DECLARATION

This is my original work and to the best of my knowledge has not been presented for examination in any other university.

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DEDICATION

This work is dedicated to the following:
My son Basil Brighton – a hidden source of inspiration
My late mother Christine Owiti and my late Father Domnic Odhong’ – for proper upbringing
My brother Eng. Edward Odhong’ – for successfully guiding and sponsoring my education.
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LIST OF ACRONYMS

- **NGO**: Non Governmental Organization
- **HIV**: Human Immunodeficiency Virus
- **AIDS**: Acquired Immuno-Deficiency Syndrome.
- **AMREF**: African medical research foundation
- **USAID**: United States Agency for International Development
- **IFAD**: International Fund for Agricultural Development
- **CDF**: Constituency Development Fund
- **UNEP**: United Nations Environmental Programme.
- **GoK**: Government of Kenya
OPERATIONAL DEFINITION OF TERMS

- **Community projects**: projects initiated by various organizations for the purposes of improving living conditions of a given sector of community.

- **Client Consultation** - Communication, consultation, and active listening to all impacted parties.

- **Monitoring and Feedback**-Timely provision of comprehensive control information at each stage in the implementation process.

- **Horticulture**: The industry and science of plant cultivation including the process of preparing soil for the planting of seeds, tubers, or cuttings. The work involves fruits, berries, nuts, vegetables, flowers, trees, shrubs, and turf. Horticulturists work to improve crop yield, quality, nutritional value, and resistance to insects, diseases, and environmental stresses. Horticulture usually refers to gardening on a smaller scale, while agriculture refers to the large-scale cultivation of crops.
ABSTRACT

In many developing countries, majority of the citizens, particularly in rural areas, live under great poverty {UNHABITAT, 2010}. More specifically in Homa Bay County, a lot of people are poor and, more constraints are added to them by children who are orphaned by HIV/AIDS. Many organizations – NGO, charitable organizations and Government have initiated various projects aimed at reducing poverty. The community projects established in this region have had a great impact in the lives of the community members (GoK, 2010). This means most of the projects have often managed to achieve their objectives which are associated with effective implementation.

This study aims at investigating the factors that have influenced the implementation of community based projects in Homa Bay County and Kenya at large. Specific attention was given to horticultural projects established by various organizations.

The study design was descriptive. Stratified random sampling was used; a number of community projects established by various organizations in the region were visited and 3 officers in each project interviewed to obtain primary data.

Secondary data was obtained through review of literature related to the topic of study. Primary data collected was be edited, coded and analyzed through using statistical package for social sciences (SPSS).

Descriptive statistics was used to summarize the data through frequency distributions. The findings were summarized and recommendations presented for various interest groups.
CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter covers the background of the study, the statement of the problem, the objectives of the study, research questions, and significance of the study, the scope of the study and limitations of the study.

1.1 Background of the study

Projects world over are designed to promote change and innovation (Mwangi 2006). Community based projects are usually established by NGOs or Government agencies to help eradicate poverty or create awareness about HIV/AIDS, drugs and, many others. Homa Bay County is in Nyanza province in Western Kenya. Nyanza province covers the biggest part of Lake Victoria basin.

In Homa Bay County poverty rate stands at 69%. The inhabitants in this region have strong socio-cultural traditions and norms; institutional and policy infrastructure is weak (UNHABITAT, 2010). The HIV AIDS pandemic is severe in this county particularly in the urban centres like Kendu Bay, Homa Bay, and Mbita. Many children are orphaned at very tender age and therefore have to be taken care of by some old people or by charitable organizations (GoK, 2003). The rate of HIV/AIDS infections is increasing and there is inadequate support for those affected. In Homa Bay County, the number of orphans stands at over 50,000. Unemployment and underemployment is very high (Census reports, 2009).

In response to the many challenges affecting this county, a number of charity organizations, Government agencies and Non-governmental organizations have been established in many rural places to undertake specific projects aimed at reducing the level of poverty and other disasters. Most of the projects focus on empowering rural communities by: Strengthening local institutions and community-driven development...
activities; Improving access to health care services and safe water, and improving environmental sanitation and hygiene practices; Increasing on-farm labour productivity and strengthening human capacity through improved food security and nutrition; Heightening community awareness of social behaviors and their consequences.

Kimencu (2008) reports that most community based projects in many parts of the country have always reported great challenges that hinder timely completion. UNEP (2005) reports that successful implementation of community project requires cooperation, commitment and communication among stakeholders. This should be reflected in the selection of methods for various project activities, which should take into consideration such factors like prevailing environmental conditions, the cultural background capabilities of local community and local knowledge and traditional practices so that activities can be designed to meet project objectives and desired outputs and outcomes. A degree of flexibility in implementing the various activities is also important to allow for unforeseen circumstances.

The community projects established in this region have had a great impact in the lives of the community members. This means most of the projects have often managed to achieve their objectives which are associated with effective implementation. Even then a few projects still fail to pick up or get abandoned before completion. This is also associated with implementation problem. (GoK, 2010).

This study will seek to determine factors that influence implementation of the community projects in this county.

1.2 Statement of the problem

Research studies have been conducted to determine challenges and factors hindering successful implementation of projects. For example, Kimencu (2008) discusses the factors for failure of community projects. In his work, we learn that inadequate community participation and managerial problems among others greatly hinder implementation of community project.
Community projects actively involve participation of community members either by providing physical support or material and moral support. Sometimes the community may be expected to provide land or be ready to forgo some important amenities for the sake of the project (Osthuizen, P., Koster, M. & De La Rey, 1998).

Muketha (2006) has argued that for a project manager to succeed in implementation process, he requires to have understood the project goal, identified the purpose(s), established the required outputs and activities, allocate resources, develop a work schedule and lastly establish the management and operational arrangements with key responsibilities and working procedures.

Manchiani (2003) discusses challenges of implementing projects and reports that there are many drawbacks a project manager would meet while implementing the projects (i) technical design failing to meet the quality or reliability specification (ii) selected technology may fail to deliver expected performance (iii) a change in the market may make the original objectives obsolete and (iv) any new legislation may prohibit a planned course of action. A project manager is expected address the following to meet the objectives (i) staff support the project efforts (ii) team working (iii) the team having good problem solving skills (iv) health and safety for staff and clients (v) motivated staff (vi) having productive programme meetings.

Mwangi (2006) discusses characteristics of successful projects and reports that projects are likely to succeed when the following conditions prevail: (i) project management discipline (ii) decision making process is streamlined (iii) adequate resources are in place (iv) business like drive (v) competent team members (vi) proper risk management strategy (vii) ability to change.

There are many other studies already done on community projects. This study was also be on community projects. However, it was little different from previous studies as it concentrated on horticultural projects in Homa Bay County.
This study therefore sought to investigate the factors influencing implementation of community projects (horticultural) in Homa Bay County.

1.3 Study objective

The broad objective of this study was to determine the factors influencing implementation of community projects in Homa Bay County.

Specific objectives

a) To establish how managerial skills and competences influence implementation of community projects in Homa Bay County.

b) To determine the effect of community involvement on the implementation community projects in Homa Bay County.

c) To determine the effect of Government involvement on implementation of the said community projects in Homa Bay County.

d) To determine how monitoring and evaluation affects implementation of community projects.

e) To find out how funding affects implementation of community projects in Homa Bay County.

1.4 Research questions

The study sought information to answer the following questions.

a) To what extent do managerial skills and competences affect the implementation of community projects in Homa Bay County?

b) How does the level of community involvement affect the implementation of community projects in Homa Bay County?

c) How is the Government involvement affecting the implementation of community projects in Homa Bay County?
d) How does monitoring and evaluation affect implementation of community projects in Homa Bay County?

e) Does funding affect the implementation of community projects in Homa Bay County?

1.5 Significance of the study

The study aimed at finding factors that influence implementation of community projects. The findings of this study will be of great importance to various interest groups as follows:

The sponsors such as the NGOs, Charitable organizations and the Government who would want their resources well utilized;

The top management of the community projects who would then adopt recommendations of the findings to improve on their weak areas.

The community members who are direct beneficiaries of the projects.

Other researchers who would learn from the findings to help them refine their research.

The Ministry of Agriculture who would then support similar undertakings to improve the life of the community members.

1.6 Scope of the study

The study is to establish the factors influencing the implementation of community projects in Kenya with focus on Homa Bay County.

Specific attention will be on horticultural projects as initiated by NGO’s and Government agencies. The study will consider fifteen horticultural projects in the county. Emphasis will be on managerial skills and competences; Government involvement, community/client involvement, monitoring & evaluation and project funding.
1.7 Limitations

Homa Bay is generally a small area to cover considering that the research aims at getting an overall picture for the country. Moreover samples were picked, especially from Rangwe constituency of this county, for research and therefore not all projects would be considered. As mentioned earlier, the County has unique circumstances that may not be true for all other counties in Kenya. Therefore the results may not be objective for generalization. However, it is a pointer to what is going on in the whole country.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature that is related to the topic that is the subject of this research. It introduces project as defined by various writers, discusses briefly the concept of project management, the implementation of community projects and conceptual framework.

2.2 Past Studies / Historical and Empirical Review

A project can be defined as a planned undertaking. Buccanam and Body (1992) define a project as a unique venture with a beginning and an end, conducted by people to meet established goals.

Morton (2003) defines a project as a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables), undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value. The temporary nature of projects stands in contrast to business as usual (operations), which are repetitive, permanent or semi-permanent functional work to produce products or services. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management.

A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks. (Steiner, 1969)
A project may also be defined as a combination of human and nonhuman resources pulled together in a temporary organization to achieve a specified purpose. (Cleland, 1985)

**Project management** is the discipline of planning, organizing, securing and managing resources to bring about the successful completion of specific project goals and objectives. Project management as a discipline has evolved because of need to secure predictable results. A project as a strategy can only work well if it is logical.

**The Project Life Cycle**

One method that has been used with some regularity in order to help managers conceptualize the work and budgetary requirements of a project is to make use of the idea of the project life cycle. The concept of the life cycle is familiar to most modern managers. Life cycles are used to explain the rise and demise of organizations, phases in the sales life of a product, etc. In a similar fashion, managers often make use of the life-cycle concept as a valuable tool for better understanding the stages in a project and the likely materials requirements for the project through each distinct phase.

Figure 1-1 shows an example of a project life cycle (Adams, 1983; King, 1983).

The project's life cycle has been divided into four distinct stages, including:

**Conceptualization**-The initial project stage. At this stage a project is determined as being necessary. Preliminary goals and alternatives are specified, as well as the possible means to accomplish those goals.

**Planning**-This stage involves the establishment of a more formalized set of plans to accomplish the initially developed goals. Among planning activities are scheduling, budgeting, and the allocation of other specific tasks and resources.

**Execution**-The third stage involves the actual "work" of the project. Materials and resources are procured, the project is produced, and performance capabilities are verified.
Termination—Once the project is completed, there are several final activities that must be performed. These activities usually include: the release of resources and transfer of the project to the clients and, if necessary, the reassignment of project team personnel.

As Figure 1-1 also shows, in addition to the development of four project stages, the life cycle specifies the level of organizational effort necessary to adequately perform the tasks associated with each project stage. Organizational effort can be measured using surrogates such as amount of man-hours, expenditures, assets deployed, or other measures of organizational resource utilization. As one would suspect, during the early Conceptualization and Planning stages, effort requirements are minimal, increasing rapidly during late Planning and project Execution, before diminishing again in the project's Termination. As a result, the concept of project life cycles can be quite useful to a manager, not only in terms of distinguishing among the stages in the project's life, but also through indicating likely resource requirements to be expected at each stage.

2.2 Implementation of Community Projects

Project implementation success has been defined in many ways to include a large variety of criteria. However, in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully
implemented if it: Comes in on-schedule; Comes in on-budget; Achieves basically all the goals originally set for it; is accepted and used by the clients for whom the project is intended.

By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable; therefore, that any assessment of project implementation success should include these four measures.

The process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. The project implementation process is complex; usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables (Schultz, R. L., Slevin, D. P. and Pinto, J. K., 1987). As a result, the organizational project manager is faced with a difficult job characterized by role overload, frenetic activity, fragmentation, and superficiality.

Often the typical project manager has responsibility for successful project outcomes without sufficient power, budget, or people to handle all of the elements essential for project success. In addition, projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment (Nutt, 1983). Consequently, the project manager would be well served by more information about those specific factors critical to project success. The project manager requires the necessary tools to help him or her focus attention on important areas and set differential priorities across different project elements.

If it can be demonstrated that a set of factors under the project manager's control can have a significant impact on project implementation success, the project manager will be better able to effectively deal with the many demands created by his job, channeling his energy more efficiently in attempting to successfully implement the project under development. (Tuman, 1983).
Community projects are carried out to change an undesirable condition within members of a given community (Manchini, 2003). Usually such projects are sponsored by bodies and organizations external to the community for example NGOs and Government agencies.

In community based projects training needs are assessed, local organizations given training in basic planning, management, accounting, leadership and financial self sufficiency. (Kimencu, 2008).

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

Community project actively involves participation of community members either by providing physical support or material and moral support. Sometimes the community may be expected to provide land or be ready to forgo some important amenities for the sake of the project. (Osthuizen, 1998).

External challenges to community based projects may arise from perceived or real procedural and administrative requirements, regulatory or statutory obstacles and conflicts which are consistent with or detrimental to the mission, goals and objectives of the project. (Mulwa, 2007)

The Government, local or national, may get involved in the projects in the interest of community members. Indeed some community projects are solely initiated by the Government through its agencies. (GoK, 2005).
For a project manager to succeed in implementation process, he requires to have understood the project goal, identified the purpose(s), established the required outputs and activities, allocate resources, develop a work schedule and lastly establish the management and operational arrangements with key responsibilities and working procedures. A project manager is expected address the following to meet the objectives(i)staff support the project efforts (ii)team working(iii)the team having good problem solving skills(iv)health and safety for staff and clients(v)motivated staff(vi)having productive programme meetings.

There are also some drawbacks a program manager would meet while implementing the projects (i) technical design failing to meet the quality or reliability specification (ii) selected technology may fail to deliver expected performance (iii) a change in the market may make the original objectives obsolete and (iv) any new legislation may prohibit a planned course of action (Manchiani, 2003)

Projects are likely to succeed when the following conditions prevail: (i)project management discipline(ii)decision making process is streamlined(iii)adequate resources are in place(iv)business like drive(v)competent team members(vi)proper risk management strategy(vii)ability to change.

The capacity of the project is considered in terms of seven main interrelated areas that are believed to be the foundation of the projects performance: strategic leadership, human resources, financial management, program management, process management and institutional linkages. Each of these contain various components which range in importance among projects (Mwangi, 2006)

2.22 Competence/ Training and Skills in project Implementation

Mwangi (2006) reports that project performance depends on the managerial skills and competence of the project manager. The capacity of the project is therefore considered in terms of seven main interrelated areas that form the foundation of the projects performance: strategic leadership, human resources, financial management, program
management, process management and institutional linkages. Each of these contain various components which range in importance among projects.

An important, but often overlooked, aspect of the implementation process concerns the nature of the personnel involved. In many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to implementation success. Some current writers on implementations are including the personnel variable in the equation for project team performance and project success.

Hammond (1979) has developed a contingency model of the implementation process which includes "people" as a situational variable whose knowledge, skills, goals, and personalities must be considered in assessing the environment of the organization. Only after such a diagnosis takes place can the project management team begin to set objectives and design the implementation approach. It is important to develop project team having the requisite skills to perform their function. Further, it is important to determine whether project management has built sufficient commitment toward project success on the part of team members.

It is important that the implementation be well managed by people who understand the project. In addition, there must exist adequate technology to support the project. Besides having the necessary personnel for the implementation team, it is also important to ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks. Alter (1979), writing on implementation risk analysis, identifies two of the eight risk factors as being caused by technical incompatibility: the user's unfamiliarity with the systems or technology, and cost ineffectiveness.

Regardless of how carefully the project was initially planned, it is impossible to foresee every trouble area or problem that could possibly arise. As a result, it is important that the project manager make adequate initial arrangements for "troubleshooting" mechanisms to be included in the implementation plan. Such mechanisms make it easier not only to react
to problems as they arise, but to foresee and possibly forestall potential trouble areas in the implementation process.

A competent manager must make project schedule plans. Project schedule refers to the importance of developing a detailed plan of the required stages of the implementation process. Ginzberg (1979) has drawn parallels between the stages of the implementation process and the Lewin (1952) model of Unfreezing-Moving-Freezing, viewing planning and scheduling as the first step in the "Moving" stage. Kolb and Frohman's (1970) model of the consulting process views planning as a two-directional stage, not only as necessary to the forward-going change process, but as an additional link to subsequent evaluation and possible reentry into the system. Nutt (1983) further emphasizes the importance of process planning, breaking down planning into four stages: formulation, conceptualization, detailing, and evaluation. Project Schedule/Plans refers to the degree to which time schedules, milestones, manpower, and equipment requirements are specified. Further, the schedule should include a satisfactory measurement system as a way of judging actual performance against budget and time allowances.

2.23 Stakeholders/Client Involvement

The "client" is referred to here as anyone who will ultimately be making use of the result of the project. The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Indeed, Manley (1975) found that the degree to which clients are personally involved in the implementation process will cause great variation in their support for that project. Further, in the context of the consulting process, Kolb and Frohman (1970) view client consultation as the first stage in a program to implement change. Client Consultation expresses the necessity of taking into account the needs of the future clients, or users, of the project. It is, therefore, important to determine whether clients for the project have been identified. Once the project manager is aware of the major clients, he is better able to accurately determine if their needs are being met.
2.24 Government involvement

The Government, local or national, may get involved in the projects in the interest of community members. Indeed some community projects are solely initiated by the Government through its agencies. (GoK, 2005).

Depending on the type of project, various legislation provisions may work for or against the project (UNHABITAT, 2010). For example for horticultural projects agriculture act gives guidelines that may impact on the project. The Agriculture Act provides for the promotion and maintenance of stable agriculture and to provide for the conservation of soil and its fertility to stimulate development of agriculture and in accordance to be with the accepted practice of good land management and husbandry. Under this Act the minister for agriculture may declare the essential crops to be grown limit the plant sizes of agricultural undertakings and even empower local authorities to make production of particular products, zone land in the interest of particular agricultural industries. The Act also protects land on high slopes from soil erosion protection of watercourses and protection against erosion by run off water.

Mulwa (2007) reports that external challenges to community based projects may arise from perceived or real procedural and administrative requirements, regulatory or statutory obstacles and conflicts which are consistent with or detrimental to the mission, goals and objectives of the project.

It is worth noting that the Government through respective ministries do monitor community projects and therefore may influence the success of the same (GoK, 2010)

2.25 Monitoring and Evaluation

Monitoring and Feedback refer to the project control processes by which at each stage of the project implementation, key personnel receive feedback on how the project is comparing to initial projections. Making allowances for adequate monitoring and feedback mechanisms gives the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. Schultz and Slevin
(1975) demonstrate the evolving nature of implementation and model building paradigms to have reached the state including formal feedback channel between the model builder and the user. From a budgeting perspective, Souder et al. (1975) emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation. Monitoring and Feedback refers not only to project schedule and budget, but to monitoring performance of members of the project team.

2.26 Project Funding

Community projects can be funded by local fundraising efforts and by grants. Grants for community projects are available from local and central governments, private foundations, and some corporations. Government grants are always for predetermined projects and as long as community projects match the grant guidelines, eligible entities can apply. Private foundations focus on specific target populations, geographic locations, or issues. Corporations often implement community giving programs in their geographic area of operations.

Hermes (2001) argues that the source of funding may influence implementation of projects since some financiers release funds at intervals. Also the level of funding depends on the source. There are some projects that are co-funded by more than one body. Ministry of agriculture report (2004) shows that many horticulture projects in Homa Bay are co-funded by the Government and Ngo’s such as IFAD.
2.3 Conceptual framework

There are five independent variables. Project funding; Managerial competences, client involvement, government involvement and monitoring and evaluation. The research is intended to establish the relationship that exists between these independent variables and the implementation of projects which is the dependent variables.

**Dependent variable** - implementation of community projects.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter covers research methodology. It begins with a description of the study area in terms of the geographical location of Homa Bay County in reference to other bordering Counties and other aspects unique to this county. A detailed sample procedure as well as methods of data collection and rationale behind their use has been provided together with various techniques and methods of data entry and analysis.

3.1 The Study Area

Homa Bay County is located in South Western part of Kenya in the Lake Victoria Basin and is one of the 47 counties. It constitutes 6 constituencies: Kasipul Kabondo, Karachuonyo, Rangwe, Ndhiwa, Mbita and Gwasi. The county has a population of 963,784 (2009 census) and an area of 3,160 km². The total number of males is 464,580 representing 48.2% and females are 499,204 representing 51.8%. The urban population consist of 141,051 representing 14.64% while the rural population is 822,733 representing 85.36% of the population. Children (and young adults) between 0 – 25 years are 722,839 constituting 75% of the population. Indicating that a bigger population is dependants (Ministry of Planning and Vision 2030, 2010).

The county is geography positioned between 0°S – 0.5° S (below equator) and 33° - 34.5° E (east of GM). It borders Kericho county to the North, Kisii county to the East, Migori county to the South and Kisumu and Siaya counties to the West.

Major towns in the county include Homa Bay, Mbita, Kendu Bay and Oyugis. The capital of the county is Homa Bay town.

The major economic activity in the county is Agriculture. Cash crop farming and subsistence farming rely entirely on natural rainfall and therefore whenever draught occurs, many crops fail and famine sets in. Livestock farming is also practiced and is dependent on
prevailing weather conditions. Fishing is another major activity although only practiced along the lakeshore that is around Kendu Bay, Homa Bay and Mbita Point. Fishing is affected by water hyacinth that has since invaded the lake. Fish farming in ponds is still not popular. Transportation is mainly through road.

Poverty index is at 69%. HIV prevalence is at its height in Homa Bay because of common traditional practices such as wife inheritance and polygamy, all of which encourage multiple partners and, therefore, the spread of HIV/AIDS. There are many AIDS orphans and widows.

3.3 Research Design

This study employed the descriptive research design and diagnostic research studies. This is also referred to as survey design. Kothari (2010) describes Descriptive Research design as studies which are concerned with describing the characteristics of a particular individual, or a group, whereas diagnostic research studies determine the frequency with which something occurs or its association with something else. In this design the focus of attention will be: Formulating the objectives of the study; Designing the methods of data collection (i.e. observation, questionnaires, interviews and examination of records); Selecting the sample; Collecting the data; Processing and analyzing the data; Reporting the findings.

This method is appropriate since it takes into account all steps involved in survey concerning the phenomenon to be studied.

3.4 Sampling design

A stratified random sampling method was be used to select projects for field survey. The projects were categorized according the organizations that initiate them that is NGO projects, CDF projects, Government agency projects and other projects. A total of 35 projects are targeted. Out of these 15 projects are sampled for study representing 40%. According to Gay (1981) at least 10% of the total accessible population are required for descriptive studies of this nature. In each project 3 respondents were be interviewed that is
the managers, supervisors and subordinates. A total of 45 respondents were expected to fill the questionnaire. The table 3.0 shows the target and the sample size.

Table 3.0: Target population and sample size

<table>
<thead>
<tr>
<th>Type of organization</th>
<th>Total no. of projects</th>
<th>Selected projects</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGOs</td>
<td>15</td>
<td>7</td>
<td>21</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>10</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>CDF</td>
<td>5</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>OTHERS</td>
<td>5</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>35</td>
<td>15</td>
<td>45</td>
</tr>
</tbody>
</table>

3.5 Data Collection Methods.

3.5.1 Introduction

There are three fundamental types of data collection methods (asking questions, observing events and reading). Jick (2006) recommends multiplicity of the data collection methods noting that the effectiveness of doing so rests on the premise that the weaknesses in each single method will be compensated by the counter-balancing strengths of another. In addition, Thogersen-Ntoumani and Fox (2005) have argued that the use of the multiple methods provides sophisticated rigour in the research process and completeness in the understanding of the concept under investigation. It enables powerful rhetoric, enhance the internal, external and construct validation on the research findings in a single study.

For this study, however, the researcher has opted for questionnaire as the sole instrument for data collection.

3.5.2 Questionnaire

A structured survey questionnaire shall be prepared organized by themes and sections to capture the five objectives of the study. The questionnaire had both open and closed ended
questions. The closed ended questions will be designed with pre-coded response categories that will be integrated in the computer analysis using SPSS. Bhandarkar and Wilkinson (2000) have noted that the advantage of questionnaire method is that it permits great facilities in collecting data from large, diverse and widely scattered groups of people. It is used in gathering objective, quantitative data as well as for securing information on qualitative nature. The questionnaire was pre-tested before being administered.

3.6 Validity and reliability of data

Validity refers to the extent to which an instrument measures what it is supposed to measure (Peter, 1994; Orodho, 2005). The research questionnaire was evaluated for content validity, for clarity and suitability. In order to ascertain content and face validity the questionnaires and interview schedules was shared with three experts in the academic area related to the study for scrutiny and advice. The contents and impressions of the instruments was subsequently improved based on the authorities’ advice and comments. The questionnaire items will be constructed in a way that they relate to each of the research objectives. Grinnell (1993) explains that to ensure validity and reliability of research instruments so that they generate similar data when used by independent researchers, every instrument should be tested before it is formally administered. A pilot test of the questionnaire was thus undertaken before final administration.

3.7 Data analysis

3.7.1 Qualitative data analysis

Qualitative data derived from open ended questions in the questionnaire were subjected to qualitative data analysis. The aim of this process is to assemble or reconstruct the data in a meaningful or comprehensible fashion. Qualitative data analysis is the process of bringing order, structure and meaning to the mass of collected data. It is a search for general statements about relationships among categories of data.
The data has been analyzed for emerging, trends, themes and associations. Logical conclusions were reached upon on the basis of these themes. Emergent attributes of the core research questions will be explored and examined.

3.7.2 Quantitative data analysis

Quantitative data emanated from closed ended ordinal and interval scale data in the structured questionnaire administered to 45 respondents. The pre-coded responses were counterchecked for quality and certified as accurate before being entered into SPSS database for analysis. The data were taken through frequency test runs to provide frequency distributions and aided with use of pie charts, histogram, frequency tables and bar charts to present the data. Descriptive statistics was used in analysis of the data.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

The chapter covers the analysis and presentation of the data obtained from the questionnaire. The results are on the factors influencing implementation of community projects with focus on horticultural projects of Homa Bay County, Kenya. The focus is on managerial competence, Government involvement, client involvement, monitoring and evaluation and project funding in project implementation. Data generated from this research was both qualitative and quantitative was presented while a summary of the data analysis was provided at the end of the chapter. The result is presented in tables, charts and graphical forms covering the various variables.

4.2 Analysis of response Rate and Background information.

4.2.1 Response Rate

Table 4.1 Response rate

<table>
<thead>
<tr>
<th>Organization</th>
<th>Expected</th>
<th>Actual</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGOs</td>
<td>21</td>
<td>18</td>
<td>86</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>12</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>CDF</td>
<td>6</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td>OTHERS</td>
<td>6</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>39</strong></td>
<td><strong>87%</strong></td>
</tr>
</tbody>
</table>

Source: (Field data, 2011)

Most of the members returned the questionnaire after filling in it. Out of the 45 questionnaires dispersed 39 were received back, giving a response of 87%. The high response is attributed to the fact that the researcher personally administered the questionnaires to the project implementation groups of each location. The researcher made follow ups and collected back the questionnaires. The figure below gives a representation of the actual response as compared to the expected response.
4.3 Background information

The sample of respondent included 21 males and 18 females. This revealed that 54% of the respondents were male, while 46% of the respondents were female. More males participated in the study than female. This implies that more men were involved in implementation of community projects than the women.

Source: (Field data, 2011)

Figure 4.1 Gender representation
Educational Background

The data from the questionnaires indicated that the project participants had different level of education as indicated in the table.

Table 4.1: Educational Background

<table>
<thead>
<tr>
<th></th>
<th>PRIMARY</th>
<th>SECONDARY</th>
<th>POST SECONDARY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>24%</td>
<td>47%</td>
<td>29%</td>
<td>100%</td>
</tr>
<tr>
<td>FEMALE</td>
<td>33%</td>
<td>45%</td>
<td>22%</td>
<td>100%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>28%</td>
<td>46%</td>
<td>26%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The figures below reveal that the 28% of the project leaders had primary level of education, while 46% of the project leaders had secondary level of education. Another 26% had post secondary qualifications. It is therefore noteworthy that most of the leaders had acquired high levels of education. Most scholars have argued that leadership needs to have high levels of education so as to improve on their leadership and managerial skills. The figure below represents the number of participants by gender and there level of education.

Source: (Field data, 2011)

Figure 4.2 Education level by gender.
4.4: Factors influencing implementation of community project projects.

4.4.1 Effect of Managerial competence on project implementation

The ratings by respondents on various aspects of the leadership were subjected to descriptive statistical analysis through the use of frequency distribution on each item. Percentage rating on various leadership aspects were analyzed effectively to give the presentation.

Table 4.2 Managerial competence

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>SA</th>
<th>A</th>
<th>NS</th>
<th>DA</th>
<th>SDA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the project leaders have attained a maximum of secondary education</td>
<td>5%</td>
<td>10%</td>
<td>13%</td>
<td>26%</td>
<td>46%</td>
<td>100%</td>
</tr>
<tr>
<td>Project leaders are keen to manage project costs, time, schedule and risks.</td>
<td>44%</td>
<td>26%</td>
<td>15%</td>
<td>10%</td>
<td>5%</td>
<td>100</td>
</tr>
<tr>
<td>Technical tasks are assigned to personnel with specialized training.</td>
<td>56%</td>
<td>18%</td>
<td>18%</td>
<td>8%</td>
<td>0%</td>
<td>100</td>
</tr>
<tr>
<td>Leadership is not effective in acquiring, allocating and protecting resources.</td>
<td>0%</td>
<td>5%</td>
<td>13%</td>
<td>31%</td>
<td>51%</td>
<td>100</td>
</tr>
<tr>
<td>Leadership is practicing participatory management and guides on conflict resolution</td>
<td>38%</td>
<td>36%</td>
<td>10%</td>
<td>13%</td>
<td>3%</td>
<td>100</td>
</tr>
<tr>
<td>Level of competence and skills of project participants greatly influence project implementation</td>
<td>49%</td>
<td>28%</td>
<td>3%</td>
<td>15%</td>
<td>5%</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Field data, 2011)

Where SA-Strongly, A- Agree, NS-Not Sure, DA- Disagree, SDA-Strongly Disagree.

The table above shows that 15% of the respondents indicated that project leaders have only up to secondary level of education. 72% of the respondents are convinced that project leaders are mostly composed of those with secondary education and above.
70% of the respondents agree that project leaders are keen to manage. Only 15% think that project leaders are not managing costs, time, schedules and risks. It is the expectation of stakeholders that the leadership manages costs, time, schedules and risks to ensure success in project implementation.

74% of the respondents agreed that technical tasks are assigned to personnel with specialized training. Only 8% were of the view that technical tasks are not necessarily assigned to specialized personnel. Assigning tasks to individuals who understand them best ensure that only the right thing is done and this ensures unnecessary costs are avoided.

The table also reveals that 5% of the respondents indicated that the leadership does not protect resources as required to enhance the project implementation. 82% of the respondents indicated that resources are adequately acquired, allocated and protected to ensure effective implementation of the project. The leadership takes appropriate measures that ensure resources are neither scarce nor idle. Their aim is to ensure resources are acquired just in time when they are needed.

The table also reveals that 74% of the respondents indicated that leadership is practicing participatory management and guides on conflict resolution. Only 16% of the respondents indicated that leadership is not practicing participatory management. Participatory management ensures that conflicts are minimized and every employee feels part of the organization.

Most of the respondents indicated that managerial competence and skills greatly influence project implementation. This is represented in figure below:
managerial competence and project implementation

Source: (Field data, 2011)

Figure 4.3: effect of managerial competence on project implementation
Where SA-Strongly, A-Agree, NS-Not Sure, DA-Disagree, SDA-Strongly Disagree.

4.4.2 Effect of Government involvement on project implementation

The ratings on the various aspect of Government involvement on project management were subjected to descriptive analysis through the use of percentages and tables so as to make an analysis

Table 4.3. Government involvement and project implementation

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>SA</th>
<th>A</th>
<th>NS</th>
<th>DA</th>
<th>SDA</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The provincial administration regulates activities of organizations undertaking community projects.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>The Government agencies sends a team to assess progress of projects</td>
<td>33%</td>
<td>36%</td>
<td>23%</td>
<td>5%</td>
<td>3%</td>
<td>100</td>
</tr>
<tr>
<td>The government offers security and technical expertise should the need arise.</td>
<td>23%</td>
<td>46%</td>
<td>15%</td>
<td>10%</td>
<td>5%</td>
<td>100</td>
</tr>
<tr>
<td>Overall, the government is actively involved in the community projects.</td>
<td>51%</td>
<td>23%</td>
<td>13%</td>
<td>5%</td>
<td>8%</td>
<td>100</td>
</tr>
<tr>
<td>Level of Government involvement greatly influence project implementation</td>
<td>44%</td>
<td>31%</td>
<td>13%</td>
<td>8%</td>
<td>5%</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Field data, 2011)
Where SA-Strongly, A- Agree, NS-Not Sure, DA- Disagree, SDA-Strongly Disagree.

The table reveals that 72% of the respondent indicated that the Provincial administration regulates the activities of organizations undertaking community projects. This they say is done through various ways including licensing and inspecting the actual project work ongoing. A paltry 10% of the respondents indicated that the Government does not regulate the activities of the project.

The table reveals that 67% of the respondents agree that the government sends a team to assess progress of community projects. The Government having the duty of protecting its citizens is keen to ensure that whatever is intended for the communities is done in time and properly. 8% of the respondents indicated that the government does not send a team.

69% of the respondents agree that the government offers security and technical expertise should the need arise. 15% however are of the opinion that the Government is never bothered even if the project implementers need assistance from the Government.

74% of the respondents agree that the government is actively involved in one way or another in ensuring that the projects go on as planned. Another 13% do not think that the Government is involved in community projects.

Most respondents agree government involvement in community projects greatly influence implementation of the projects. This is indicated in the figure below.

**Extent to which Government involvement influences project implementation**
4.4.3 Effect of client involvement on project implementation

This sought to determine whether project leaders involve members in decision making from the respondents.

<table>
<thead>
<tr>
<th>Table 4.4 Community involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statement</strong></td>
</tr>
<tr>
<td>A plan is drawn on how to reach all members of the community.</td>
</tr>
<tr>
<td>The concerned communities are educated on purpose of implementation of the project before its commencement.</td>
</tr>
<tr>
<td>Ideas from the community are not incorporated in the overall plan of the project.</td>
</tr>
<tr>
<td>Overall, the community members are not actively involved in the community projects.</td>
</tr>
<tr>
<td>Active involvement of community members greatly influences project implementation.</td>
</tr>
</tbody>
</table>

**Source:** (Field data, 2011)

Where SA-Strongly, A- Agree, NS-Not Sure, DA- Disagree, SDA-Strongly Disagree.

The table 4.5 above indicates that 64% of the respondents indicated that a plan is drawn on how to reach all members of the community. 20% were of the opinion that no plan is made to reach members of the community. It is important to note that members of the community are a major stakeholder in community projects since they are the direct beneficiaries.
59% of the respondents indicated that the concerned communities are educated on purpose of implementation of the project before its commencement. Another 21% think that the community members are not educated on project implementation. The community members need to understand the purpose of the project in order that they fully support it.

The table also indicates that 74% of the respondents agree that the ideas from the community are incorporated in the overall plan of the project. 13% others are of different opinion.

77% of the respondents agree that community members are actively involved in community projects. 13% others are of different opinion.

Most of the respondents are in agreement that active involvement of client/community members greatly influences the implementation of community projects. This is shown in the figure below:

**Extent to which client involvement influences project implementation**

![Bar chart showing community involvement and project implementation](image)

Figure 4.5: Extent to which client involvement influences project implementation
4.4.4 Effect of monitoring and evaluation on project implementation

This sought to determine whether monitoring and evaluation affects project implementation. The results from the respondents are summarized in the table below.

Table 4.5 monitoring & evaluation and project implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>NS</th>
<th>DA</th>
<th>SDA</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is monitoring and evaluation plan.</td>
<td>46%</td>
<td>15%</td>
<td>23%</td>
<td>13%</td>
<td>3%</td>
<td>100</td>
</tr>
<tr>
<td>Evaluation is done at regular intervals.</td>
<td>56%</td>
<td>21%</td>
<td>15%</td>
<td>8%</td>
<td>0%</td>
<td>100</td>
</tr>
<tr>
<td>Monitoring and evaluation reports are prepared at regular intervals.</td>
<td>49%</td>
<td>17%</td>
<td>21%</td>
<td>8%</td>
<td>5%</td>
<td>100</td>
</tr>
<tr>
<td>Recommendation of Monitoring reports is not implemented as the project continues.</td>
<td>3%</td>
<td>10%</td>
<td>15%</td>
<td>26%</td>
<td>46%</td>
<td>100</td>
</tr>
<tr>
<td>Generally monitoring and evaluation is done properly.</td>
<td>26%</td>
<td>49%</td>
<td>5%</td>
<td>10%</td>
<td>10%</td>
<td>100</td>
</tr>
<tr>
<td>Monitoring &amp; evaluation greatly influence project implementation.</td>
<td>54%</td>
<td>18%</td>
<td>8%</td>
<td>15%</td>
<td>5%</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Field data, 2011)

Where SA-Strongly, A-Agree, NS-Not Sure, DA-Disagree, SDA-Strongly Disagree.

Table 4.6 indicates that 61% of the respondents agree that there exist a monitoring and evaluation plan. 23% are not sure and 16% others disagree.

The table also indicates that 77% of the respondents agree that evaluation is done at regular intervals as the project goes on and at the end of the project. 8% indicate that monitoring and evaluation is not done regularly.
72% of the respondents indicate that the recommendations of the Monitoring and Evaluation reports are implemented as the project goes on. 13% others have the opinion that the recommendations of the Monitoring and Evaluation reports are not implemented as the project goes on.

75% of the respondents agree that Monitoring and Evaluation is effectively done as the project continues. 5% are not sure and 20% others have the opinion that monitoring and evaluation is not done effectively.

Majority of the respondents agree that Monitoring and Evaluation greatly influences the implementation of community projects. This is indicated in the figure below.

Source (Field Data 2011)

Figure 4.6 Extent to which Monitoring and evaluation influences project implementation
4.4.5 Effect of Project funding on project implementation

This sought to determine whether project funding affects project implementation

Table 4.6 Effect of funding on project implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>NT</th>
<th>DA</th>
<th>SDA</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project has a specific source of funding.</td>
<td>26%</td>
<td>49%</td>
<td>5%</td>
<td>10%</td>
<td>10%</td>
<td>100</td>
</tr>
<tr>
<td>The funds are never availed in time.</td>
<td>3%</td>
<td>10%</td>
<td>15%</td>
<td>26%</td>
<td>46%</td>
<td>100</td>
</tr>
<tr>
<td>Project financiers are not bothered on how funds are used.</td>
<td>3%</td>
<td>10%</td>
<td>13%</td>
<td>41%</td>
<td>33%</td>
<td>100</td>
</tr>
<tr>
<td>Funds are readily availed for the project’s use.</td>
<td>23%</td>
<td>46%</td>
<td>15%</td>
<td>10%</td>
<td>5%</td>
<td>100</td>
</tr>
<tr>
<td>Funds provision greatly influences project implementation.</td>
<td>36%</td>
<td>41%</td>
<td>10%</td>
<td>10%</td>
<td>3%</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Field data, 2011)

Where SA-Strongly, A- Agree, NS-Not Sure, DA- Disagree, SDA-Strongly Disagree.

Table 4.6 indicates that 75% of the respondents agree that the projects have specific source of funding. 20% are of the opinion that the projects have no specific source of funds and instead rely on funds from any well wishers that come along as the project goes on.

72% of the respondents agree that project funds are availed in time and therefore project activities that require funds may not have to be delayed unnecessarily. 13% of the respondents indicate that funds are not availed in time.

The table also indicates that 74% of the respondents agree that project financiers are keen to see that the funds they provide are used strictly for the intended purpose. 13% of the respondents indicate that the project financiers are not bothered on how funds are used.
69% of the respondents agree that funds for the project is not a problem and so activities of the project are not constrained by funds. 15% of the respondents indicate that project funding is a major constrain to their projects.

Majority of the respondents agree that funds provision is a major influence on project implementation. This is shown in the figure below:

Source (Field Data, 2011)

Where SA-Strongly, A- Agree, NS-Not Sure, DA- Disagree, SDA-Strongly Disagree

Figure 4.7 Extent to which funds provision influence project implementation.
5.1 Introduction

This chapter gives a summary of the findings that were analyzed by the researcher in the study. It also involves the conclusions derived, recommendations given and the areas recommended for further study by the researcher in light of the data collected and the analysis thereof.

5.2 Summary of findings

On managerial competence, 75% of the respondents agree (49% strongly agrees and 28% agree) that it affects project implementation. In the various projects, the management exhibited adequate levels of competence and skills.

On Government involvement, 74% of the respondents agree (44% strongly agrees and 31% agree) that it affects project implementation. In the various projects, the Government is actively involved in one way or another in ensuring that the projects go on as planned.

On client involvement, 75% of the respondents agree (44% strongly agrees and 31% agree) that it affects project implementation. In the various projects, the community is actively involved in project implementation.

On Monitoring and Evaluation, 72% of the respondents agree (54% strongly agrees and 18% agree) that it affects project implementation. Most of the projects had elaborate system of monitoring and evaluation.

On project funding, 77% of the respondents agree (36% strongly agrees and 41% agree) that it affects project implementation. Most of the projects had reliable source of funding from their sponsors.
5.3 Conclusions

The management is competent, effective and adequately prepared for the noble tasks of guiding and directing the efforts of others. The resources are well managed and leadership is keen to ensure tasks are well done. This ensures that risks are minimized and project costs reduced effectively.

The Government is actively involved in community projects to ensure success in the same. This is especially true because the Government must ensure that it protects the citizen and therefore projects intended for the communities are keenly followed.

The client/community are actively involved in the said projects and this was found to have a direct bearing on project success. This is true because the community is the direct beneficiaries of the projects and so they would every effort to ensure the projects succeed.

Monitoring and evaluation was found to be a very important aspect of project implementation. As project progress it is important to monitor to ensure that only what was intended is done. Evaluation reports are also used to correct areas of deviation. This in the long run helps to achieve the objective of the project.

Availability of funds was found to be very significant factor in project implementation. It is true that all activities of the project have costs associated with them and funds must be availed at the right time to ensure no delays.

5.4 Recommendations.

The following issues should be emphasized in project implementation:

All projects leaders should be given basic training in project management as this will automatically improve their performance.

Farmers should be educated on need to reinforce green house farming and irrigation fed farming to ensure constant supply of horticultural crops even drought occurs.
Employment and assigning of technical staff for specialized tasks.

Research and extension services should be improved so as to crop varieties that are high yielding through enhancing technological development.

Improvement of the road networks especially the feeder roads that connect the interior of the region so that the produce can be transported efficiently to the markets both locally and externally.

Promote interactions between producers of knowledge, its potential users and intermediaries to foster knowledge sharing and innovation.

5.4.1 Recommendations for further study

This study recommends that:
Studies should be conducted on how technology can be used to improve marketing of horticultural projects in Homa Bay County.

Feasibility studies of having processing plants in Homa Bay region.

More research needs to be undertaken to determine the influence of Monitoring and Evaluation on project success in community based projects.
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Appendices

Appendix I: Questionnaire.

This questionnaire is on factors influencing implementation of community projects in Homa Bay County. The undertaking is in line with a research requirement in partial fulfillment of a master of Business Administration degree. The information collected will be used for the said purpose only.

I have prepared questions that will lead me in to gathering the information. In each question you are presented with a set of possible answers. Kindly tick the one you feel answers the questions best. There are a few questions that require additional comments. Write your opinion in such cases.

PART A: ORGANIZATION DETAILS

Name of organization .................................................................
Name of project .................................................................
Date started ...................................Date completed .........................
Duration taken .............................Planned duration .........................

PART B: PERSONAL INFORMATION

Name of respondent ....................Gender .................................
Respondent’s Position held .........................................................
Length of time holding the position ...........................................

PART C: (MANAGERIAL COMPETENCES)

1) All the project leaders have attained a maximum of secondary education
(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

2) Project leaders are keen to manage project costs, time, schedule and risks.
(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

3) Technical tasks are assigned to personnel with specialized training.
4) Leadership is not effective in acquiring, allocating and protecting resources.

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

5) Leadership is practicing participatory management and guides on conflict resolution

(1) Always (2) often (3) occasionally (4) rarely (5) never

6) To what extent does the level of competence and skills of project participants influence project implementation?

(1) Very large extent (2) large extent (3) small extent (4) very small extent (5) no influence

7) Any other comment on managerial skills and competences

PART D (Government Involvement)

1) The provincial administration regulates activities of organizations undertaking community projects.

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

2) The Government agencies sends a team to assess progress of projects

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

3) The government offers security and technical expertise should the need arise.

(1) Always (2) often (3) occasionally (4) rarely (5) never

4) Overally, the government is actively involved in the community projects.

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

5) To what extent do Government involvement influence project implementation?

(1) Very large extent (2) large extent (3) small extent (4) very small extent (5) no influence

6) Any other comment
PART E (community involvement)

1) A plan is drawn on how to reach all members of the community.
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree

2) The concerned communities are educated on purpose of implementation of the project before its commencement.
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree

3) Ideas from the community are not incorporated in the overall plan of the project.
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree

4) Overall, the community members are not actively involved in the community projects.
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree

5) To what extent does active involvement of community members influence project implementation?
(1) Very large extent (2) large extent (3) small extent (4) very small extent (5) no influence

6) Any other comment

PART F (Monitoring and Evaluation)

1) There is monitoring and evaluation plan
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree

2) Evaluation is done at regular intervals.
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree

3) Monitoring and evaluation reports are prepared at regular intervals.
(1) Always (2) often (3) occasionally (4) rarely (5) never

4) Recommendations of monitoring reports are not implemented as the project continues.
(1) I strongly agree (2) I Agree (3) I'm not sure (4) I disagree (5) I strongly disagree
5) Generally monitoring and evaluation is done properly.

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

6) To what extent does Monitoring and evaluation major influence on project implementation.

(1) Very large extent (2) large extent (3) small extent (4) very small extent (5) no influence

7) Any other comment.

PART G: (Project Funding)

1) Where does the project get funding?

(1) NGO (2) CDF (3) Private foundation (4) government grants (5) many sources

2) The funds are never availed in time.

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

3) Project financiers are not bothered on how funds are used.

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

4) funds are readily availed for the project’s use

(1) I strongly agree (2) I Agree (3) I’m not sure (4) I disagree (5) I strongly disagree

5) To what extent does Funds provision influence on project implementation.

(1) Very large extent (2) large extent (3) small extent (4) very small extent (5) no influence

6) Any other comment.

Thank you very much for taking your time to help me fill this questionnaire.
## Appendix 2 – Work Plan

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Table 2: The work plan
## Appendix 3: Research budget

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<th>Item</th>
<th>Quantity</th>
<th>Rate</th>
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<td>Photocopy paper 2reams</td>
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<td>2</td>
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<td>2.</td>
<td>Typing and printing costs</td>
<td>60 pages</td>
<td>20</td>
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<td>Photocopying charges</td>
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<td>4.</td>
<td>Report binding costs</td>
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<td>5.</td>
<td>Traveling costs to meet respondents</td>
<td>4 trips per day for 20 days</td>
<td>300</td>
<td>6000</td>
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<td>6.</td>
<td>Traveling for Questionnaire pre-testing</td>
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<td>Subsistence to meet respondents</td>
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<td>300</td>
<td>6000</td>
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<td>Subsistence for Questionnaire pre-testing</td>
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<td>9.</td>
<td>Consultation /traveling</td>
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