial information comes in, \((r = .310, P< 0.008)\); grants and loans are properly managed, \((r = .388, P< 0.001)\); decision-making relies on monitoring and analysis of the ratio to planned budgets, \((r = .348, P< 0.003)\); capital and equipment forecasts are made appropriately, \((r = .316, P< 0.007)\); necessary reports are provided on a regular and timely basis, \((r = .316, P< 0.007)\); timely financial information is given to those who need it, \((r = .310, P< 0.008)\); all leaders are competent to interpret financial information, \((r = .352, P< 0.002)\); the top leadership reviews financial statements on a regular basis, \((r = .235, P< 0.047)\); The project has an adequate book keeping system, \((r = .424, p<.000)\); the balance sheets and income and expense statements are prepared at least quarterly, \((r = .518, P< 0.000)\); a procedure is in place to control and record assets of the project, \((r = .388, P< 0.001)\), and cash is managed to allow the project to benefit from a surplus and minimize the costs of cash shortages, \((r = .284, P< 0.016)\).
4.3.3 Information Communication

Various aspects of information communication were rated by the identified respondents. 76% of them disagreed with the idea that there is an existing mechanism to collect all important data and information from within the project. When the data on this variable was correlated with the data on “the project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project” there was a positive and significant correlation ($r = .344, P< .003$) yielded. 66.7% of the respondents indicated that the project does not have an existing information channel that makes it possible for any authorized person to access any data and information on the project. When the same data was correlated with data on there being deliberate effort by the project to ensure that the language of information communication is not a barrier to any member the relationship was found to be positive and highly significant ($r = .342, P< 0.003$).

A bivariate correlation between data on “the project management makes effort to gather any relevant information from sources outside the project” and another on “the project has a facility to store all data and information that concern resulted into positive and highly significant correlation ($r = .381, P< 0.001$). Another positive and highly significant correlation ($r = .563, P< 0.000)$ was yielded between data on the project having an existing mechanism to collect all important data and information from within the project, and there existing an information channel that makes it possible for anyone authorized person to access any data and information on the project.

The collected data on the regional officials pertaining to their collection and communication of any relevant information, to all who require it on a timely basis, was
correlated with data rating the same officials on other information communication aspects.

The results obtained were as follows: There is an existing mechanism to collect all important data and information from within the project, $r = .364$, $P < 0.002$; the project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project, $r = .502$, $P < 0.000$. The project has a facility to store all data and information that concern it, $r = .411$, $P < 0.000$. There exists an information channel that makes it possible for anyone authorized person to access any data and information on the project, $r = .433$, $P < 0.000$, and a deliberate effort to ensure that the language of information communication is not a barrier to any member, $r = .524$, $P < 0.000$.

4.3.4 Bivariate Correlations between Independent Variables

Election of leaders by their own project members was democratically done, and therefore expected to bring out the best from amongst them. The data obtained on this was correlated with data obtained on other managerial aspects. The resulting outputs were as follows: grants and loans are properly managed, $r = -.233$, $P < 0.049$; timely financial information is given to those who need it, $r = -.055$, $P < 0.646$; cash-flow statements are prepared, $r = - .139$, $P < 0.243$. There exists an information channel that makes it possible for anyone authorized person to access any data and information on the project, $r = -.066$, $P < 0.58$, and deliberate effort to ensure that the language of information communication is not a barrier to any member, $r = .266$, $P < 0.024$.

(ii) The level of education is thought to be one of the factors that contribute to improved management. The data received on the leaders having attained a minimum of primary school level of education was correlated with data obtained on other managerial aspects.
The obtained results were as follows: grants and loans are properly managed, $r = -0.290$, $p < 0.013$. The auditors of the project are satisfied with the financial manager's controls of cash and assets, $r = -0.184$, $p < 0.122$. The project has an adequate book keeping system, $r = -0.349$. We have an existing committee to oversee financial issues, $r = -0.337$, $p < 0.004$.

(ii) Management reports are considered to be important in making managerial decisions. Data obtained on the management's provision of financial reports on a regular and timely basis was correlated with other aspects of management and the obtained results were as follows: The project management makes effort to gather any relevant information from sources outside the project for the general benefit of the project, $r = 0.448$, $P < 0.000$, and the existence an information channel that makes it possible for anyone authorized person to access any data and information on the project $r = 0.394$, $P < 0.001$.

4.4: summary of Data Analysis

Univariate statistical analysis using frequency distributions, presenting the data in percentages was used. An examination of the distribution of cases on only one variable at a time was performed. A bivariate correlation using the Pearson's correlation to measure the strength of the linear relationship between two variables was also undertaken, involving most of the questionnaire items. The following is a summary of data analysis.
4.4.1 Leadership

The respondents rated various aspects of leadership. Descriptive statistics based on frequency distributions on each item were undertaken. In order to measure the strength of association between any two identified variables, the Pearson's Product Moment Correlation was carried out.

58% of the respondents agreed that members were involved in electing their leaders. The same percentage agreed that most of the elected officials have attained a minimum of primary school level of education. A bivariate correlation between these two gave, $r = .390$, $P<.001$. Contrary to expectation, the respondents through their ratings, disagreed that the elected leaders were performing their roles well, all with an over 54%. 54% of the respondents indicated that the leaders in the project are not concerned to get tasks done well. 72% indicated that the project leadership does not adhere to the set project rules. 55% of the respondents indicated that their leaders do not encourage members to express their own views on the project. Leadership is ineffective in acquiring and protecting resources (69%). 65% indicated that their leaders do not practice participatory management. A correlation between data on members getting involved in electing their officials and those leaders having adequate understanding of how the work, the legal, and procedural requirements must follow gave, $r = .326$, $P<.005$.

55% of the respondent indicated that their regional leaders are incompetent in leadership. A bivariate correlation between the ratings data on regional leadership and several other leadership items gave positive outputs. These included Leaders encouraging members to express their own views on the project, $r = .555$, $P<0.002$; the effectiveness of leaders in
acquiring and protecting the project resources, \( r = 0.356, P < 0.002 \) and the leaders being able to
guide on collaborative and conflict resolution, \( r = 0.295, P < 0.295 \).

### 4.4.2 Financial Management

Both Univariate and bivariate analysis were undertaken on ratings of the data on financial
management issues. Financial management by those entrusted to do it was poorly rated. In
all the rated items, over 55\% of the respondents indicated poor financial management of
the project. All the correlations carried out on this aspect were positive, emphasizing the
earlier results of a net poor rating. The following are some of the highly ranked poor
ratings and correlations: 79\% of the respondents indicated that if ever done project
budgets are untimely, with 80\% indicating that those budgets are not approved in a general
meeting by a majority vote; those budgets are not updated as new information comes in
(76\%); grants and loans are improperly managed (83\%); necessary financial reports are
not provided on a regular and timely basis (78\%); those who require project's financial
information do not get it (78\%). The financial year of the project is unknown (82\%);
balance sheet, income, and expense are not prepared on a quarterly basis (80\%); the
project management does not prepare cash-flow statements (75\%), and 80\% of all the
respondents indicated that the regional official are incompetent, not accountable and not
transparent on all financial matters of the project.

A correlation of, \( r = 0.318, P < 0.007 \), was achieved between proper management of grants and
loans and provision of necessary financial reports on a regular and timely basis. A further
correlation with provision of timely financial information achieved, \( r = 0.454, P < 0.000 \). A
correlation between the data on the financial management competence, accountability and
transparency and provision of necessary reports on a regular and timely basis gave, \( r \)
=.316, P<.007. When a further correlation is conducted with data on the adequacy of the kept bookkeeping system, the following results are obtained: r = .424, P < .000. The same was correlated with data on the preparation of the project’s balance sheets, income and expense statements, the results obtained were: r = .518, P < .000. The same officials’ financial management competence when correlated with the management of the project’s cash provides the following results, r = .284, P < .016.

4.4.3 Information Communication

All the items responded to were poorly rated. Over 51% of the respondents agreed that the project’s information communication was poor. 76% said that there is no mechanism to collect important data and information from within the project. 57% said that the project management does not gather relevant information from sources outside the project. 51% indicated that the project does not have its data and information. 67% said that those who may require project information cannot easily access it. 75% of all the respondents indicated that the regional officials do not collect and communicate any relevant project information to those requiring it on a timely basis.

All the correlations done between any two items under the information communication, positive outputs with, r, ranging between .278 and .563, with significant levels of between .000 and .018. All the correlations done between the data on the region officials collecting and communicating data and information and other items on information communication were positive, with, r, ranging between .364 and .524 with significant levels between .000 and .002.
4.4.4 Correlation amongst the Independent variables

(i) Democratic election of leaders is expected to come up with the best of managers. The correlations performed between the data on project members participating in the election of their leaders and other managerial items such as proper management of loans and grants, timely provision of financial information to those who require it, preparation of cash-flow statements, and provision of project data on a timely basis to all who need, it were negative.

(ii) Most respondents (58 %) indicated that their elected leaders have attained a minimum of primary school level of education. Correlation results of data on attainment of a minimum of primary school level of education with data on other factors, was negative. Those factors included; management of grants and loans, satisfaction of the project auditors on the financial manager's control of cash and assets, presence of adequate project book keeping system, and existence of project committee to oversee its financial issues.
CHAPTER FIVE

5.0: SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of major findings

5.1.1 Leadership
Members conducted democratic elections where most of those elected had attained a minimum of primary school level of education. In discharge of their leadership functions, the leaders performed poorly. The indicators of such level of performance are the ratings received. Below are some of the major findings:

The leaders were indicated as not being concerned to get project tasks done well. It was indicated that the project leadership does not adhere to the set project rules. Members through the ratings showed that their project leaders do not allow them to express their own views on the project. The leaders were found to be ineffective in acquiring and protecting project resources. The same leaders were found not to practice participatory management. The respondents rated their regional leaders as being incompetent in leadership.

5.1.2 Financial Management
The financial management status of the Meru goat breeders’ project was found wanting. Over half of the respondents rated the project’s financial management as below average. There are several indicators to this:

Members indicated that if ever done, the project budgets are untimely, not approved by a majority vote, and not updated over time during the implementation period as new information is received. On both grants and loans, poor management was found. Financial
reports were indicated as not being provided as expected. The balance sheet, income and expense statements are not prepared on a quarterly basis as expected. Cash-flow statements are not provided. The project does not have a financial year-end time. The regional leaders are not competent, accountable, and transparent in all financial matters of the project.

5.1.3 Information Communication

The respondents indicated that information communication is a problem within the Meru goat breeders’ project. They indicated that data and information collection from within the project to be poor. Collection of such data from outside the project area and communication of the same into the project was found not to be done. Data and information storage facilities were found not to be present and therefore those requiring such can not access it. Those interviewed indicated that their regional officials do not collect and communicate any relevant project information to those requiring it on a timely basis.

5.1.4 Pearson’s Product Moment Correlation

A negative correlation was found to exist between the holdings of democratic elections and management of loans and grants, timely provision of financial information and preparation of financial reports. Similarly, negative correlation was found to occur between higher education level of leaders and management of grants and loans, satisfaction of project auditors on project funds management, as well as there being a book keeping system.
5.2: Answers to Research Questions

5.2.1 Leadership challenges of project implementation faced by the Meru goat breeders’ project.

Leadership is defined as the process of influencing other people to attain organizational goals. People oriented leadership style such as showing empathy for member needs and feelings, being supportive of group needs, establishing trusting relationships with members and allowing them to participate in member-related decisions is critical in achieving the set organizational objectives (Ivancevich, 1997). The leaders must have the ability to create and recreate long-term strategic plans and develop governance systems to support the project’s survival and development, structures to provide the balance between control and flexibility, and a niche to ensure it has unique or value-added roles in the economy (Mwangi, 2006). Project management is a “leader intensive” undertaking. Strong, effective leaders can go a long way toward helping a project succeed even in the face of a number of external or unforeseen problems (Meredith, 2003).

The members of the Meru goat breeders held democratic elections where most of those elected were those with a minimum of primary school level of education. This study found that such an undertaking was not translating to improved project performance. Several leadership challenges of project implementation by the Meru goat breeders’ project were established.

The research established that the elected project leaders are not concerned to get the tasks done well. According to Mwangi, (2006), all leaders in a project require to be concerned to get significant tasks done well if the destined goals are to be achieved. He adds that formal leaders have the responsibility to set the direction, ensure that tasks are done, and support resource development.
It was established that those elected and therefore in decision-making positions, do not adhere to the set project rules. That such rules are set in advance to guide the implementation process, failure to follow them with only necessary adjustments over time, may lead to failure of the project.

The leaders were found not allow members to express their views pertaining to the project. This to some extent is a sign of inflexibility and undesirable in project management. According to Meredith (2003), a successful project manager acknowledges his limitation and works through subordinates’ strengths. In serving as a facilitator, a leader has to ask members questions, which is to probe, to require subordinates to consider all angles and options, and to support them in making reasoned decisions.

The study established that the Meru goat breeding project leaders are inefficient in acquiring and protecting project resources. It is the business of the leaders to negotiate for project funding. Efficient use of availed resources to the project is every implementer’s role, but leadership is critical in ensuring that no resource wastage occurs (Mulwa, 2007).

The project leaders were found not to practice participatory management. A participative leader actively seeks ideas and information from the members. Participative behaviour implies that followers actually participate in making decisions that affect them (Ivancevich, 1997). Participation by members in decision-making ensures shared responsibility for both project success and failure, whichever occurs.
5.2.2 Financial management challenges of project implementation facing the Meru goat breeders' project.

Financial resources are needed to establish the organization's physical infrastructure, and to fund any other expense. Adequate financial resources must be available to ensure payment of obligations arising from current operations (Ivancevich, 1997). The project's ability to manage its financial resources is critical. Good management of budgeting, financial record-keeping and financial reporting is essential to the overall functioning of the project (Mwangi, 2006).

The study established that the Meru goat breeders' project is operating under several financial management challenges. These challenges were found in all the areas of financial management, namely, financial planning, financial accountability, and financial statements and systems. The project management was found not to prepare project budgets, and if ever, it is done late, and not presented to members for approval by a majority vote. A budget is a pre-determined amount of resources linked to an activity. Resources are defined as the financial, physical, human time, among other assets of the organization. The ability to plan revenues provides a framework within which the project can make decisions about its programs and other expenses (Thayer, 2000). Failure to budget for the project's activities and related resources may lead to poor project implementation. Where project priorities are not set in advance, good results cannot be guaranteed.

The project budgets were found not to be updated during the implementation period as any new financial information was received. The financial environment is always dynamic at both the macro and micro levels. This dynamism as noted during the implementation process, require to be responded to on merit. Indecisiveness and consequent inaction after a
needy situation presents itself, may lead to poor achievement of the project goals over time.

It was established that grants and loans to the project were not well managed. Improper utilization of project funds and other resources by those entrusted to do so, translates into the failure of the project in a short time. The project stakeholders, both internal and external would lack faith in both the management and the project outcomes. They would reduce or bluntly stop their support.

The research established that project financial reports were not provided. The balance sheet, income, and expense statements were missing. The management does not prepare and provide the project's cash-flow statement. The financial year-end is not set. Those entrusted with management of the project funds are responsible for preparing financial statements and ensuring their integrity and objectivity. At a minimum, this means having a book keeping system that creates a balance sheet and an income statement. The financial system must be able to track income, assets and liabilities and explain expenditures. This implies the ability to control the assets and liabilities, and manage the cash of the project. The top-level management of the project was rated as not being competent, accountable, and transparent in all financial matters of the project.
5.2.3 Information Communication challenges of project implementation facing the Meru goat breeders' project.

Communication can be described as a process in which a message is encoded and transmitted through some medium to a receiver who decodes the message and then transmits some sort of response back to the sender (Ivancevich, 1997). It is through the communication process that the sharing of a common meaning takes place. To effectively perform the managerial functions of planning, organizing, directing, and controlling, all managers must be effective communicators. Communication is an essential part of all other management functions and processes (Ivancevich, 1997). It is the top leadership’s job to ensure that efficient and effective channels are available to facilitate communication. They require understanding both formal and informal communication as well as barriers to organizational communication and how to remove them.

The study established that information communication for effective Meru goat breeders' project to be ineffective. Effort to collect, collate and communicate relevant information to internal and external stakeholders of the project was found to be lacking. To efficiently and effectively implement a project, planning on how to allocate the available resources is critical. Monitoring on the continued utilization of the said resources is important information for it enables the management to make timely decisions. External information such as inflation rate and cost of materials is necessary for successful project management.

Facilities for storing necessary project data and information were indicated to be absent. The role played by stored project data and information cannot be overemphasized. Such information as the level of utilization of resources, achievements, and constraints are necessary especially when a management change occurs. Past data and information are
important to any decision maker. It was established that anyone interested in any project
data and information cannot get it, and that the top management do not only fail to collect
and communicate data, but do not make any effort. The project stakeholders are an
important source of its funds. Decisions on whether to fund or not is based on available
information. Thus, failure to store and communicate relevant project information implies a
reduction in the chance for success.
5.3: Conclusion

The Meru goat breeders’ project is undergoing several and critical challenges of project implementation. The holding of democratic elections with special attention to higher level of education attained by the elected leaders did not yield willing, able, efficient and effective managers of public resources. The leadership is detached, unconcerned, and inefficient. They are not concerned to get project tasks done well, not efficient in acquiring project resources, do not allow expression of members views on the project and do not practice participatory management.

The project lacks sober, ready, and willing financial management human resource. Financial budgets are not prepared. The reasons for, on what, when, and generally how project funds are spent is not indicated. Necessary financial reports such as cash-flow statements, balance sheet, income and expense reports are not provided to those who require them. The project auditors are not happy about the project’s financial management.

The project does not have a management information system. There is no mechanism to collect, collate, store, utilize or communicate data and information both within and outside the project. The reducing project performance (dependent variable) as indicated by the decreasing, over time, the number of goat breeding groups could be linked to the identified challenges of project implementation.

After the donor’s exit, a community can democratically elect its own leaders but cannot ensure the leadership delivers the expected outputs. The Meru dairy goat project faced leadership, financial and information communication challenges of project implementation.
5.4: Recommendations

New criteria of getting effective community leaders in addition to holding of democratic elections and higher education levels require to be established. Technically qualified personnel to particularly handle the area of finance require should be hired. A government policy should be put in place to ensure sustainability of community-based development projects; structures for monitoring, supervision and backstopping should be provided. These measures would go a long way in ensuring that the required data and information for managerial decision making is available at all times.

5.5: Suggestion for further research

The study established that the community had made the necessary effort to democratically elect leaders from within their membership, and that they rated those with higher education above the others, as indicated by those bestowed with leadership. Why the community did not act when these elected leaders seemed not to perform has not been verified. This area requires further understanding. A study to establish additional criteria of getting leaders is also necessary. A research to establish whether the decreasing project performance is due to lack of community ownership or the elected leadership hijacked the project for unknown reasons and how to address the identified challenges, would go a long way in charting the project’s way forward.


GEF (2003), Review of Financial Arrangements in GEF Supported Biodiversity Projects, Monitoring and Evaluation Paper II.


Mwangi, S.W., (2006) Project Planning and Administration, Department of Sociology, Anthropology and Economics, Egerton University, Njoro, Kenya.


Part E:

Please answer the following questions on the regional officials.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>1. The regional leaders are competent</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Financial Management</td>
<td></td>
</tr>
<tr>
<td>2. The regional officials are competent, accountable and transparent on all financial matters of the project</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. The regional officials collect and communicate any relevant project information to all who require it on a timely basis.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Please give any other comment you may have regarding the subject of this research.

Thank you
### APPENDIX 2: WORK PLAN

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
<th>Month 4</th>
<th>Month 5</th>
<th>Month 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Literature search and review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Proposal Writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Design of instruments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Field work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Data Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Report writing and submission</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chart 1: Bar chart of a six-month Research Project Plan
APPENDIX 3: RESEARCH BUDGET

a. Stationery – 1 Ream Typing papers - 400.00
b. Typing and Printing costs @ 20/=page - 6,000.00
c. Photocopier charges - 2,500.00
d. Report binding costs - 500.00
e. Traveling costs
   i. To meet the respondents
      72 of them, 4 visited/per day = 18
      days @ 300/= > 3000/= x 18 - 5,400.00
      Questionnaire pre-testing day;
      300/= x 4 Officers - 1,200.00
f. Subsistence allowance for an Officer
   @ 300/= for 36 days - 10,800.00
   Pre-test day lunch allowance (4x300) - 1,200.00
g. Consultation/Traveling costs
   i. Traveling – Meru to Nairobi – 20 times
      @ 1500/= - 30,000.00
   ii. Telephone and e-mail charges - 3,000.00
   iii. 10% contingencies - 6,100.00

67,100.00
APPENDIX 4: Evidence of non-performance of the bred goats.

<table>
<thead>
<tr>
<th>NAMES OF BENEFICIARIES WITH GOATS BOUGHT FOR THEM</th>
<th>REPRODUCTION IN 3 YEARS</th>
<th>MILK PRODUCTION PER DAY IN LITRES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EAR TUG</td>
<td>EXPECTED</td>
</tr>
<tr>
<td>TABITHA RIGIIRI</td>
<td>4420</td>
<td>6</td>
</tr>
<tr>
<td>WINNIE MURIRA</td>
<td>4003</td>
<td>6</td>
</tr>
<tr>
<td>JOSEPH MBOGORI</td>
<td>6838</td>
<td>6</td>
</tr>
<tr>
<td>ANN NKATHA</td>
<td>3789</td>
<td>6</td>
</tr>
<tr>
<td>MBAABU SILAS</td>
<td>4291 FA</td>
<td>6</td>
</tr>
<tr>
<td>JOSPHINE MUTHAURA</td>
<td>3730</td>
<td>6</td>
</tr>
<tr>
<td>MUTHURI SAMSON</td>
<td>6718</td>
<td>6</td>
</tr>
<tr>
<td>KITHUKU FIERINA</td>
<td>6496</td>
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</tr>
<tr>
<td>CECILIA GAITI</td>
<td>257</td>
<td>6</td>
</tr>
<tr>
<td>MONICA FRANCIS</td>
<td>3722</td>
<td>6</td>
</tr>
<tr>
<td>JONNIES KWARIA</td>
<td>4262</td>
<td>6</td>
</tr>
<tr>
<td>KING’ORA NJERIKA</td>
<td>3424</td>
<td>6</td>
</tr>
<tr>
<td>KIRUKI STEPHEN</td>
<td>4372</td>
<td>6</td>
</tr>
<tr>
<td>JANE ISRAEL</td>
<td>6899</td>
<td>6</td>
</tr>
<tr>
<td>ANN KINYUA</td>
<td>4239</td>
<td>6</td>
</tr>
<tr>
<td>JAMES KITHINJI</td>
<td>4228</td>
<td>6</td>
</tr>
<tr>
<td>MONICA KARIMI</td>
<td>6235</td>
<td>6</td>
</tr>
<tr>
<td>MARIA GAKII</td>
<td>4248</td>
<td>6</td>
</tr>
<tr>
<td>MERCY KANARIO</td>
<td>6714</td>
<td>6</td>
</tr>
<tr>
<td>GERALD KIOGORA</td>
<td>3750</td>
<td>6</td>
</tr>
</tbody>
</table>

APPENDIX 5: Number and Distribution of Dairy Goat Groups

<table>
<thead>
<tr>
<th>District;</th>
<th>Division</th>
<th>No. of groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meru south</td>
<td>Chuka</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Muthambi</td>
<td>23</td>
</tr>
<tr>
<td>Meru Central</td>
<td>Abothuguchi East</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Abothuguchi Central</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Miriga Mieru East</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>150</strong></td>
</tr>
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</table>