CRITICAL SUCCESS FACTORS IN THE IMPLEMENTATION OF COMMUNITY BASED PROJECTS IN KIAMBU COUNTY, KENYA

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KENYATTA UNIVERSITY

JULY 2018
DECLARATION

I declare that, this research project is my own original work and has not been presented for award of any degree in any University.

Signed: ___________________________  Date: ________________

Gitari Emmanuel Wachira
D53/OL/CTY/24927/2014

I confirm that the work in this research Project was carried out by the candidate under my supervision.

Signature: ___________________________  Date: ________________

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DEDICATION

The project is dedicated to my best friends: my wife Catherine Ngina Mutuku and my two children Joy Wairimu and Christian Baraka Wachira for their immeasurable love, motivation, level of knowledge and support that they have always shown me. They always give me energy to go an extra mile in my endeavours.

A special dedication to my loving parents, Mr and Mrs Ejidius Gitari, who taught me the virtue of hard work and shaped me to whom I am today. Their tireless prayers and constant encouraging words cannot go unnoticed.

May God Bless and Grant all of them a long and healthy life.
ACKNOWLEDGEMENT

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Lastly, I also appreciate fellow class mates at the Kenyatta University MBA virtual class of 2014 for the moral support and the team spirit we had established of working together towards the completion of this course. Not forgetting my family and friends who shared this journey with me and encouraged me in the adventure of academics.
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SPSS     Statistical Package for Social Sciences
SWOT     Strengths, Weaknesses, Opportunities and Threats
UNDP     United Nations Development Programme
UNESCAP  United Nations Economic and Social Commission for Asia and the Pacific
UNICEF   United Nations Child Education Fund
WASREB   Water Services Regulatory Board
WRMA     Water Resources Management Authority
OPERATIONAL DEFINITION OF TERMS

Community based Project
A specific undertaking initiated by people who live and work together joining hands to respond to community identified needs and promote civic engagement. The membership is drawn from the local community whether registered or not, where members have control over key decisions in the implementation of and capital investment.

Community Participation
It is resources mobilization process by the community where they come up and take responsibility of all the development activities and also take part in making decisions whenever implementing development programmes towards improving its status.

Local politics
Concerns of power and status in activities of the project at the most basic level.

Successful project implementation
Refers to the situation where a project meets its objectives within the required time lines, budgets and scope and satisfies the anticipated beneficiaries.

Institutional capacity
Refers to the process by which skills, abilities, processes and resources are developed in a community for its survival and the need to adapt and prosper in the modern world.

Management of Funds
The management of the cash-flow of any gave financial involvement ensuring systematic deployment of resources in line with the project demands, scope and objectives.

Project Monitoring
The process of observing and checking the progress or an on-going review of an activity to determine whether
anticipated outcomes are being met. Its goal is to improve current and future management of outputs.

**Project Implementation**

Execution phase of a project where visions and plans become reality.

**Critical Success Factors**

Element that have a direct and serious impact on the effectiveness, efficiency, and viability of a project.

**Resource mobilisation**

Effective allocation and organisation of material and human resources available to ensure achievement of pre-determined project objectives.

**Stake Holder**

is an individual or group of individuals who can impact the project achievements and objectives.
ABSTRACT

Most of the community based projects experience major hurdles in their life cycle and barely overcome the implementation stage. Despite the conception of various community based projects such as food projects, water projects, educations projects and health projects in Kiambu County, the county still faces a myriad of challenges from hunger, inadequate supply of water, maternal death and child deaths, stalled class rooms and health centres sponsored by donor agencies due to the delays in the completion of these projects or a complete failure to completion. The major factors contributing to this trend have not been clearly understood. Consequently, this limits the ability of community development workers and development partners in executing successful projects. This study therefore, investigated the critical success factors in the implementation of community based projects in Kiambu County, Kenya. The specific objectives of the study were to investigate if Community participation, management of funds, institutional capacity and monitoring and evaluation influence successful implementation of community based projects. The study targeted a population of 141 community based projects in Kiambu County. The study employed a descriptive survey design followed by stratified random sampling technique to segment the project strata’s. The researcher further used purposive and simple random sampling techniques to zero in to the key respondents of 86 CBP leaders. The collected data was edited, coded, classified and then analysed using descriptive analysis in order to answer the research questions and objectives. This was with the help of Statistical package for social sciences (SPSS) and Ms Excel. Research findings indicate that community participation, management of funds, institutional capacity and monitoring and evaluation of the projects positively influence the implementation of community based projects in Kiambu County. The study found that since most community members are the beneficiaries of the projects, their involvement creates the urge to ensure success of the project so that they can tap from them. The study also found that practicing financial record keeping and proper budgeting ensures transparency and accountability during the entire project phase. The study further revealed that capacity building of the project managers and other key stakeholders ensures they fully understand the project requirements. Finally, the study revealed that monitoring and evaluation enhances accuracy in accounting and time factor. The study recommends that project leaders should ensure community members’ are involved in CBPs to remove any aspersion that may derail their success. Financial management practices such as record keeping, budgeting, and resource mobilization should be done to ensure accountability, transparency and whether there is need for resource mobilization for the success of a community based project.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The idea of community-based projects (CBP) was invented from the community development movement during colonial period 40 years ago in Asian and African parts. Community development was a way of bettering local welfare, taking people through local administration and widening government control through local self-help activities, as per the colonial administrators (McCommon, 2013). Nowadays CBD is considered as the basis of project success and has improved as one among the major models of development in relation to grassroots community development initiatives (Wanjohi, 2013).

According to Wanjohi (2013), community based projects have greatly increased in Kenya with their total number being around 50,000 contributing directly or indirectly towards the economic development of rural areas. Most projects in the rural areas consist mainly of low cadre people in terms of income and hence face extreme challenges when it comes to managing their projects, limiting them from achieving their objective of providing their services. The main objective of community based projects is to improve the economic development of men and women and create facilitating environment for their social transformation.

Wangari (2014) in her study on factors Influencing Performance of Self Help Groups in Embu County reported that community based organizations are the much needed vehicle which the poor and marginalized members of society will use in order to attain financial independence. They argue that, few years to come members of community based projects will be doing as well as the bankable population. Obisi (2011), reported that if community based projects are given financial assistance, most members of the community can progress well.
1.1.1 Critical Success Factors

The phase of the project where plans are translated into reality is called project implementation. Phillip et al (2008) asserts that, project implementation is planning, visioning, deciding, evaluating and executing the conclusions logically. Putting into consideration the independence on the nature of projects, practising the wide range of activities requires more time than planning because it involves many external challenges (Abraham 2006).

The most important thing when starting the implementation process is to make sure all the people involved have their work plan ready and understand them. Considering the local situations, technical and non-technical requirements have to be clearly explained and the financial, technical and institutional frameworks of particular projects prepared, Asian Development Bank (2010).

The working team can classify internal asset and flaw, external threats, resources and dangers. The asset and capacities make the positive side of project implementation. It is upon the managers to devise matching strategies to contain failures. UNESCAP (2009) stated that, manpower, material, financial resources and the financier are needed during implementation.

Mutua (2014) findings revealed that participation of the community is vital and has significant impact on the sustainability of community based projects. The community influences administrative structures as they provide labour and share in cost and other resources. According to Tshitangoni et al, (2010). He found out that transparency, continuous funding and faithfulness of members of management team are regarded as success factors. Additionally, he documents that these projects are impacted negatively by lack of basic business practices such as book keeping, poor records and lack of training on business management skills. Further, Kothari (2004) alludes that monitoring and evaluation brings about transparency and accountability of the resources to the
stakeholders such as the donors, project beneficiaries and the larger community in the process of implementation.

1.1.2 Project Implementation

According to Khan (2000), there are simple and complicated factors responsible for successful implementation, some of which are within the control of the project management while some result from external threats. When some of the issues need to be taken care of immediately at the young stage of the project, some can be amended during implementation, by monitoring. There is therefore need to clearly include factors affecting successful implementation and include the design stage. By project monitoring the factors can be followed up.

Projects are considered as investments interventions that should create a return; this is according to Asian Development Bank (2010). Evaluation of change then aims at the progress of the project results during the time when the project is active. Though there can be importance of other factors, this answers the practical means used to give account to the resources used. It also concentrates most on financial management and institutional aspects of projects sustainability. The most important thing is that the basic idea of projects implementations should be created to enable a smooth flow of products, services and outcomes as long as it is economically active.

Further, ADB (2010) argues that in the implementation of projects, is important to ensure that project outcomes can be sustainable in a position where the outputs and outcomes are at risk. Consequently, project implementations’ main goal is to create a successful project that is able to keep the generation of profits on going for a long time. The idea of project development suggest that, when the project is launched, and starts to bring income, putting into practice the same tactics to enhance project development, supplying the benefits as long as the company wishes is only
when the company continues utilizing the same general approaches. The project will always produce resources that can be used in that on-going process of making the project worth the time and effort moving as the aim of the process (Khan, 2000).

Even though governments throughout the world are now accepting CBP as a main tool to solve the community problems, communities rarely own the projects fully. This is according to Abraham (2006), who further said community based projects have least control even in making important decisions. The hired expertise are paid for by external financial sources but the very community in which the project is being conducted need to fully participate and hence need adequate empowerment. Administrative capacity and management skills are qualities which most people lack and which are essential for a community to manage its projects, (Obisi 2011).

According to Mbilinyi and Gooneratne (2012), capacity building and self-reliance has been advanced as a viable alternative strategy which have evolved from basic decision making concerning allocation of resources remaining in the hands of the government and donor to empowering the community’s capacity to control their own resources. Community based projects intend to motivate local community by providing the community with ability to manage their investment decision, execute and monitor their plan though inclusive participation, management and implementation of the projects (Haider, 2009).

As noted and explained by ADB (2010) that the key factors affecting the implementation of the projects successfully are categorized into four: funding, management of funds (community participation), institutional capacity and effective project monitoring. Successful implementation of such and how different people and goods are managed affects the successful implementation of a project. Resources and strategies used to unit communities together and how effective the
interest and differences of the members are dealt with also affect project implementation (Mansuri and Rao 2004).

1.1.3 Community Based Projects in Kiambu County

Community projects differ; size and scope, determined the community need they cater for. One general characteristic of community-based projects is that they are economical in nature, designed to create some sort of economic autonomy. Usually started when a group of few motivated persons within the community sit together with a common aim of looking for a way their community could react to challenges and chances (Wanjohi, 2013).

Kiambu County has over 15 development partners consisting of faith-based organizations, financial institutions, community-based organizations, and other private organizations that operate within the County and targeting Rural Community-Based projects, IFRCRCS (2014). Over 500 groups have been funded between 2008 and 2013 by these organizations with some being funded during the same period by as many as five donors (DDO, 2014). Communities funded by the partners includes, the Total War against Aids Project, Njaa Marufuku Kenya (NMK), the Community Based Nutrition Program among others (GoK, 2014; Ministry of Health, 2014; GoK, 2013). This funding has not eradicated current persistent problems within the rural communities which include Water and Sanitation, Health, Education, Livestock and Animal Health, Agriculture and Infrastructure (Wahinya, 2012).

1.2 Statement of the Problem

Community based projects (CBPs) are the much needed vehicle which the poor and marginalized members of society use in order to attain social and economic independence, Wahinya (2012). They are able to effect changes that will curb poverty and social exclusion and addresses power
imbalances in making policy. CBPs are therefore regarded as strong forces for social and political change; hence they fill the gaps between those who have and those who don’t have in the community (Lee, 2016).

There are many funded community based projects in Kiambu County as highlighted by the government reports (GoK, 2014; Ministry of Health, 2014; GoK, 2013) they include; food security projects, health projects, water projects and educational projects. Despite all the efforts from the various development partners, most of the community based projects experience major hurdles in their life cycle and barely overcome the implementation stage. Kiambu County is still faced by persistent food insecurity and limited clean drinking water among other challenges in the rural communities. The implemented projects in the area under study are on the decline as other existing ones are struggling for their survival in order to support jobs created by the projects. Successful implementation of such projects has therefore not been achieved (Kamau, 2014).

After an extensive study of the struggling project in Kiambu County, there are several factors whose knowledge need to be unearthed to ensure that the funded CBP successfully go through the implementation phase to completion. These factors include community participation, management of funds, institutional capacity and project monitoring. In this regard, the study sought to evaluate the critical success factors in the implementation of community based projects in Kiambu County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of the study was to investigate the critical success factors in the implementation of community based projects in Kiambu County, Kenya.
1.3.2 Specific Objectives

The study was guided by the following specific objectives;

i. To establish the extent to which community participation influences implementation of community based projects in Kiambu County.

ii. To investigate the extent to which management of funds influence implementation of community based projects in Kiambu County.

iii. To assess the influence of institutional capacity on implementation of community based projects in Kiambu County.

iv. To determine the extent to which project monitoring and evaluation influences implementation of Community based projects in Kiambu County.

1.4 Research Questions

This study sought to answer the following research questions:

i. To what extent does community participation influence implementation in community based projects in Kiambu County?

ii. How management of funds influence implementation of community based projects in Kiambu County?

iii. How institutional capacity influence implementation of community based projects in Kiambu County?

iv. To what extent does Project Monitoring and evaluation influence implementation of
community based projects in Kiambu County?

1.5 Significance of Study

The study identified factors influencing successful implementation of community-based projects so that members of the project such as the stakeholders are made aware of positive impacts contributed by continuing and future projects. The findings addressed appropriate management and implementation approaches for sustainability and realization of the goal in line with improving the economic status of the community through income generated from the projects to meet their needs.

The study provided useful information to community development officials including project leaders, county representatives, social workers, and other government officials about challenges facing community-based projects. Government officials are provided with relevant information concerning the development policies, guidelines and execution frameworks that directs the management of community-based development projects.

The findings of this work will add to available information on the research problem which could be used by other scholars who would wish to conduct further research in the same area of study. The study will be helpful to the later researchers and academicians in expanding their research into some of the factors that could be affecting implementation of community based projects successfully in Kiambu County and other 46 counties in the country.

1.6 Scope of the Study

Critical success factors in the implementation of the community based projects were investigated in the study; a case study of Kiambu County, Kenya. The study sought to find out how
participation of the community, management of funds, institutional capacity and monitoring and evaluation influence successful implementation of community based projects. The study targeted the community-based projects in Kiambu County funded by donors, government and other agencies in the County.

1.7 Limitations of the Study

Some project management committee members shied-off from giving information for fear that the research is going to evaluate their leadership, hence open up debate on their leadership qualities among the project members. This was overcome by making the intention of research clear to the project management committee members ahead of data collection.

1.8 Organization of the Study

This study was developed into five different chapters. Chapter one comprises of introduction to the study as well as the background of the study, statement of the problem, objective of the study, research questions that were answered by the research findings, significant of the study, scope of the study, limitation of the study, assumption of the study and the definition of the terms used in the study. In chapter two, a review of literature used to address the objectives of the study. At the tail end of the chapter the researcher expounds on the conceptual framework. Chapter three contains the research methodology, research design, and targeted population, sampling procedures, data collection instruments, data collection procedures as well as data analysis and ethical considerations.

Chapter four entails the presentations, interpretation together with the analysis of the critical success factors of the study. The key discoveries and results of this research are also expounded.
Chapter five covers responses to the research questions as provided in the questionnaires obtained from the study as well, summary of the results, conclusion and recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviewed both the theoretical and empirical review on community participation, institutional capacity, monitoring and evaluation and management of funds in community based projects as contributors to their successful implementation.

2.2 Theoretical Review

The study was underpinned on stakeholder theory, financial distress theory and social evaluation theory.

2.2.1 Stakeholder Theory

It is important to involve community members in community projects since they form part of stakeholders from the start. As stated in stakeholders’ theory, (Donaldson and Preston, 1995) argues that every member or a group taking part in the activities of organization or a firm are after enjoying the benefits and that their interests are not prioritized to self-evident but the theory pays equal attention to both internal and external stakeholders including managers, employees, financiers, owners, suppliers, governments, community and special groups of the same interest. Community forms the group of stakeholders and they are majorly aimed at managing their interest, needs and views as stated by Freidman (2006). The work of the manager should be directed towards ensuring benefits and rights of the stakeholders in contributing to major decision making; thus guaranteeing for the survival of the major projects and safeguarding long-term stakes for every group (Freidman, 2006).
The value of working together with each other in organization is ensured as a result of participation of the community. In addition to the economic values added through enlistment of voluntary contributions, community members develop skills which triggers and creates opportunities for employment; hence adding on community wealth as the residents have the chance to advance their skills and networks that are required to address social exclusion, Donaldson (2001) The importance and better understanding of community participation is therefore provided by in this theory for the success of projects in the community.

2.2.2 Financial Distress Theory

The decline in firm’s the performance is characterized in this theory together with value and failure; this is according to Meredith and Mantel (1995). The performance of projects that are supposed to provide profits to the organizations should be in line with expectations. This theory is important when addressing financial challenges affecting the successful implementation of community based projects. Probability of projects’ financial distress is supposed to be evaluated since it helps to determine the distribution of pay-out linked with the investment.

Gaps exists in the CBPs financial management practices since they do not function with budgets and have weak internal controls; further they are found not to adhere to financial policies and audit their accounts. As a result of declining of the performance of CBPs, it then calls for the need to track and ensure they improve. When addressing financial factors affecting project implementation, this theory is deemed important. Factors that leads the projects to experience financial constraints include late funding, late release of project funds, poor financial estimation. The understanding of vital role played by the management of funds in the implementation of community based projects is well guided by this theory (Moningka, 2000).
2.2.3 Program Evaluation theory

Program Theory was developed by Pettigrew (1967) as quoted in Stufflebeam and Shinkfield (2007). They described the theory to include plans in the organization that deals with how to collect, configure and distribute resources and how to arrange for the program activities so that the implied service system is developed and maintained, Mbera, et al (2016). Donaldson (2001) further defines the theory as the process by which mechanisms are assumed to impact results and the conditions under which the entire mechanism is believed to operate. Monitoring is guided by the program theory which points out the key program elements and express how the referred elements are expected to relate to one another (Yin, 2004).

Project manager are required to be well vast and armed with project management and financial skills including monitoring and evaluation skills for successful implementation of CBPs. All the documents for monitoring and evaluation used throughout the implementation of the project are recorded, Mbera, et al (2016). Program evaluation theory encourages the development of fourth research objective; to assess the influence of monitoring and evaluation in the implementation of the community based projects in Kiambu County.

2.3 Empirical Review

A project is considered successful when it is completed on time, on budget, within its scope and solves its intended purpose. However, for this to be realized, various other functions of the project needs to be addressed in planning and closely monitored to ensure that established community based projects execute the desired goals.
2.3.1 Community Participation and Project Implementation

Community participation is one of the active processes where the beneficiaries have impact in the directions that lead to the execution of development projects instead of just receiving the shares of project benefits. Being an empowerment instrument, community participation is regarded to as equitable sharing of power between the higher level and the weaker groups, to reap fruits of development and particularly create political awareness and strengths. The main aim of any development activities is to empower the community to be able to initiate own actions and influencing the processes and results (Word Bank, 2004).

Phoebe (2012) assessed community participation in Non-Governmental Organizations (NGOs) development projects in Zimbabwe. She focused on the extent to which communities participate and factors affecting community participation in the NGO development projects, and ascertained that educated people tend to make the choice of the project that is suitable for local people with conclusion that the people in the rural areas and neither educated nor knowledgeable to identify which project may be suitable for them. The transformative approach to community development calls for a paradigm shift in thinking that the local are cannot identify, analyze and solve own problems because they lack the understanding. Local community who are the beneficially must hence have platforms to give their views on whatever kind of development project they need to start. The study focused more on the community being empowered to decide the type of the project (Mosse, 2001).

Mutua (2014) conducted a study on impact of participation stages of the community on the sustainability of community based projects in Kenya. He particularly based on impact of community participation stage in planning, maintenance and assessment on sustainability of
community water projects in Kaibaibate in Meru County. The study findings revealed that participation of the community is vital and had significant impact on the sustainability of community based projects. The community influence administrative structures provide labour and share in cost and other resources. The donors to continue provision of resources which are the life-line of a project and maintain the good will of the members the committee members should be responsible and transparent. The study was focused only in Community Based Water Projects leaving the other Food, Education and Health projects which is well expounded this study.

Major success to any of the projects of any level in the community is the participation of the community members. Members of the community through community based projects address issues that directly affect them in an effort to curb situations of interest to them. The community should be empowered to evaluate their needs in line with resources readily available and being able to decide the type of the project to solve their challenges. If the community is therefore not involved at the various project levels, chances of it not owning the project may render its operational capacity unattainable (Mulwa, 2008).

2.3.2 Management of Funds and Project Implementation

The process of forming crowds, associations, groups and organizations for the purpose of achieving shared objectives is known as mobilization. These groups do not emerge spontaneously but require identical interests for them to come together. In modern capitalistic society, these resources are easier to mobilize and free flowing than in the more traditional societies. There are various resources needed in starting an organization; these include technology, labour, capital, organizational structure, societal support, legitimacy. (Tshitangoni et al. 2010)

Planning, budgeting, accounting, financial reporting, disbursement and the physical performance
of the project are brought together by financial management with the aim of managing project resources correctly towards achieving development goals (World bank, 1999). It is further indicated in the report that financial management is a critical ingredient in the success of any project success. Comprehensive project financial management further give crucial information that are required by those mandated to manage, implement and supervise projects ranging from government agencies and financial institutions. All the concerned parties need to be supplied with satisfying information about the efficient use of the donated and contributed funds and that the funds have been used to serve the intended purpose without fraud or corruption. Additionally, financial management provides internal control and the ability to quickly identify unusual occurrences and deviations (Mulwa, 2008).

Josephine (2014) while looking at factors influencing management of hiv/aids projects funds by community based organizations concluded that the level of donor funding, to a large extent or to some extent influenced management of project funds. Sabatini (2002) argues that CBPs contain scarce resources thus they need to collaborate with other organizations and donors who can provide resources. Most of the respondents indicated that level of donor funding influenced management of project funds. Foller and Thorn (2011) argued that resources are not just given by donors and side partners. Most do so with “strings attached” and hence insist on controlling the activities of the project to ensure that their interests are taken care of.

According to Magano (2008), the success or failure of a project can easily be reflected from the element of funding. Planning and implementation proposal need to take into consideration the estimate financial need of the project. The amount of money required to start the project vis a vis the actual funds received need to be considered while measuring its success and failure (Tshitangoni et al, 2010). He further indicates that, transparency, continuous funding and
faithfulness of members of management team are regarded as success factors. Additionally, he documents that these projects are impacted negatively by lack of basic business practices such as book keeping, poor records and lack of training on business management skills.

According to Mulwa (2008) projects require funding which form one of the major resources that enable day to day operations of the community based projects. It is however important to point out that due to poor fund management most projects fail to meet their budget ending up constrained, incomplete and of little value to communities that instituted them.

2.3.3 Institutional Capacity and Project Implementation

Failed community projects are pointed out by many studies to being as a result of lack of skills and low levels of education. 27% of the total project members are reported not to have formal education which is deemed critical in ensuring the sustainability of the projects because members who are educated easily understand skills needed in implementation during training. For team development, training is important in ensuring improved skills, knowledge and competency of the project team (Knipe, 2010).

CBPs are development channels that go a long way to benefit people on the ground. They additionally need strategic direction for the effectiveness of their course, good organizational structures and procedures (Light, 2000). According to (Backman et al, 2000), most of the CBPs are seen to have the capability of managing the small prevention efforts that focus on the sensitization and information, communication, as well as operating care and support program. The ability of CBPs for the analysis of policy and strengthening of the institutions require important reinforcement which can be prepared by concentrating on the capacity of the CBOs institutions instead of only technical capacity (Light, 2000). Several international NGOs that carryout capacity
building of local CBOs are likely to concentrate on building technical capacity instead of institutional capacity (Backman et al, 2000).

Josephine (2014) while looking at staff training on project management concluded that, to a very large extent, training influenced management of project funds. This is in agreement with Taylor, (2006) who argues that organizations have been selective on whom they choose to put in the project management pool, and ensuring that these people have the requisite skills, training and experience. He further recommends that a project manager must have a strong, active, and continuous interest in teaching, training, and developing subordinates. Obisi (2011) notes that some organizations may divert funds designated for training which is deemed as expensive channelling the money to other activities.

Daniel (2013) was among other objective investigating how training within the community influences sustainability of CSO projects in Kiambu County. In his conclusion, he notes that training for community service officers enhances their project sustainability. Despite the fact that most of the Community Service Officers are university graduates, they still need tailor-made training so that they can understand and internalize project management skills which are essential for ensuring sustainability of projects. He recommends that community service officers must receive at least basic training in project management. Training should be commenced at the right time and be carried out throughout the project in order to improve the prospects and avoid task repetition. Training must also be repeated on the courses of the project implementation stage in case the officers are transferred or are on leave (Sabatini, 2002).
2.3.4 Monitoring and Evaluation and Project Implementation

According to Khan (2000), project management functions are closely related to monitoring and evaluation. The two elements (i.e. monitoring and evaluation) make sure that implementation is driven forward in respect to plans, and if not, corrective actions should be taken in advance by the managers. Decision making during the implementation is enhanced by project management which in turn increases the chances of good performance of the project. Project implementation and resources used are usually tracked and documented through monitoring (Kothari, 2004). This further enhances transparency and accountability of the resources to the stakeholders such as the donors, project beneficiaries and the larger community in the process of implementation.

The effectiveness of the project in achieving the set objectives, its relevance and sustainability of a continuing project is assessed through evaluation and relates the outcomes of the project with the initial proposed objectives, Ravhura, (2010). There are two types of evaluation and they only depend on when they take place. They include the formative and summative evaluations. Formative evaluation is concerned with the efficient use of the resources, results and concentrates on strengths, weaknesses and some of the challenges the project faces irrespective of whether project plan is capable to meet the project objectives or it requires redesigning (UNICEF, 2009).

The aims of monitoring and evaluation during implementation is to measure the progress of activities using indicators normally linked to quality or quantity in a particular timeframe, emphasizing on which activities are to carried out, providing information whenever a particular problem arises and suggests modifications, empowering managers to provide decision about how the resources are supposed to be allocated, identifying training as well as supervision needed, Adam (2006). The frequency of monitoring can be reduced after the establishment and thriving of
the project. Items to be monitored are supposed to be reduced to a smaller manageable number that will give useful information for the project’s pilot that will not require more work-force, time and project’s money (Sabatini, 2002).

For effective monitoring and evaluation process, some critical factors need to be taken into account. These include sound methods, transparency and adequate resources and relevant skills; this is according to (Jones et al, 2009). Skilled personnel and finances are referred to as resources. As suggested by Pandey and Okazaki (2005), in order to allow greater participation and recognize the differences that may arise, it’s important to use multi-stakeholders’ dialogue in data collection, testing of the hypothesis and in other interventions. All the above are done within supportive institutional framework while being cognizant of the political influence.

2.4 Summary of the Literature and Research Gaps

Community based projects as reported by Sasu (2005) is to fill the gap between the haves and the have not’s in the society. It’s important during implementation to actively involve the larger beneficially who are the community by empowering them to initiate own actions and influence the processes and results. Financial management coupled with transparency, continuous funding and faithfulness of members is a critical ingredient in the success of any project success. Factors that lead to financial constraints experienced by projects include; late funding, late release of project funds, poor financial estimation among others.

It is important to also note that most project members have minimal formal education which is critical in ensuring successful project implementation. Major challenges faced by community based projects include poor mentoring, poor leadership, evaluation of the projects, lack of participation by the members of community and poor management of funds. Capacity
development in terms of upscaling skills and training is important in ensuring improved knowledge and competency of the project team. Measuring the progress of activities using indicators which is normally linked to quality or quantity in a particular time frame entails project monitoring and evaluation, (Sabatini, 2002).

2.5 Conceptual Framework
Mugenda and Mugenda (2003) defined conceptual framework as the model that has been hypothesized and identifies the concepts that are being studied and their relationship. It is presented diagrammatically showing the relationship between independent and dependent variable. It aims at explaining relationship between variables and synthesizes the idea in a systematic way to provide direction. Dependent variable of the study is project implementation whereas the independent variables are community participation, management of funds, institutional capacity and monitoring and evaluation.
Figure 2.1: Conceptual Framework

Source: Author (2017)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology used to carry out the research on the factors influencing strategy implementation. It further discusses the methodology used to gather data, analyze data and report the results. The subtopics under this chapter are research design, the target population, data collection and data analysis techniques.

3.2 Research Design

Research design can be defined as a procedure of gathering and analysis of data in a manner that aims to integrate relevance with the purpose of the research. In order to explore the critical success factors in the implementation of Kiambu County community projects, descriptive survey design was used. This is a method of gathering information by interviewing and administering questionnaires to a sample of individuals (Orodho, 2003, and Kothari, 2004). To determine the opinions, attitudes, preferences and perceptions of persons of interests to the research the researcher used descriptive survey (Zikmund, Babin, Carr, and Griffin, 2013). Descriptive design allowed the researcher to produce arithmetical and expressive statistics to be used in determining the relationship and effect of variables on successful implementation of the projects.

3.3 Target Population

Denscombe (2014) defined population as the whole target group of subject of interest that will provide the information used to draw conclusions. The area of study was Kiambu County and the target population was the 141 Community based project stratified into Self-Help Projects, Women
Projects, and Youth Projects.

The population was made up of different types hence heterogeneous. The researcher separated the population into sub-groups that are homogeneous and proceeded to take their samples. Estimates of the overall population parameters was produced by stratified sampling technique that was perceived to provide greater precision thus ensuring the representativeness of the population is obtained from a fairly heterogeneous population. The essence of dividing a population into strata is to minimize the standard error by regulating the variance (Kombo and Tiome, 2006). Targeted population is as provided in table 3.1.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Type of groups</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-help projects</td>
<td>82</td>
</tr>
<tr>
<td>Women projects</td>
<td>40</td>
</tr>
<tr>
<td>Youth projects</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>141</strong></td>
</tr>
</tbody>
</table>

Source: (Office of County Director Gender and Social Services Kiambu County, 2015)

3.4 Sampling Design

According to Cooper (2004), sampling frame is described as the list of units of population from where the sample is selected. The process by which research units of targeted population are chosen is referred to as sampling. It’s not possible to fully cover a complete coverage population hence sampling should be done. Additionally, small unit (sample) offer more detail information and high degree of accuracy. The results are obtained from a sample that was replicated as a
representative of the entire population; according to. A sample size of 30% was used in this study of the target population resulting to a sample of 43 CBPs. This is in accordance to the recommendation of using at least 10-30% of the study sample size (Mugenda and Mugenda, 2003).

A Purposive sampling techniques was further used to select the individual respondents. It’s a non-probability technique where the sample to be studied is deliberately selected by the researcher. The selected person has to meet specific criteria since the units of the population do not have equal chances of being selected (Cooper and Schindler, 2007). Based on the objectives of the study the technique allows the researcher to use the respondent as required and the respondents were clearly predetermined and their inclusion justified. Participants are included depending on their capacities to give the researcher reliable information (Quinlan, 2011). Purposive sampling enabled the researcher to choose the respondents who were well vast with the topic of study thus provided reliable information that helped to meet the intended objectives. From the total of 43 projects, two leaders were selected from each, making a total of 86 participants.

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Type of groups</th>
<th>Number of Projects</th>
<th>Ratio (30% of the Number of Projects)</th>
<th>Sample Size of Projects</th>
<th>Sample Size (2 members per project)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-help projects</td>
<td>82</td>
<td>0.3</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Women projects</td>
<td>40</td>
<td>0.3</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Youth projects</td>
<td>19</td>
<td>0.3</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>141</strong></td>
<td><strong>43</strong></td>
<td><strong>86</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: (Office of County Director Gender and Social Services Kiambu County, 2015)
3.5 Data Collection instruments

Semi-structured questionnaires were used to collect data from the selected sample for the study. The preference of Questionnaire was due to the following advantages; firstly, the researcher was able to structure closed ended questions in the questionnaire that consisted multiple choices thus easier to analyse. Open ended questions were also included in the questionnaires where the researcher wanted to get in-depth responses, detailed feelings, thoughts and decisions from the respondents. In addition, better understanding of organizational complexity and statistical information were permitted and lead to generation of the insightful facts from in-depth questionnaire, this is according to Denscombe (2014). The questionnaire was properly designed to ensure that it provides only valid and reliable data from the community based projects. The design of questionnaires was done with accuracy to ensure validity and reliability of the collected data from community based projects. Apart from the fact that they were time saving, they also ensured that the questions asked were uniform. Confidentiality was well ensured by not providing the identity of the respondents on the questionnaires which gave the respondents the freedom to respond to any kind of question irrespective of their sensitivity, Mugambi (2013). An introductory letter from the University authorizing the research to be undertaken was used by the researcher as attached to assure authenticity of the study (Appendix 1)

3.6 Data Collection Procedure

A visit to the projects was done to explain to the respondents the nature of the study. This created a rapport prior to the collecting of data. The questionnaires were conveyed to the respondents by use of the drop and pick later method. The researcher had to assist some respondents who were not literate enough on the questionnaire items while collecting primary data.
3.7 Pilot testing

To validation the questionnaire, it was administered to a sample of 10 participants of different projects in Kiambu County as a pilot test of the instrument. The results were precise hence confirming the reliability of the structure of the questionnaire, sequence and meaning of questions. The process, having been a small-scale trial, where a few examinees took the test and comments honourably taken on the mechanics of the test. They pointed out any problems with the test instructions, instances where items were not clear, formatting and other typographical errors and/or issues attended. Further helped the researcher to avoid irregular skewing of the results, ensure homogeneity of the meaning and simplicity the instruments to the participants.

3.8 Validity of the Research Instrument

According to Gay (2012), validity is the degree to which an instrument measures what it is intended to measure for a particular purpose. This is a means of ensuring that the conclusions are accurate and meaningful. In this study, the expectations were that the instruments explored the issues regarding successful implementation of community projects. Validity of the questionnaire was guaranteed through expert opinions where the questionnaire was appraised by the project research supervisor and member-check where members taking part in the study process was required to read through the structured questionnaires and the interview questions before they were used. Counter checking and proof reading the questions helped to identify the ambiguous and irrelevant questions which were reframed and removed respectively.

3.9 Reliability of the Research Instruments

Reliability simply means consistency of measurement. It gave the data collected internal consistency pattern. It also assisted the researcher collect important comments and suggestions
from the participants that boosted the efficiency of the used instrument, as well as adjusting strategies and approaches towards maximizing the response rate. Cronbach’s Alpha coefficient is the internal consistency technique used to test for the reliability of an instrument used. The Cronbach’s Alpha value ranges between 0 and 1 with reliability increasing with the increase in Alpha value. According to (Mugenda and Mugenda, 2003), coefficient value of 0.7 is widely accepted indicating acceptable reliability. This information was therefore used by the researcher to adjust the instrument as found necessary.

All the items had a coefficient of >0.7. This is an indication that the research questions could give reliable findings.

Table 3.1: Reliability and Validity

<table>
<thead>
<tr>
<th>Objective</th>
<th>Item Means</th>
<th>Coefficient Alpha Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation</td>
<td>4</td>
<td>0.738</td>
</tr>
<tr>
<td>Management of Funds</td>
<td>5</td>
<td>0.912</td>
</tr>
<tr>
<td>Institutional Capacity</td>
<td>3</td>
<td>0.824</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>5</td>
<td>0.863</td>
</tr>
</tbody>
</table>

3.10 Data Analysis

Data was first cleaned by ensuring completeness of information at the point of collection. It was coded and organized into different categories. Statistical package for social science (SPSS V.20) was used to analyse the collected data encompassing a wide range of both quantitative and qualitative analysis and descriptive statistical measures such as mean and standard deviation with the aim of providing response to the formulated research questions thus meeting the research
objectives. This helped to draw inferences over factors that influenced the dependent variables.

Additionally, in order to determine the relative importance of every variable contained in the study with respect to implementation of CBPs, multivariate regression model used. Applied regression model was as follows:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Where:

\( Y = \) Implementation

\( \beta_0 = \) Constant (coefficient of intercept)

\( B_1 \ldots B_4 = \) regression coefficient of four variables.

\( X_1 = \) Community Participation

\( X_2 = \) Management of Funds

\( X_3 = \) Institutional Capacity

\( X_4 = \) Monitoring and Evaluation

\( \varepsilon = \) Error term

### 3.11 Ethical Considerations

Conversant approval was acquired from the participants in the study. The respondents were handled carefully and the data collected treated confidentially by protecting the identity of the respondents as a requirement by the UN Declaration of Human Rights 1948. People who were
unwilling to participate either in the whole or part of the study were not coaxed to do so. The participants were therefore expected to give information freely and willingly. More so, the researcher did not bribe the respondents so that they provide data as this could have introduced bias in the research. The collected information was preserved and used for academic purpose only. Other research authorities were consulted to grant permission (Appendix V).
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The presentations, interpretation together with the analysis of the critical success factors in the implementation of community based projects in Kiambu County, Kenya was presented in this chapter. The chapter also includes key discoveries and results of this research.

4.1.1 Response Rate

The targeted sample size of the study was 86 respondents where 71 of them answered and submitted the questionnaires hence 82.5% is the response rate. This response rate was not only good but also representative as it also agrees to Mugenda and Mugenda (2003) provision that a response rate 70% and over is acceptable in a study.

4.2 Demographic Information

The study checked on the background data of each respondent which included their gender, age and how long they had been members of such projects. The responses of the background information were as shown below.
4.2.1 Distribution of Respondents by Gender

The respondents were requested to indicate their gender. Figure 4.1 shows the response obtained.

Figure 4. 1: Distribution of Respondents by Gender

Source: Research Data (2017)

The results indicate that 84.6% of the respondents were male while 15.4% were female. Therefore, majority of the respondents were male this shows that most of the stakeholders in community based projects in Kiambu County are male.
4.2.2 Distribution of Respondents by Age

The respondents were asked to indicate their age bracket. The responses obtained were as shown in figure 4.2

![Distribution of Respondents by Age](image)

**Figure 4.2: Distribution of Respondents by Age**

**Source: Research Data (2017)**

In figure 4.2, 9.3% of the respondents showed their ages to be below 25 years, 19.7% indicated that their ages ranged from 25 to 30 years, 30.2% indicated between 31 and 34 years, 17.6% indicated between 35 and 40 years while 15.8% indicated they were between 41 and 44 years of age, 6.9% indicated between 45 and 50 and 0.5% of the respondents indicated that their ages were over 50 years. From these findings, we can see that the ages ranging from 31 to 34 year had the largest number of the respondents in the study. This shows the maturity of the respondents to handle the study questions.
4.2.3 The Period one has been a member of the project

The researcher requested the respondents to indicate how long they had been members of their respective projects. The responses received are presented in figure 4.3

![Bar chart showing the period one has been a member of the project]

**Figure 4.3: The Period one has been a member of the project**

**Source: Research Data (2017)**

From figure 4.3, the respondents who responded that they had been members of their respective projects for less than one year were represented by 10.8%, those who had been members for 2-4 years were represented by 7.7%, 53.8% represented those who had been members for 5-10 years and lastly, those who had been members for over 10 years were represented by 27.7%. From the results, the majority of the respondents had been member of the projects for at least 5 years and above and that they had experience with the project requirements.
4.4 Results for Descriptive Statistics

4.4.1 Community Participation and Implementation of CBPs

The participants were requested to state their level of agreement on how the following aspects of community participation affect the implementation of community based projects. Their responses were as shown below.

As illustrated in Table 4.1, the respondents indicated that project ownership and resource mobilisation significantly influence the implementation of community based projects as shown by mean scores of 4.456 and 4.421 respectively. A mean score of 4.354 on project planning also depicted its greater influence on the implementation of community based projects.

Table 4.1: Indicators of community participation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project ownership</td>
<td>4.456</td>
<td>0.726</td>
</tr>
<tr>
<td>Resource Mobilisation</td>
<td>4.421</td>
<td>1.075</td>
</tr>
<tr>
<td>Project Planning</td>
<td>4.354</td>
<td>1.118</td>
</tr>
</tbody>
</table>

Source: Researcher Data (2017)

The high mean score of 4.456 under project ownership is in agreement to the research done by Khan (2000); which stated that project ownership greatly influence the process of project implementation and in the unlikely event that the implementation strategy is not working; a corrective measure can be worked-out by the management. The corrective measure helps community project managers implement the projects and hence increases implementation success.
of community based projects. Project ownership plays a major role in implementation of a project; its implication is in agrees with stakeholder’s theory by Donaldson and Preston, (1995) which presupposes that people owning a project are after the project benefits. The desire of enjoying the benefits of a project makes the owners implement the project within the shortest time possible. For a project to be implemented successfully at the right time enough resources must be availed; this calls for resources mobilization, hence the mean of 4.421 under resources mobilization. The funds are used in technology establishment and advancement, labour, capital, organization structures, societal support and legitimacy; depending on the project, Tshitangoni et al (2010). Project planning process is crucial in the implantation of a project and this can be achieved after a proper evaluation of the project to be implemented. The need for a structured decision making Project Planning in project implementation is seen by the mean of 4.354 in Table 4.1 and is in line with theoretical expectations (Stufflebeam and Shinkfield, 2007).

On the respondents’ opinions on how community participation influences the implementation of community based projects in Kiambu County, the respondents indicated that community participation has a greater impact since the community members are the project owners. Most of funds needed in the projects also come from community members and therefore their participation is vital.

4.4.2 Management of Funds and Implementation of CBPs

The study also researched on the influence of management of funds on implementation of community based projects in Kiambu County. As shown in Table 4.2, the respondents reported that approval budgeting influences community based projects to a great extent as indicated by a mean score of 4.546. Other fund management indicators such as financial records and
disbursement were also found to have great influence on the implementation of community based projects as depicted by the mean score of 4.606 and 4.125, respectively.

**Table 4.2: Management of funds and implementation of community based projects**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting</td>
<td>4.546</td>
<td>1.014</td>
</tr>
<tr>
<td>Records</td>
<td>4.606</td>
<td>0.632</td>
</tr>
<tr>
<td>Disbursements</td>
<td>4.125</td>
<td>0.756</td>
</tr>
</tbody>
</table>

**Source: Research Data (2017)**

Community projects brings a wide range of people together and therefore as indicated by Tshitangoni et al, (2014), funds need to be mobilized and disbursed for the success of a community based project. The demand to disburse funds can be seen from the mean of 4.125; this is an indicator that the data is in line with the theoretical expectation. Budgeting ensures that an organization’s resources are properly managed for greater output. Budgeting makes implementation of a project efficient as indicated in Table 4.2, with a mean of 4.546; this can also be verified theoretically, World Bank, (1999). Financial recording as predicted by Josephine, (2014), have a significant impact in community based projects. The financial records help in making the operation of the organization transparent; the transparency gives donors confidence in the organization and this makes them, (donors), donate more to the success of the project implementation.
4.4.3 Institutional Capacity and the Implementation of Community Based Projects

The study sought to establish the rate at which the respondents rated the influence of adequacy of projects institutional capacity among the community based projects in Kiambu County. The findings are as shown in figure 4.4.

![Bar Chart]

**Figure 4.4: Effect of institutional capacity on the implementation of community based projects**

**Source: Research Data (2017)**

With regard to the institutional capacity on the implementation of community based projects in Kiambu County, 34.3% of the respondents indicated that institutional capacity had adequate influence in the implementation of community based project and 33.7% of the respondents alluded that institutional capacity influenced the implementation of community based projects to a greatly adequate. A considerable number of respondents, 23.0% reiterated that institutional capacity had least influence in the implementation of community based projects, while 9.0% of the respondents
reported that institutional capacity had no adequate influence in the implementation of community based project.

**Table 4.3: Institutional capacity and Implementation of community based projects**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting</td>
<td>4.667</td>
<td>1.225</td>
</tr>
<tr>
<td>Policies and procedures</td>
<td>4.556</td>
<td>1.333</td>
</tr>
<tr>
<td>Facilities and equipment</td>
<td>4.525</td>
<td>1.080</td>
</tr>
</tbody>
</table>

*Source: Research Data (2017)*

The influence of budgeting, policies and procedures, and facilities and equipment in implementation of community based projects in Kiambu County was established. Institutional capacity majorly influences project’s implementation and success. It influences budgeting, and completion of projects within the stipulated time with the planned resources. Table 4.3 shows some of the factors that are majorly influenced by institutional capacity. Policies and procedures substantially influence the implementation of CBPs; and this can be observed from the data taken from organizations. From Table 4.3, the mean of the budgeting and policies and procedures range between 4.667 and 4.556.

Good policies and procedures are what make a project achieve its objectives at the right time, within the budget, within the scope and solve the intended problems. The data from Table 4.3 is in line with theoretical expectation, since it points at the efficiency of a project managed by a group of competent individuals (Taylor, 2006).
4.4.4 Monitoring and Evaluation of Community Based Projects

Additionally the study sought to evaluate the impact on monitoring and evaluation on implementation of community based projects in Kiambu County. Respondents were further asked to state the level to which the following aspects of monitoring and evaluation influence the implementation of community based projects.

Table 4.4: Indicators of Monitoring and evaluation on Implementation of community based projects

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy in accounting</td>
<td>4.400</td>
<td>0.547</td>
</tr>
<tr>
<td>Time factor</td>
<td>4.308</td>
<td>1.286</td>
</tr>
<tr>
<td>Communicating of Results</td>
<td>4.2978</td>
<td>1.09756</td>
</tr>
<tr>
<td>Monitoring schedule</td>
<td>4.2809</td>
<td>0.65508</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The research examined the effects of monitoring and evaluation on the accuracy in accounting, time factor, communicating of results and monitoring schedule. The respondents reported that accuracy in accounting is greatly influenced by monitoring and evaluation; this can be seen from the high mean of 4.400, from Table 4.4. Time factor was also reported to have a strong dependence on monitoring and evaluation; this can be witnessed from the mean of 4.308 from table 4.3. The respondents also reported a significant influence of monitoring and evaluation on communicating of results which showed a mean of 4.2978. Monitoring schedule having a mean of 4.2809 from Table 4.3 was also seen as a substantial factor in project implementations in Kiambu County.

The respondents were also asked to indicate their opinion on the extent to which members’ involvement in planning for project M&E process influences the implementation of community
based projects. In figure 4.5, 37.0% of the respondents indicated that members respond to involvement in planning for project M&E process to a great extent, 22.5% of the respondents indicated that members involvement in planning for project M&E process influenced the implementation to a great extent. Further, members’ involvement in planning for project M&E process has no influence on the implementation of community based projects as shown by 16.3%, 13% reported not at all while 11.2% reported that member’s involvement in planning for project M&E process has least influence. In conclusion, members’ involvement in planning for project M&E process influences the implementation of community based projects is great.

**Figure 4. 5: Influence of Members Involvement in Planning for Project M&E Process on Implementation**

![Bar Chart](chart.png)

Source: Research Data (2017)

Monitoring and evaluation are the key aspects in ensuring that an organization’s operations are transparent both to the public and the stakeholders. The transparency helps in managing finances and financial records accurately; as shown by the high mean of 4.400. The high mean in accuracy in accounting is according to the research done by Kotheki, (2014), which stated that organizations
must be monitored and continually evaluated for proper management of funds. Time is a scarce resource and must be managed well. By continuously monitoring and evaluating operations of an organization, the managers can know how to save and use time economically; this is shown by the great mean of 4.308. The mean, 4.308, shows that monitoring and evaluation have great impact on time factor in an organization as predicted by Adam, (2006). Communicating of M & E results is also important in project implementation as witnessed from the mean, 4.2978. The results of M & E must be communicated for the management to decide on which measures to take in case of anomalies. The importance of M & E results were predicted theoretically and results in this research as in line with the theoretical information (McCoy, 2005).

4.4.5 Implementation of Community Based Projects

The study sought to determine the extent to which the project had achieved the implementation indicators illustrated in table 4.5.

<table>
<thead>
<tr>
<th>Extent to which the project has achieved the indicators</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed on time</td>
<td>4.061</td>
<td>.7894</td>
</tr>
<tr>
<td>Completed on budget</td>
<td>4.6292</td>
<td>.695</td>
</tr>
<tr>
<td>Completed within the scope</td>
<td>4.0393</td>
<td>.812</td>
</tr>
<tr>
<td>Solved the intended problem</td>
<td>4.5225</td>
<td>.890</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)
From the findings, majority of the respondents indicated to a very great extent that the projects are completed on budget. They were also in agreement that most of the projects are completed on time and within the scope as indicated by mean scores of 4.061 and 4.0393 respectively.

4.5 Results of Regression Analysis

The study conducted a multiple regression to examine the critical factors in the implementation of community based projects in Kiambu County.

Table 4.6: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.809</td>
<td>0.655</td>
<td>0.632</td>
<td>0.160</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

Table 4.6 establishes that the model equation fits the data. The adjusted $R^2$ was used to show the predictive power of the model which is found to be 0.632 inferring that 63.2% of the variations in implementation of community based projects in Kiambu County are explained by community participation, Management of funds, monitoring and evaluation and Institutional capacity as suggested by other research works, Ravhura, (2010) and Donaldson and Preston, (1995). This shows that there are other factors not included in this research but contributes 36.8% of the relationship between the independent variables (community participation, management of funds, monitoring and evaluation and institutional capacity) and the implementation of community based projects in Kiambu County Government, Kenya.
Table 4.7: ANOVA results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.041</td>
<td>4</td>
<td>0.760</td>
<td>28.438</td>
<td>2.89E-13</td>
</tr>
<tr>
<td>Residual</td>
<td>1.604</td>
<td>60</td>
<td>0.027</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4.645</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

From the ANOVA statistics in table 4.7, the probability value of 2.89E-13 which is less than 0.005 indicates that the regression model predictively showed how community participation, Management of funds, and monitoring and evaluation and Institutional capacity influenced the implementation of community based projects in Kiambu County. That is, there is a significant relationship between the dependent variable and the independent variables (community participation, Management of funds, monitoring and evaluation and institutional capacity).

Table 4.8: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.672</td>
<td>0.516</td>
<td>3.240</td>
<td>1.95E-03</td>
</tr>
<tr>
<td>Community participation</td>
<td>0.703</td>
<td>0.223</td>
<td>0.146</td>
<td>3.152</td>
</tr>
<tr>
<td>Management of funds</td>
<td>0.643</td>
<td>0.191</td>
<td>0.126</td>
<td>3.366</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>0.847</td>
<td>0.274</td>
<td>0.045</td>
<td>3.091</td>
</tr>
<tr>
<td>Institutional capacity</td>
<td>0.496</td>
<td>0.157</td>
<td>0.142</td>
<td>3.159</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)
The established model for the study was:

\[ Y = 1.672 + 0.703 X_1 + 0.643 X_2 + 0.847 X_3 + 0.496 X_4 \]

Where:

\[ Y = \text{Implementation} \]

\[ X_1 = \text{Community Participation} \]

\[ X_2 = \text{Management of Funds} \]

\[ X_3 = \text{Institutional Capacity} \]

\[ X_4 = \text{Monitoring and Evaluation} \]

The equation of regression shows that by incorporating all factors into account (community participation, Management of funds, and monitoring and evaluation and Institutional capacity) constant at zero implementation of community based projects in Kiambu County was 1.672. According to the study, a unit increase in the community participation translates to a 0.703 increase in the scores of implementation of community based projects in Kiambu County; all other independent variables held constant. That then means a single increase in mean by one brings a change that is significant hence denotes that community participation is necessary for successful implementation of community based projects in Kiambu county. This is because whenever the co-efficient is equal to zero, then it means that there is no effect in the predictor variable.

A unit growth of management of funds scores would result to a 0.643 gain in the scores of implementation of community based projects in Kiambu County. Thus meaning that management
of funds is necessary but not as significant for community based projects to be implemented successfully.

A unit growth in monitoring and evaluation scores result to a 0.847 gain in the scores of co-implementation of community based projects in Kiambu County. This indicator having the highest mean then suggests that monitoring and valuation is both necessary and sufficient for the successful implementation of community based projects in Kiambu county. The high mean in accuracy in accounting is according to the research done by Kotheki, (2014), that organizations must be monitored and continually evaluated for proper management of funds. It is a significant predictor variable to any successful implementation of projects in Kiambu County.

A unit growth in Institutional capacity scores result to a 0.496 gain in the scores of implementation of community based projects in Kiambu County. This indicator scored the lowest mean suggesting that community based projects can still be implemented successfully without it, meaning that it is not both necessary and sufficient. This is in contrast with Josephine (2014), while looking at staff training on project management concluded that, to a very large extent, training influenced management of project funds, this is in agreement with Taylor, (2006) who argues that organizations have been selective on whom they choose to put in the project management pools, and ensuring that these people have the requisite skills, training and experience.

Overall, monitoring and evaluation had the greatest effect on the implementation of community based projects in Kiambu County, followed by community participation, and then Management of funds while Institutional capacity had the least effect to the implementation of community based projects in Kiambu County. Therefore then all the variables understudy were significant (p<0.05)
implying that the positive relationship between the independent variables and dependent variable are not by chance. Hence need to incorporate these variables in implementing successful projects.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter mainly focuses on the responses to the research questions as provided in the questionnaires obtained from the study.

5.2 Summary of the Study

This study investigated the critical success factors in the implementation of community based projects in Kiambu County, Kenya. The problem being the efforts from the various development partners, to the community based projects experience major hurdles in their life cycle and barely overcome the implementation stage. Hence the study endeavored to find out if Community participation, management of funds, institutional capacity and monitoring and evaluation influenced successful implementation of community based projects. The target population was the 141 community based projects and employed a descriptive survey design followed by stratified random sampling technique to segment the project strata. Purposive and simple random sampling techniques were further employed to zero in to the key respondents of 86 CBP leaders. The data was edited, coded, classified and then analysed using descriptive analysis in order to answer the research questions and objectives. This was with the help of Statistical package for social sciences (SPSS) and Ms Excel.

5.2.1 Community Participation and Implementation of CBPs

The study found that community participation influences the implementation of CBPs and that monitoring and control influences the implementation of community based projects to a very great
extent. Monitoring and control, project ownership by community and resource mobilisation greatly helps community project managers implement the projects and hence increases implementation success of community based projects and the desire of the community enjoying the benefits of a project makes them implement the project within the shortest time possible.

5.2.2 Management of Funds and Implementation of CBPs

On the influence of management of funds on implementation of community based projects in Kiambu County, the study deduced from the findings that management of funds is a key recipe for successful implementation of CBPs. Financial record keeping, proper budgeting, fund mobilization and having the signatory of the projects bank accounts have a great influence on the implementation of community based projects. This is because funds need to be mobilized for the success of a community based project which is an indicator that the data is in line with the theoretical expectation. Budgeting also ensures that an organization’s resources are properly managed for greater output, hence, making implementation of a project.

The financial records which is significant in making the operation of the organization transparent was also found to greatly influence the implementation of CBPs. This transparency gives donors confidence in the organization and this makes them, donate more to the success of the projects implementation.

5.2.3 Institutional Capacity and the implementation of Community Based Projects

With regard to the institutional capacity on the implementation of community based projects in Kiambu County, the study found that institutional capacity majorly influences project’s implementation and success. Education level of the staff improves managerial skills of
individuals; excellent managerial skills are translated on the way a project is handled. Good managerial skills are what make a project achieve its objectives at the right time, within the budget, within the scope and solve the intended problem.

5.2.4 Monitoring and Evaluation Community Based Projects

The research examined the effects of monitoring and evaluation on the accuracy in accounting, time factor, enhanced process ownership, communicating M & E results and monitoring schedule. The findings showed that accuracy in accounting, time factor, enhanced process ownership and communicating M & E results is greatly influenced by monitoring and evaluation during CBPs implementation in Kiambu County.

Monitoring and evaluation are the key aspects in ensuring that an organization’s operations are transparent both to the public and the stakeholders. The transparency helps in managing finances and financial records accurately. Important to note that organizations must be monitored and continually evaluated for proper management of funds. Time is a scarce resource and must be managed well. By continuously monitoring and evaluating operations of an organization, the managers can know how to save and use time economically. Monitoring and evaluation was also found to enhance the process ownership which in turn influences proper implementations of a project. The monitoring schedule is important in carrying out a meaningful monitoring and evaluation activity in an organization.

From the findings, it was revealed that most of the projects are completed on budget, on time and within the scope. Also, regression analysis was used to analyse the effects of the mentioned factors on CBPs implementation in Kiambu County. The results showed that project implementation
strongly depend on community participation, Management of funds, and monitoring and evaluation and Institutional capacity as predicted theoretically.

5.3 Conclusion

From analysis and discussion in chapter four, it can be concluded that most community based projects in Kiambu County indeed value community participation because project ownership greatly influences the process of project implementation and in the unlikely event that the implementation strategy is not working; a corrective measure can be worked-out by the management. For a project to be implemented successfully at the right time enough resources must be availed; this calls for resources mobilization.

Management of funds includes Planning, budgeting, accounting, financial reporting, disbursement and the physical performance of the project having an aim of managing project resources correctly towards achieving desired goals. Additionally financial records help in making the operation of the organization transparent; the transparency gives donors confidence in the organization and this makes them, (donors), donate more to the success of the project implementation.

Monitoring and evaluation had the highest mean thus suggestive then that it is both necessary and sufficient for the successful implementation of community based projects in Kiambu County. The high mean in accuracy in accounting in any organizations must be monitored and continually evaluated for proper management of funds. The frequency of monitoring can be reduced after the establishment and thriving of the project. Further, for effective monitoring and evaluation process, some critical factors need to be taken into account. These include sound methods in time factoring,
transparency in accounting accuracy and adequate resources, communicating results appropriately and finally having a schedule for monitoring activities.

Institutional capacity is where training influences management of project funds, where organizations have been selective on whom they choose to put in the project management pools, and ensuring that these people have the requisite skills, training and experience. Good policies and procedures too are what make a project achieve its objectives at the right time, within the budget, within the scope and solve the intended problems.

5.4 Recommendations

Community participation in community based projects have a great influence on the implementation of CBPs. Being that these projects are to benefit the community members, their participation is crucial as it increases implementation success of community based projects. Project leaders should therefore ensure that community members’ involvement in CBPs to remove any aspersion that may derail the success of such projects. Having found out that community participation is necessary but not sufficient for successful implementation of CBPs.

Fund management on the other hand is critical in every stage of the project. This indicator was found to be necessary for the successful implementation of CBPs. In the findings, project managers should encourage financial record keeping practices, proper budgeting for transparency and accountability during the entire project phase. Project managers to do proper budgeting to know whether there is need for resource mobilization for the success of a community based project.
The study also recommends that the project managers and other key stakeholders should be empowered to ensure they fully understand the project requirements. Training regarding project management skills can further make a project achieve its objectives at the right time, within the budget, within the scope and solve the intended problem. The research found out that empowered members are able to contribute positively towards the successful implementation of CBPs.

To enhance the project ownership, transparency and accountability of community based projects; project managers should conduct project monitoring and evaluation at every stage of the project. This can enable the managers to fully manage the available resources, work within the prescribed project time-lines and within the scope. Monitoring and Evaluation had the highest mean score hence presupposing that it is both necessary and sufficiently needed for the successful implementation of CBPs.

5.5 Suggestion for Further Research

Regarding the findings of this study, from the factors and challenges that are faced in the implementation process of the community based projects; we can therefore recommend the following:

The factors considered in this research constitute 63.2% effects on community based projects in Kiambu County; therefore, extra research should be done to scrutinize the other factors (36.8%) that affect implementation of CBPs in Kiambu County.

This research was mainly focused on successful implementation, particularly the response part; other researchers should carry out a research in the failed community based projects to determine how ineffectively they implemented their projects.
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Ravhura, T. (2010). *The impact of management on the sustainability of community development projects in Mutale Local Municipality, Limpopo Province*


UNESCAP (2009) *Participatory approaches to rural development and rural poverty alleviation; A paper presented by Dr. J.P De Campos Guimaraes at the UNESCAP workshop on Emerging issues in rural poverty reduction: the role of participatory approaches*.


APPENDICES

APPENDIX I: LETTER OF TRANSIMMITAL

Emmanuel Wachira Gitari

P.O Box 51859 - 00100

Nairobi

Tel: 0721 226552

Dear Madam/Sir,

**RE: REQUEST TO PARTICIPATE IN FILING RESEARCH QUESTIONNAIRE.**

I am the above student at Kenyatta University pursuing a Master degree in Business Administration; Project Management option; carrying out a research as part of my academic requirement on successful implementation of community based projects in Kiambu County. I kindly request your assistance by filling the questionnaire as correctly and truthfully as possible. Your identity and response will be treated with utmost confidentiality. Do not write your name on the questionnaire.

Thank you in advance for your assistance.

Yours faithfully,

Emmanuel W. Gitari

D53/OL/CTY/24927/2014
APPENDIX II: RESEARCH QUESTIONNAIRE

Section A: Basic Information

1) Respondent - Gender
   a) Male [ ]   b) Female [ ]

2) Respondent - Age
   a) Below 25 years [ ]   b) Between 25 – 30 years [ ]   c) Between 31 – 34 years [ ]
   d) Between 35 – 40 years [ ]   e) Between 41 – 44 years [ ]   f) Between 45 – 50 years [ ]
   g) Over 50 years [ ]

3) How long have you been a member of the project
   a) 1 year of less [ ]   b) Between 2 – 4 years [ ]   c) Between 5 – 10 years [ ]   d) Over 10 years [ ]

Section B: Community Participation

4) Please indicate the extent to which the following indicators of community participation influence the implementation of community based projects? (Key: 5 = very great extent, 4 = Great extent, 3 = little extent, 2 = least extent, 1 = Not at all)

<table>
<thead>
<tr>
<th>Indicators of community participation</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project ownership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource Mobilization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5) In your opinion, how does community participation influence the implementation of community based projects?
Section C: Management of Funds

6) Please indicate the extent that the following indicators of fund management influence the implementation of community based projects? (Key: 5 = very great extent, 4 = Great extent, 3 = little extent, 2 = least extent, 1 = Not at all)

<table>
<thead>
<tr>
<th>Indicators of funds management</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting allocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Record</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section D: Institutional Capacity

7) In your opinion how would you rate adequacy of your project’s institutional capacity

   a) Not adequate [ ]   b) Least adequate [ ]   c) Adequate [ ]

   d) Greatly Extent [ ]

8) Rate effectiveness of institutional capacity in project implementation in to the scale given in these areas. Key: 4 = Greatly effective, 3 = Effective, 2 = least effective, 1 = Not effective,

<table>
<thead>
<tr>
<th>Areas of institutional capacity</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies and procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities and equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section E: Monitoring and evaluation
9) To what extent are the below listed aspects of monitoring and evaluation influence the implementation of your community based projects (Key: 5 = very great extent, 4 = Great extent, 3 = little extent, 2 = least extent, 1 = Not at all).

<table>
<thead>
<tr>
<th>Aspects of monitoring and evaluation</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy in accounting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time factor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicating M&amp;E Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring schedule</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10) Indicate the extent to which members are involved in planning for project M&E process?

   a) Not at all [ ]
   b) Least extent [ ]
   c) Little Extent [ ]
   d) Great Extent [ ]
   e) Very Great Extent [ ]

11) What other ways do you think monitoring and evaluation has influenced the implementation of your projects?

   ........................................................................................................................................
   ........................................................................................................................................

Section F: Implementation of Community Based Projects

12) To what extent you think your project has achieved the implementation indicators as listed on the table below and in accordance to scale given. (Key: 5 = very great extent, 4 = Great extent, 3 = little extent, 2 = least extent, 1 = Not at all).

<table>
<thead>
<tr>
<th>Extent to which the project has achieved the implementation</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed on time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed on budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed within the scope</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solved the intended problem</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX V: NACOSTI LETTER

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Telephone: 020 400 7600,
0713 788787,0725404248
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref. No NACOSTI/P/17/71837/19786 Date 30th October, 2017

Emmanuel Wachira Gitari
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Critical Success factors in the implementation of community based projects in Kiambu County, Kenya” I am pleased to inform you that you have been authorized to undertake research in Kiambu County for the period ending 30th October, 2018.

You are advised to report to the County Commissioner and the County Director of Education, Kiambu County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:
The County Commissioner
Kiambu County.
The County Director of Education
Kiambu County.
THIS IS TO CERTIFY THAT:

MR. EMMANUEL WACHIRA GITARI
of KENYATTA UNIVERSITY, 51859-100
NAIROBI, has been permitted to conduct
research in Kiambu County

on the topic: CRITICAL SUCCESS
FACTORS IN THE IMPLEMENTATION OF
COMMUNITY BASED PROJECTS IN
KIAMBU COUNTY, KENYA

for the period ending:
30th October, 2018

[Signature]

Applicant’s Signature

[Signature]

Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research,
   research site specified period.
2. Both the Licence and any rights thereunder are
   non-transferable.
3. Upon request of the Commission, the Licensee
   shall submit a progress report.
4. The Licensee shall report to the County Director of
   Education and County Governor in the area of
   research before commencement of the research.
5. Excavation, sampling and collection of specimens
   are subject to further permissions from relevant
   Government agencies.
6. This Licence does not give authority to transfer
   research materials.
7. The Licensee shall submit two (2) hard copies and
   upload a soft copy of their final report.
8. The Commission reserves the right to modify the
   conditions of this Licence including its cancellation
   without prior notice.

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A 16276

CONDITIONS: see back page