

**FACTORS INFLUENCING PERFORMANCE OF RURAL
DEVELOPMENT COMMUNITY-BASED PROJECTS IN
MURANG'A SOUTH DISTRICT, MURANG'A COUNTY**

ESTHER GAKII NGIRI

**A research project submitted in partial fulfillment of the requirements
for the degree of Masters of Business Administration (MBA), Project
Management option, Management science department, in the school of
Business,
Kenyatta University**

MAY, 2012

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DECLARATION

This research project is my original work and has never been presented for a degree in any other university or any other award.

Signature.....

Date.....24/05/2012.....

Esther Gakii Ngiri
D53/PT/13077/09

This research project has been presented for examination with our approval as the University supervisors.

Signature.....

Date.....28.05.2012.....

Mr. Paul sang
Lecturer
Department of Management Science

Signature.....

Date.....29/05/12.....

Ms Gladys Kimutai
Lecturer
Department of Management Science

This research project has been presented for examination with approval as chairperson of the department.

Signature.....

Date.....29/05/12.....

Ms Gladys Kimutai
Chairperson Department of Management Science

DEDICATION

I dedicate this project to my family members, husband Lawrence and our daughters Yvonne and Yna for their tireless support and patience during the research period.

ACKNOWLEDGEMENT

First I give honour and praise to Almighty God for giving me grace, strength, patience, good health and providence during the time of my study.

I wish to acknowledge my supervisors, Mr. Paul Sang and Ms Gladys Kimutai, lecturers in Kenyatta University, for their support and guidance through every stage of this project which was critical to its success.

I also thank my family members and friends whose encouragement throughout my study period kept me going.

May the Almighty God bless you all.

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LIST OF ABBREVIATION AND ACRONYMS

CBDP	Community-Based Development Projects
DAMER	District Annual Monitoring and Evaluation Report
DDO	District Development Office
ICT	Information and Communication Technology
LATF	Local Authority Trustee Fund
MBA	Master in Business Administration
NGO	Non-Governmental Organizations
PMBK	Project Management Body of Knowledge
PMI	Project Management Institute
SPSS	Statistical Package for Social Sciences
TQM	Total Quality Management

DEFINITION OF TERMS

Community: A group of people with the same beliefs, norms, living in the same defined area and work together.

Community development: A process, of organizing community members through their own efforts, to participate in a developmental programme, that brings about an improvement in their lives so that they can become self reliant.

Government: A unit of state administration comprising of ministries and responsible for governance in the public sector.

Performance Measurement: The process of assessing the progress made (actual) towards achieving the predetermined performance goals (baseline).

Project: A temporary endeavor undertaken by people who work cooperatively together to create a unique product or service within an established time frame and budget to produce identifiable deliverables.

Project management: An organized venture for managing projects which involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in consonance with pre-determined objectives, within the constraints of time, cost, quality and quantity.

Rural development projects: Are projects aimed at improving the lives of the people living in country sides/rural areas away from urban set up.

ABSTRACT

Projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of their success. On the other hand if these factors are not taken seriously they might lead to the failure of the project management. Project management occupies a significant place in the national development and reconstruction. It helps in raising the standards of living as well as accelerating the pace of modernization. It carries a wide spectrum right from the feasibility report to its implementation and evaluation. Once the technical, administrative and financial viability of a given project is established resources are identified and effective infrastructure is made available for the successful execution of the project. Rural development community-based is one of such projects. They can be self-sponsored, NGO sponsored or government sponsored but their ultimate goal is to improve the standards of living of the community where the community is expected to give full participation from initiation to completion and receive benefits. Though the government objective is to improve the lives of the community by decentralizing its resources (funds) some project have not performed as expected. There is still the gap of development that is evident by the stalled projects, prolonged projects and yet to be initiated projects. The purpose of the study was to investigate factors influencing performance of rural development community-based projects in Murang'a south District in Murang'a County. The District was selected because it's under rural grouping and its proximity to Nairobi province. To achieve the objectives of the study a descriptive research was undertaken targeting government sponsored community based projects in Murang'a south District. Stratified sampling of district development officer (DDO) and projects committee members was done. Data was collected using a semi-structured questionnaire, which was administered using drop and pick later method. Data was analyzed using statistical package for social sciences (SPSS) and descriptive statistics such as percentages and frequencies. Results were presented using pie charts, tables and graphs. The results indicate that project performance significantly related with monitoring an evaluation, with stakeholders' participation, with planning and with resources adequacy. The implication of these results is that in order to improve the performance of the projects and achieve the set goals and objectives, the identified factors needs to be considered and incorporated in the day to day running of projects. There should be a review of government policies so that the identified factors could be integrated for effective project management. This is envisaged to lead to an improvement of quality of life for the community and thus improve on their standards of living.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Increasingly these days organizations are project based, meaning that the work they do is split into programmes of projects designed to deliver the organization's strategies and add value. Good management of these projects is essential if the organization is going to succeed. Equally important to individual project success is ensuring that the right projects are carried out. According to Chan et al, (2009) a project can be characterized by a few elements such as objectivity-as it is definable with results, output or product, complexity-with normally interrelated activities and large number of different tasks, unique- where it is "one-off" assignment, uncertainty- as it has element of risk, temporary- with its well defined beginning and end and lastly operate in a life cycle- as emphasis and resource needs change during the life of a project.

Project management process is complex; usually require extensive and collective attention to a broad aspect of human, budgetary and technical variables. It is the process of controlling the achievement of the project objectives, using the existing organizational structures and resources to manage the project by applying a collection of tools and techniques without interrupting the routine operation of a company (Munns and Bjeirimi, 1996). They continued to state that some of the functions of project management are defining the work requirement, allocating resource needs, planning the execution of work required, monitoring the progress of the work and taking action to unexpected events that took place. Clarke (1999) however stressed that project management is only a tool to help the process of change and when used timely can leads to problem solving of critical issues for an organization.

A project has a logical sequence of activities carried out to accomplish the project objective in stages known as life cycle. Conception stage is where ideas are generated. This idea is developed and a document describing the project in sufficient details covering all its aspects is produced at the definition stage. Planning, the third stage is about detailed identification and assignment of each task until the end of the project. Goel

(2004) states that a plan has to be so devised that the goals and objectives set forth for perspective development are politically expedient and capable of commanding popular initiative and enthusiasm. Implementation stage involves actual execution of the activities planned. A complete project is handed over to the user at the commissioning stage. According to Pinto (2007) lifecycles are important because they demonstrate the logic that governs the project. They help in development of plans for carrying out the project. Performance of a project is measured by three criteria. Project and the project manager performance, is measured by the degree to which these goals/criteria are achieved (Mantel et al, 2008). A performing project is the one that is completed on time, on or under the budget and meets the agreed-upon specifications to the satisfaction of the customer. This is very famous and well-known “Golden Triangle” or “Iron Triangle”, which has been traditionally used as criteria to measure project success. Project performance will be accorded if it is completed within the budgeted cost, implemented on time and quality parameters requested. However, these criteria have received many criticisms for being inadequate in determining project success. Customer opinion and contact was minimal and no long term follow-up effort was established. Over the time, various attempts have been made either to add more dimensions to the basic criteria or subtract to fewer dimensions (Atkinson, 1999)

Researchers have tried to extend the measurement of process to include perception from the client. This is not surprising as it is an era where the concept of Total Quality Management (TQM) has begun to evolve where customer satisfaction is one the most important element to measure performance. In his book, Kerzner (1998) identified 5 criteria that can be used to measure project success. The criteria are: - completed in time, within budget, completed at the desired level of quality, accepted by the customer and result in customers allowing the contractor to use them as a reference. Further exploration through the literature reveal that researchers are now extending the measurement of project success to the after delivery stage in contrast to the early literature where emphasis was given to measurement criteria on the project management stage. One of the researchers, Atkinson (1999) in his study extended the measurement of project success beyond the Iron Triangle; he proposed a new way to consider project success criteria

called the Square Route. The additional three success criteria categories are:- information system which looks into the maintainability, reliability, validity and the quality of the information used, benefits as perceived in the organization which can be measured in terms of improved efficiency, effectiveness, increased profits, organizational learning and lastly benefits or effectiveness of the project as perceived by the stakeholder community such as satisfaction of users, social and environmental impact and personal development, to name a few. The elements under these three new criteria categories are not exhaustive and can be added whenever an appropriate and applicable element is identified to be deemed related to the individual project being measured.

1.1.1 Community-based projects

Community Development seeks to challenge the causes and effects of poverty and inequality and offer new opportunities to those lacking choice, power and resources. Community Development empowers people and involves them in making changes they identify to be important and which when put to use, develop their skills, knowledge and experience. Community Development is about collective action. All community development projects have an anti-poverty, anti-exclusion focus and promote participation of people experiencing poverty and exclusion at all levels, work from community development principles and methods, provide support and act as a catalyst for community development activity, act as a resource in the communities of which they are part, provide co-ordination and co-operation between community, voluntary and statutory groups in their areas and involve representatives of groups which experience poverty and social exclusion within their management structures.

Projects are initiated, planned for and by the members of the community where they implement by use of the resources provided by themselves or donors for the purpose of improving their lives. Hence such projects should be in line with the community needs and meet their expectations. Their success lies on the community's commitment, acceptance and great will to support. According to Sara (2008) community projects if well managed do exceptional value for money and great things with limited resources.

1.1.2 Murang'a South District rural development projects

Murang'a South District was edged from larger Murang'a District in 1996 (Murang'a District Development Plan, 2008). Presently it is in Murang'a County and occupies an approximate area of 1107.6 km². Makuyu, Kandara, Kigumo, Maragua and Gatare Divisions are in the District. It has a population of 387,969 persons as per 1999 census and expected to rise to 430490 by end of 2012 (Murang'a District Development Plan, 2008). The area is sparsely populated in one part and densely populated in the other especially the side near Gatare forest.

Many projects are carried out in the area under self-sponsorship, Non-Government Organizations and Government sponsored. They can be classified under Education, Health, Roads, Water, Agriculture and capacity building. This study will deal with those projects that are sponsored by the government only and are community based meant to develop rural community. Government funds these projects through ministries, CDF, Kazi Kwa Vijana initiative and LATF. From District Annual Monitoring and Evaluation Report (DAMER) (2010/2011), the district has 67 projects planned from 2008.

1.2 Statement of the problem

Today many organizations and governments have embraced the concept of project as a mechanism for delivering change. Projects are formed in order to fix the responsibility and authority for achievement of an organizational goal on an individual or small group when the job does not clearly fall within the definition of routine work. Projects have interrelated objectives: to meet the budget, to finish on schedule' and meet specifications that satisfy the client (Mantel et al, 2008). Since the world is uncertain, as work on the project proceeds; unexpected problems are bound to arise. These chance events will threaten the project's schedule, budget, or specifications. Project management knowledge and skill are required to decide how to trade off one project goal against the other. If the schedule, budget and specifications are rigidly predetermined, the project is doomed to fail. Project performance is evaluated basing on how it has achieved the three objectives. Many rural development projects have been initiated but many have failed performance evaluation criteria. Murang'a south District in Murang'a County is a beneficiary of

government objective to improve citizens' lives by sponsoring community based projects. It funds district projects through respective ministries, CDF, 'kazi kwa vijana', and Local Authority Trustee Fund (LATF). Though the government has been releasing funds to the same effect there seem to be a development gap in the community. Project performance is unsatisfactory as evidenced by stalled projects, projects behind schedule and others yet to be initiated. Presently the district has about 67 projects and from the District Development Office (DDO) about 38% of the projects have not performed. Some are still in the implementation stage but behind schedule while others collapsed. Education projects are 19 of which 4 of the schools have incomplete projects, health projects are 6 of which 2 have not been completed. Out of 18 water projects, 9 are incomplete and large part of the district is not accessible due to lack of roads. Failed projects mean unsatisfied needs of the community, unachieved Government objective of improving the living standards of the community and wastage of funds.

Some of the factors identified to affect performance of project by other researchers include leadership style and commitment to planning and control (Kerzner, 1998), support from the team, communication patterns and commitment of stakeholders (Couillard, 1995), availability of resources and client consultation (Belassi and Tukel, 1996). Whereas the above mentioned studies were done outside the country this study intends to find out the influence of monitoring and evaluation, resource adequacy, stakeholder involvement and project planning on performance of rural development community-based projects sponsored by the government in Murang'a south District, Murang'a County in Kenya.

1.3 Study objectives

1.3.1 Broad objectives

The broad objective of the study was to investigate factors that affect performance of rural development community-based projects.

1.3.2 Specific objectives

The study sought to achieve the following specific objectives:

- 1 To determine the effects of monitoring and evaluation on performance of community-based projects.
2. To investigate how stakeholder involvement affects performance of community-based projects.
3. To find out the effect of project planning on performance of community-based projects
4. To find out how resource adequacy affect performance of community-based projects.

1.4 Research questions

The study sought to answer the following research questions:

1. How does monitoring and evaluation affect performance of community-based projects?
2. How does stakeholder involvement affect performance of community-based projects?
3. How does project planning affect performance of community-based projects?
4. What is the effect of resource adequacy on performance of community-based projects?

1.5 Significance of the study

The findings of the study will benefit the following:-

Citizens of Murang'a south District: - As beneficiaries, investigation of factors affecting performance of rural development projects would improve their performance hence satisfy their needs.

Government (donors): - Identification of factors affecting projects performance would result to remedies that enhance their performance and reduce the rate of project failure and wastage of resources. This will help in achieving government objectives effectively.

Project managers: - The findings will be an eye opener to enable them organize, plan, and implement projects effectively and identify problems hence seek for corresponding measures that will promote performance.

Researchers: - The study could be a base for further examination on the effectiveness of the rural community based projects.

1.6 Scope of the study

The research study was carried out in Murang'a South district which is in Murang'a County. The district was created in 1996 and covers an area of about 1107.6 km². It has a population of approximately 387969 persons whose level of income is average. Larger area of the district is dry with low amount of rainfall throughout the year. Its major contribution to economy is agriculture which provide livelihood to 80% of total population. It has five divisions namely Makuyu, Kandara, Kigumi, Maragua and Gatara. Three towns namely Kenol, Maragua and Makuyu are within the District. The study is on rural development community-based projects sponsored by the government in the district. Projects carried out in the district in the year 2009-2011 can be classified into Education, Health, Roads, Agriculture, Capacity building and Water. The projects totals to 67. A representative sample of 71 respondents was randomly drawn from the accessible population of 604 individuals made of District development officer and projects committees. The research area is on factors that influence performance of community development projects sponsored by the government.

1.7 Limitations of the study

Given that this is a research project, there was a timeframe with definite start and ending. This time was insufficient to comprehensively study the factors to minute details. Substantial amount of money was required to carry out the study in covering various projects and districts across the County to provide a broad based analysis but time and financial resources were a hindrance. However, the researcher employed research assistant as well as drew a representative sample that was acceptable and manageable within the time given and finances available. Lack of commitment from the respondents in giving response on time and appropriately also affected the study.

1.8 Assumptions of the study

The researcher assumed that all respondents were willing to respond to research questions truthfully and honestly. All factors facilitating accomplishment of the study remained constant and the researcher completed the study within stipulated time.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter critically analyses literature on factors affecting performance of projects while focusing on theoretical review, summary of the literature review and main gaps to be filled. Literature regarding project monitoring and evaluation, project planning, stakeholder involvement and adequacy of resources is the main focus for this chapter.

2.2 Theoretical review

2.2.1 General overview of project management

From building the pyramids in Egypt through to implementation of new information and communication technology (ICT), all such temporary endeavors, have required planning, management and control to deliver the desired outcome (Lynda, 2005). (PMI, 2004) gives the most commonly accepted definition of a project as a temporary endeavor undertaken to create a unique product, service or result. According to Gray and Larson (2000) project have established objective, a defined lifespan with a beginning and an end, action to do or create something that has not been done before and specific time, cost and performance requirements or constraints.

Meredith and Mantel (2006) points out that project can be divided into sub-tasks that must be accomplished in order to receive the project goals. They also argue that project can be complex in that its sub-tasks may require careful coordination and control in terms of timing, precedence, cost and performance. Projects are about change; they deliver change when they deliver the unique outcome.

Projects differ from non project because, whereas non project deals with normal routine business of the organization, projects are formed to fix the responsibility for achievement of organizational goal when the job does not clearly fall within the definition of routine work. Lynda (2005) views project as an organization within a performing organization with influences of the project coming from within and without the performing organization. Since an organization may be conducting more than one project,

Meredith and Mantel states that interdependency is a characteristic of projects where projects interact with other projects being carried out simultaneously by their parent organization.

Meredith et al (2008) states that projects are characterized by the project schedules, budget and specific conflicts with each other. Clients needs and desires conflicts with those of project team, the team manager and others who may have less direct stake in the project. Some of the most intense conflicts are those between members of the project team. For the moment, it is insufficient to recognize that projects and conflicts are inseparable companions, an environment that is unsuitable and uncomfortable for conflict avoiders (Mantel et al, 2008).

Goel (2004) defines project management as an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in consonance with pre-determined objectives, within the constraints of time, cost, quality and quantity.

Project manager is a key individual and is responsible for managing the financial budget, controlling the project schedule and ultimate responsible for the quality of the work. Some of the functions of project management are defining the work requirement, allocating resources, planning the execution of work required, monitoring the progress of the work and taking action to unexpected events that took place (Munns and Bjerimi, 1996). According to Pinto (2007) project management entails crossing functional and organizational boundaries, since projects epitomize internal organizational collaboration by bringing together people from various functions across the company. He further states that although project management is becoming popular it is not easy to assimilate into conventional processes of most firms. However due to pressures organizations face such as changing customer's needs, shortened product lifecycles, increasingly complex and technical products and emergence of global markets projects and project management are crucial in helping organizations achieve their goals.

Today many organizations and governments have embraced projects as a mechanism for delivering change. This is evident by the percentage of the budget allocated to projects in all the diverse areas of economic and social interest such as agriculture, irrigation, power, industry, social services rural development and the like. However, all types of projects experience unacceptably high rates of failure causing waste of the organizations scarce monetary and human resources and damaging the project management profession.

2.2.2 Project life cycle

Pinto (2007) state that project life cycle is stages in a project development. It's a logical sequence of activities carried out to accomplish the project objectives. Life cycles are important because they demonstrate the logic that governs the project. They also help in development of plan for carrying out the project decisions such as when to devote resources and how the project is to be evaluated are enhanced by the presence of a project life cycle.

Initial goal and technical specifications for a project are defined at the conceptualization stage. The scope of the work is determined, necessary resources identified and important stakeholders signed on. Planning stage involves detailed specification, schematics and schedules development. Individual pieces of the project are broken down; individual assignments made and process for completion delineated. A plan has to be so devised that the goals and objectives set for perspective development are politically expedient and capable of commanding popular initiative and enthusiasm (Goel, 2004). He continues to state that project management approach, of late, has assumed significance place in planning and implementation action programmes to improve the standard of living of maximum number of people.

Implementation involves actual work of the project. It is during the execution phase that the bulk of project team labor is performed. Deficiencies in implementation are found due to inadequate planning of projects at the initial stage causing slippages in schedules, cost over-runs and poor performance (Goel, 2004). Termination occurs when the completed project is transferred to the customer, its resources re-assigned and the project formally closed out. Project management changes focus with different stages. It is crucial to

identify various stages so as to focus attention on appropriate matters to ensure successful project completion.

2.2.3 Factors influencing project management

According to PMBOK (2004), successful project management requires that all knowledge areas (scope, time, cost, quality, human resource, communications, risk, procurement) be managed effectively.

- **Scope management**

Scope management is managing all the work required to successfully complete the project (Dennis, 2007). Sometimes the project tends to extend beyond what was earlier planned due to change in client's interests or lack of clear mission. Scope creep is great threat to project performance. Virtually every project has its core, a need to solve some problem that is perceived by someone or a group (Wee, 2000). For this reason, there is tremendous need for clarity of purpose and a need to state what the real and tangible consequences will be if stated problem is not solved at the completion of the project. Unfortunately, many projects lack a mission while others have a mission statement that is either vague or unrealistic. Some projects have multiple stakeholders causing a strong likelihood of interest conflicts. The role of project management is to take into consideration all the differences and at the same time ensure the project is on course.

- **Cost management**

Cost management entails preparing and managing a budget. Budget guidelines need to be established prior to project. Project budgeting differs from standard budgeting, not in accounting techniques but in the way budgets are constructed. Budgets for non project are primarily modifications of budgets for the same activity in the previous period. Project budgets are newly created for each project and often cover several periods in future. Project budget is normally derived from the project plan that calls for specific activities. These activities require resources and such resources are the heart of the project budget (Meredith et al, 2008). Managing of scope prevents cost overrun.

- **Quality management**

Quality is the ability of a product or service to consistently meet or exceed customer expectations, (Juran, 1999). Quality perspective is very important from the point of view of modern-day organizations. It is the fundamental aspect, which determines the meeting or exceeding expectation level of the customers. Crosby (1999) noted that quality in project management practices, assures that the project will satisfy stated, to implied needs.

- **Time management**

Projects have a defined period of time they are expected to run. They have definite starting point and ending point. Project completion within time is one of broad way in measuring project performance. Time performance is greatly affected by other two broad objectives; scope and cost. Increase in scope and decrease in cost leads to increase in time, otherwise the quality is compromised. On the other way decrease in scope and increase in cost reduces time. Since a well performed project is the one completed on time, of the earlier planned scope and within the stipulated budget (Meredith et al, 2008), project management must know how to trade off one project goal against the other.

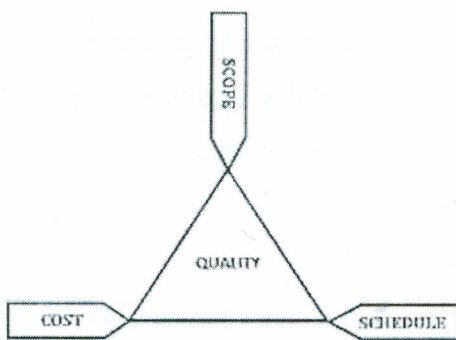


Figure 2.1 Project management triangle (Source: Bryde and Wringt, 2007)

- **Human resource management**

The success of the project is largely determined by how the project team has been constructed, its organizational structure, expertise and commitment to the project success. A project team is more than a group of individuals assigned to work on one project. It is a group of interdependent individuals working co-operatively to achieve project objective.

Helping these individuals develop and grow into a cohesive effective team fall under project management. It is the people not the procedures and technology that are critical to accomplish project objective. While constituting a team, technical skills, problem-solving skills, interpersonal skills and organizational skills are important factors to consider (Wee, 2000). Human resource management does not only constitute and assign duties to the team members but also designs their motivation system, incentives, development and develop teamwork spirit to enable successful implementation.

- **Risk management**

If we do not live in an uncertain world in which the best made plans often go awry, managing projects would be relatively simple, requiring only careful planning. Unfortunately, we do not live in a perfectly predictable world, but one characterized by uncertainty. This ensures that projects travel a rough road and the results are that the most skilled planning is upset by uncertainty. The project manager spends a great deal of time adapting to unpredicted change.

Risk management is the identification, assessment and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor and control the probability and impact of unfortunate events or to maximize the realization of opportunities. Zachary (2007) points out that risk management is identifying, analyzing, and responding to risk. Generally used actions for risk management are to avoid, reduce, transfer, share or even take the risk. Couillard (1995) classified projects as those of high risk and low risk. He further pointed out that project management tools and methods vary widely according to project characteristics such as risk.

McFarlan as cited in Couillard (1995) argued that large, high-risk projects require specific tools, techniques, and resources that differ from those required by small, low-risk projects. For example, it seems reasonable to assign the most experienced project managers to head large, high-risk projects. As well, large, high-risk projects should be more carefully planned, closely monitored, and strictly controlled. As Couillard (1995) concludes, when project risk is not considered project monitoring and control do not have a significant influence on success.

- **Procurement**

Gordon (2009) defines procurement practice as acquiring of goods and services that are needed from outside the organization at the best possible total cost of ownership, in the right quantity and quality, at the right time, in the right place and from the right source for the direct benefit of corporations, or individuals, generally by contract. Good procurement systems ensures that quality raw materials, of the required quantity are delivered in time hence project schedule is followed and budgeted costs adhered to with production of high quality products at the expected time. Procuring goods and services from external suppliers can be a critical path for many projects. Often, the performance of the supplier will reflect on the performance of the overall project. It is therefore crucial that the supplier performance is managed carefully to ensure that they produce deliverables which meet requirements.

- **Communication management**

Neil (2000) says that communication management entails generating, collecting, disseminating, and storing project information. He continues to state that communication plan should be developed to outline what gets communicated to who and by whom. The use of effective, regular, and varied communication channels facilitate collaborative and innovative behavior.

2.2.4 Project performance/success criteria

Strategic, performance measurement-based management systems allow an organization to align its business activities to its strategy, and to monitor performance toward strategic goals over time. Performance Measures should identify the population to be measured, the method of the measurement, and the data source and time period for the measurement. Performance Measures are quantitative or qualitative ways to characterize and define performance. They provide a tool for organizations to manage progress towards achieving predetermined goals, defining key indicators of organizational performance and Customer satisfaction.

Many lists of success criteria have been introduced in the previous decades by various researchers. Primal success criteria have been an integrated part of project management theory given that early definitions of project management included the so called 'Iron

Triangle' success criteria – cost, time and quality (Atkinson, 1999). However he suggests the 'Square Route' success criteria instead of the 'Iron Triangle', where he includes the criteria of benefits that different group of people can receive from the project. These benefits are seen from two perspectives, one from the organizational view and one from the stakeholders view.

The common assessment of the success of construction projects is that they are delivered on time, to budget, to technical specification and meet client satisfaction (Morris and Hough, 1987; Turner, 1993). However, the criteria for success are in fact much wider, incorporating the performance of the stakeholders, evaluating their contributions and understanding their expectations (Takim and Akintoye, 2002). A stakeholder is an individual or group, inside or outside the project, who has a stake in, or can influence, the project performance. Successful construction project performance is achieved, when stakeholders meet their requirements, individually and collectively (Atkinson, et al., 1997). According to Pillai et al., (2002) a performance measurement system is required to reflect the needs and expectations of all the stakeholders. Stakeholders' performances need to be measured and assessed throughout the project phases, in order to ensure that no tremendous conflicts, disputes and blaming syndromes have occurred by the time the completion stage is reached.

Kerzner (2001) suggests three criteria from the organization perspective in order for a project to be successful. The first is that it must be completed "with minimum or mutually agreed upon scope changes", even though stakeholders constantly have different views about projects' results (Maylor, 2005). Second, "without disturbing the main work flow of the organization," because a project has to assist organization's everyday operations and try to make them more efficient and effective. Finally, it should be completed "without changing the corporate culture" even though projects are almost exclusively concerned with change – with knocking down the old and building up the new (Baguley, 1995). A project manager's main responsibility is to make sure that he delivers change only where is necessary, otherwise he is doomed to find strong resistance

from almost all organizational departments (Kerzner, 2001) which ultimately could lead to project failure.

A more structured approach to project success is grouping the criteria into categories. Wideman (1996) describes four groups, all of them time dependent: "internal project objectives (efficiency during the project), benefit to customer (effectiveness in the short term), direct contribution (in the medium term) and future opportunity (in the long term)". The characterization of 'time dependent' is based on the fact that success varies with time. Looking at the future benefits of the organization can be really difficult, because in some cases they don't even know what they want, yet are vital to know what the project is trying to achieve after completion time so that success criteria are clearly defined in the early stages. This is quite a different approach, because the focus moves from the present success criteria to the future, in a way that a project can be unsuccessful during execution if it is judged by criteria like cost and quality, but in the long term it can turn to be a thriving story.

All the above success criteria "should be simple and attainable and, once defined, they should also be ranked according to priority" (Right Track Associates, 2003). Straightforward criteria are easy to understand by everyone involved in the project and therefore commitment is guaranteed. Unrealistic criteria can put a 'failure' label on many projects because of the unreachable standards, can generate low team esteem and team performance in future projects and finally generate unfair disappointment among stakeholders. As for priority issues, it is inevitable that things will go wrong and the project manager will be in a tough situation where he must make the right decision having in mind that he has to sacrifice the least important success criterion.

2.2.5 Rural development community-based projects

A community is group of people living together in several small/big villages, headed by a recognized village head women/man, in one geographical area, one district, under one Chief, and one or two political constituencies, recognized by the Local Government and that, each village head woman/man will know every other village.

Community Development

Community Development, has been variously defined, and it has been characterized as; a movement designed to promote better living for the whole community with the participation and if possible, on the initiative of the community, but if this initiative is not forth coming spontaneously, by the use of techniques for arousing and stimulating it in order to secure the active and enthusiastic response to the movement (Sakala, 2004).

In this report Community Development is regarded as; A process, of organizing community members through their own efforts, to participate in a developmental programme, that will bring about an improvement in their lives so that they can become self reliant. Community Development has a number of characteristics which include the following:

Community development is concerned with all the people of the community rather than any one group or segment of the population. However, all the people do not participate in community development projects” (Dunham, 1970). Community development is concerned with the total community life and the total needs of the community instead of any one specialized aspect, such as agriculture, business, health or education (Sakala, 2004).

Community development is always concerned with bringing about social change in the community, problem solving and its based upon the philosophy of self-help participation by as many members of the community as possible. Community development usually involves technical assistance in such form as personnel, equipment, supplies, money, or consultation from governmental or intergovernmental sources or from voluntary organizations, both domestic and foreign. Community development, direct participation is normally open to practically any community resident who wishes to participate as distinguished from indirect participation through delegates or representatives. Accordingly, the term “community development” can not accurately be applied to a large community, but only to smaller sections of it. Of course, much of the spirit and philosophy of community development-democracy, self-help, consensus and widespread participation-may be and sometimes is found in delegate or representative bodies.

2.3 Factors influencing performance of rural development community-based projects

Previous studies have analyzed various factors that present effects to project performance. Some of the factors are general to many projects while others are specific to particular project. Below is a discussion on factors that could have influence on performance of rural development community-based projects.

2.3.1 Project planning

Planning and development, the two household words, cannot be arbitrarily separated from each other, these form two sides of the coin (Goel, 2004). Planning has been highly hailed as an instrument of change especially when the administration is becoming more complex, scientific and technical in nature as well as task-oriented to steer the course of unabated progress. A plan has to be so devised such that the goals and objectives set forth for perspective development are politically expedient and capable of commanding popular initiative and enthusiasm. The main purpose for it is to plan time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. It defines the mature project scope, develop project scope, develop project management plan, identify and schedule activities that occur within the project. Project planning is part of project management, which relates the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment (Kerzner, 2003).

Initially, the project scope is defined and the appropriate methods for completing the project are determined. Durations for the various tasks necessary to complete the work are listed and grouped into a work breakdown structure. The logical dependencies between tasks are defined using an activity net work that enables identification of critical path. All aspect of the project covering size, location, technical details is defined. PMBOK (2004) refer to nine elements of a project plan as project overview, a statement of objectives, a description of the technical and managerial approaches to the work, all contractual agreements, schedules of activities, a list of resource requirements or a project budget, personnel requirements, project evaluation methods and preparations to meet

potential problems. According to Nijkamp et al, (2000) failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals. Albert in Goel (2004) points out that even though adequate planning is a prelude to a successful project, on its own does not guarantee the success of development project. This is because planning for example does not ensure effective implementation.

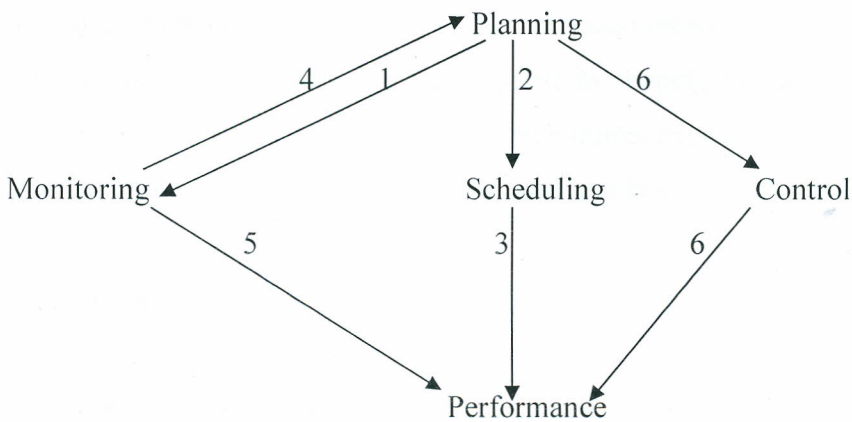
2.3.2 Monitoring and evaluation

A number of techniques have been evolved in the direction of an integrated systems approach towards project implementation. No single technique however, can be considered as a solution to all practical situations in the environmental context. More so, even if it is assumed that the plans are good and organizational machinery and other resources are adequate to deliver goods it cannot be taken for granted that it would lead to desired results. There must be some warning mechanism which can alert the organization about its possible success and failures. This not only saves wastage of scarce resources but also ensures speedy execution of the project. Monitoring, enable a continuing critique of the project implementation. It provides a feed back where thorough necessary adjustments are made in the work plan and the budget as required (Goel, 2004).

Simply stated, monitoring involves watching the progress against time, resources and performance schedules during the execution of the project and identifying lagging areas requiring timely attention and action. Meredith et al (2008) stated that the key issue in designing an effective monitoring and control system is to create an information system that gives the project manager and other the information they need to make informed, timely decisions that will keep project performance as close as possible to the plan. Monitoring data and information is used for control purpose, i.e. to bring actual performance into agreement with the plan. According to Love et al (2005) the stage consist of investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized and whether these benefits have had their intended consequences. It ensures sustainability of the project or recommends changes of the project to ensure the goals and objectives are achieved.

The term monitoring is different from such term as planning and scheduling which are generally used interchangeably. A plan determines the objectives, means, and standards against which performance can be measured. In contrast monitoring is a process of ensuring that performance takes place in conformity with the plan. Scheduling is the act of producing a time table of work for the project showing as to when each activity is to begin and finish. Its use lies systemizing the work plan which ultimately helps in decision-making and effective control in the implementation process of a given project. The relationship between monitoring, planning, scheduling, performance and control can be illustrated as below

Figure 2.2 Interrelationship of monitoring, planning, scheduling, performance and control



(Researcher, 2012)

From the above, planning forms the bases for developing a monitoring system (1). Planning, leads to scheduling and implementation, which then lead to performance (2, 3). Monitoring compares the planned with the actual performance (4, 5). In case of discrepancy control uses monitoring data to bring the actual performance into agreement with the planned.

Project monitoring facilitates imparting various constructive suggestions, like rescheduling the project, re-budgeting or re-assigning the staff as may increase the overall efficiency of the project. Monitoring is thus inevitable for the success of any project (Goel, 2004). Those who fail to design well-knit monitoring machinery for their organizations have to pay its price both in terms of time and cost over-runs. Meredith et

al (2008) points out that most are times when efforts of planning a monitoring-controlling system, is minimized so that “the real work” can be done. The common anguish of citizens with regard to dismal performance of our public sector projects is one of the glaring examples of the absence of any monitoring system (Goel, 2004).

2.3.3 Stakeholders involvement

Stakeholders are individuals or groups who have an interest or some aspects of rights or ownership in the project, can contribute in the form of knowledge or support, or can impact or be impacted by the project (Lynda, 2005). Organizational wealth can be created or destroyed through relationships with stakeholders of all kinds. Managing relationship with stakeholders for mutual benefit is essential for corporate success (Leana and Rousseau 2000). Going beyond the idea of value creation, stakeholder relationships can contribute knowledge, insight and support in shaping project vision and objectives as well as supporting its execution, but often requires negotiation to achieve consensus from key stakeholders about what should be done and how.

For project success project manager must know how to work within organization’s cultural and political environment to ensure both project organization and stakeholders community needs are met (Post et al, 2002). Even the performance measurement system should reflect the needs and expectations of all stakeholders (Pillai et al, 2002). Stakeholder involvement at all stages of the project creates a feeling of ownership as well as acceptance of the project which are crucial to its performance

2.3.4 Resources

Resources are required to carry out the project tasks. They can be people, equipment, facilities, funding, or anything else capable of definition (usually other than labor) required for the completion of a project activity. The lack of a resource will therefore be a constraint on the completion of the project activity. Resources may be storable or non storable. Storable resources remain available unless depleted by usage, and may be replenished by project tasks which produce them. Non-storable resources must be renewed for each time period, even if not utilized in previous time periods.

Resource scheduling, availability and optimization are considered key to successful project management. Allocation of limited resources is based on the priority given to each of the project activities. Their priority is calculated using the Critical path method and heuristic analysis. For a case with a constraint on the number of resources, the objective is to create the most efficient schedule possible - minimizing project duration and maximizing the use of the resources available (Meredith et al, 2008).

Efficient and effective use of resources can often make or break a project. This is because resources are limited, some hard to obtain, expensive or both. Resource availability can have a major influence on project schedules. Delays in their supply would extend the period of the projects which in turn increases project cost. When planning a project, managers first decide on the deliverables of the project and the activities needed to produce them. Then resources needed are estimated. Combination of resource needs and availability, help to determine the time needed for entire project. Resources are estimated in term of activities so that they can be deployed in the most effective manner.

2.4 Review of previous studies

A number of studies have been conducted to examine factors impacting on project performance in developing countries. Adnan, et al, (2009) pointed out that unavailability of materials, excessive amendments of designs and drawings, poor co-ordination among individuals, ineffective monitoring and feedback and lack of project leadership skills are contributing factors to poor performance in construction projects in Palestine.

Sara (2008) in her study on government effort to reduce poverty by use of projects revealed that unsatisfactory performance was as a result of inadequate planning and implementation. Though they had applied use of participatory planning it did not allow for full exploitation of the local opportunities.

Hanson et al. (2003) examined causes of client dissatisfaction in the South African building industry and found that conflict, poor workmanship and incompetence of contractors to be among the factors which would negatively impact on project

performance. In the same country a study on community development by use of tourism revealed that poor communication, lack of participatory decision making and community's low control and management of project as contributors to low performance (Mohan, 2006).

Mbachu and Nkando (2007) established that quality and attitude to service is one of the key factors constraining successful project delivery in South Africa. The performance of contractors in Zambia is apparently below expectation; it is not uncommon to learn of local projects that have not been completed or significantly delayed. This poor performance of many local contractors has huge implications in terms of their competitiveness (Zulu and Chileshe, 2008).

Project team performance, client representation characteristics, and contractor and design team characteristics Dissaneyaka and Kumaraswamy, 1999 as cited in Adnan et al, 2011) as determining factors.

An Australian researcher (Lynda, 2005) concluded that managing stakeholders relationships as very important factor that contribute to project performance. She stated that successful completion of project deliverables depends on project management of both 'hand' skills (time, cost, scope) and 'soft' skills (relationship management) throughout project life cycle to achieve project objectives that fully address stakeholder expectations.

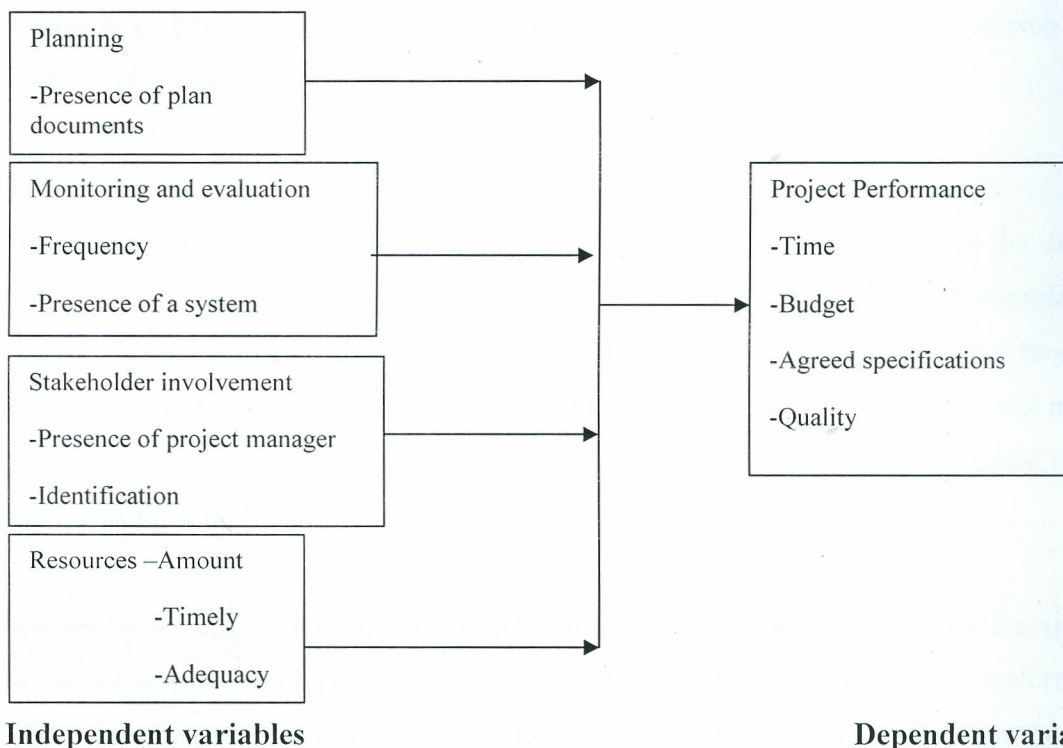
Not knowing exactly the best strategies and factors to consider when initiating and implementing community based projects result to poor management and failure of the community to make projects self reliant and non-sustainable (Sakala, 2006). In his studies on factors affecting sustainability of CDBP in Zambia, Sakala went on to state that such projects can be made more effective by; community involvement in need assessment. Involving community in first stages of the project help them identify all needs of the project other than imposing on them. These also make them feel part of the team as they will also participate in the planning of activities. They are also able to put up best recommendations and ways in which project can be achieved better. Timely interval evaluation to monitor progress and align things which are not done well, tuning projects

to have individual capacity building rather than communal ownership and benefit were other factors.

2.5 Conceptual frame work

The research related project planning, stakeholder involvement, monitoring and evaluation, and resources (independent variables) with performance (dependent variable) of rural development community-based projects.

Figure 2.3: Conceptual framework



(Source researcher, 2012)

2.6 Summary of literature review

The purpose of project management is to achieve successful projects completion with the resources available. A successful project is the one which has been completed on time, within its budget and scope, and performance standards which satisfy the end user. Since projects operate under unpredictable environment, no amount of planning can fully cushion them from these risks. The primary challenge of project management is to achieve all project goals and objectives while honoring the preconceived constraints and unforeseen events. Project performance is affected by many factors which can largely be

grouped as organizational, human factors and environment. However there is no conclusive list of the factors that affect project performance. Some factors specific to type of the project while others are general factors that would affect any project type.

Community-based development projects (CBDP) are designed for one major purpose of improving the lives of the members both economically and socially. Because they are community based substantial involvement of the community at all stages of project increases its performance. This is because they feel part of the team and develop more ownership (Sakala, 2004).

2.7 Research gaps

Government objective of changing and improving the lives of people by use of community-based development projects is a great thought. Funds are decentralized to reach and impact on the community directly. However the rate at which these funds are released should match with the positive change in the communities which is not always the case as evidenced by a number of projects that have not began or they started but far much behind schedule while others stalled and a few completed.

Studies have been carried out on factors that affect project performance but are skewed towards construction projects. Adnan, et al (2009) studied factors that affect performance of construction project in Gaza strip. Other researchers who have studied on the same area include Zulu and Chilese, from Zambia, Faridi and El-seyegh, from United Arab Emirates, Hanson et al, from South Africa. Close research has been done by Sakala, from Zambia on factors affecting sustainability of NGO projects after phasing out process.

The study will seek to determine factors affecting performance of rural development community based project in Murang'a South District, Murang'a County. From the literature reviewed there seem not to be a conclusive list of factors that influence performance and as stated earlier some factors are general but some will operate on specific projects. The study will focus on stakeholder involvement (since many factors

have been found to revolve around human factors) planning, monitoring and evaluation, (that have been found to be popular in the literature reviewed) and resources adequacy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the methodology that would be used as an aid to carrying out research study. It constitutes the research design, target population, sampling design, data collection procedures and tools and the data analysis to be applied.

3.2 Research design

Descriptive survey design was applied. This is because the design describes the state of affairs as it presently exist (Kothari, 2003). The researcher chose to apply this design to investigate the current situation on factors that affect rural development community-based projects performance. The design is very useful in studying the inter-relations between variables mentioned in the conceptual framework. It was adopted because it allows collection of large amounts of data from the target population.

3.3 Target and accessible population

Mugenda and Mugenda (2003) describe population as an entire group of individuals, events or objects having common characteristics that conform to a given specification. Target population of this study was District Development Officers and project committee members of rural development community based projects sponsored by the government. From the secondary data, total projects in Murang'a South District are 67 touching all six classes i.e. Education, Health, Water, Roads, Agriculture and Capacity building. Accessible population is composed of a District Development Officer, and the 9 committee members per project to make a total of 604 $[(67 \times 9) + 1]$ individuals of rural development community-based projects that are sponsored by government in Murang'a South District, Murang'a County.

3.4 Sampling strategy

Stratified random sampling was applied in the projects to be studied to get individuals for interviewing. It is appropriate because the population of study is divided into classes based on the role one plays in the projects. Kothari (2004) expresses that a sample size of

between 10% and 20% is considered adequate for in-depth studies. 20% of the government sponsored community-based projects in the district were be chosen and from each chosen project, top 5 officials of project management committee were selected. Interests of the beneficiaries were catered for by the committee members. One district development officer was added to form a study sample. The table below (Table 3.1) shows the sample size of 71 respondents including the DDO from accessible population of 604 individuals.

Table 3.1: Target population and sample size

Project type	Target projects	20% of target projects (projects sampled)	No. of target (projects committee members)	of Total sample size
Education	19	4	5	20
Health	6	1	5	5
Water	18	4	5	20
Roads	12	2	5	10
Agriculture	8	2	5	10
Capacity building	4	1	5	5
Totals	67	14	30	70

(Source, Researcher, 2011)

NB. District Development Officer excluded.

3.5 Data collection tools and techniques

The study relied on both secondary and primary data which were collected by use of semi-structured questionnaires. Questionnaires give a high degree of data standardization and adoption of generalized information amongst any population (Chandran, 2003). They are useful in descriptive survey study where there is need to quickly and easily get information in a non-threatening way. The questionnaires were administered by drop and pick later method.

3.6 Data analysis procedures and techniques

After field work the questionnaires were coded for the purposes of transcribing the findings into the computer. Data from the study were analyzed using quantitative techniques; statistical package for social sciences (SPSS). Descriptive statistics such as percentages, frequencies and tabulations were used to describe the data. The findings were presented using frequency tables, pie-charts, line and bar graphs.

3.7 Reliability and validity

Reliability is a measure of degree to which a research instrument yields consistent results or data after repeated trials while validity is how accurately the data obtained in the study represents the variables of the study (Mugenda and Mugenda, 2003). To test reliability test-retest technique was applied. Pre-determined questions used in the questionnaires might miss some key issues but inclusion of open ended questions intends to minimize these effects hence data obtained would represent the variables.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis and discussions of the study findings on factors influencing performance of rural development community-based projects in Murang'a South district, Murang'a County. The analysis is based on research questions and objectives as identified in the study and then analyzed using SPSS version 16. The results have been presented in form of tables, charts and graphs.

4.2 Background information

4.2.1 Response rate

This study had targeted 71 respondents which were computed as shown in chapter three (Table 3.1). However, due to the study limitation, 66 responses were achieved which represent 93% response rate. This formed the basis for the analysis presented in this chapter.

4.2.2 Gender of the respondents

Majority (68%) of the respondents were males with females forming 32% of the respondents (Table 4.1). These results imply that males are more involved in projects than females which could have an influence in the performance of the projects since males and females participate in projects for various reasons.

Table 4.1: Gender of the respondents

Gender	Frequency	Percent
Male	45	68.2
Female	21	31.8
Total	66	100.0

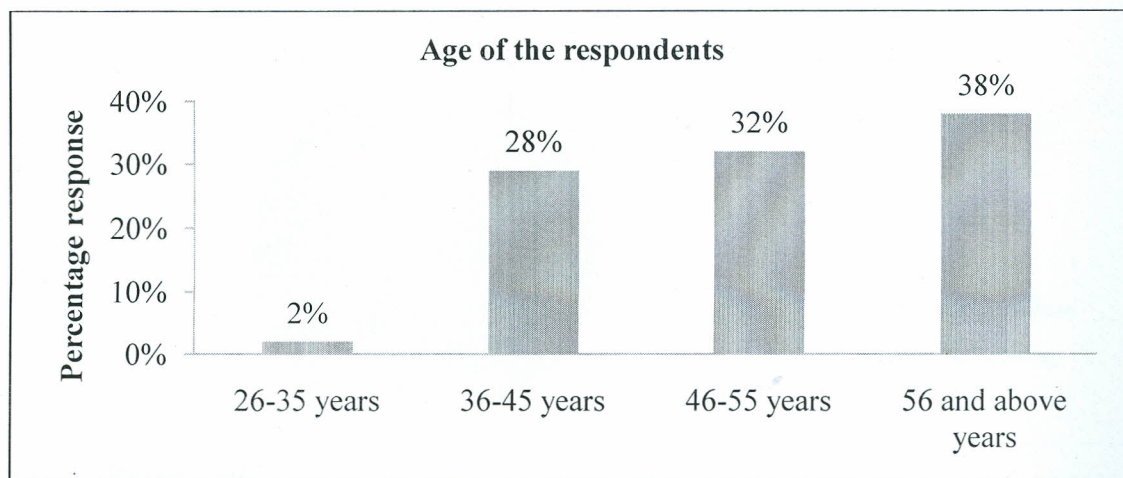
Source (Researcher, 2012)

4.2.3 Age of the respondents

Majority (38%) of the respondents were aged 56 years and above, 32% of the respondents were aged between 46 and 55 years, 28% were aged between 36 and 45 years while only 2% of the respondents were aged between 26 and 35 years (Figure 4.1). These results indicate that majority of those respondents involved in community projects

were the elderly who were over 35 years of age. This could imply that the youths are not integrated in project management which could affect the performance of the projects.

Figure 4.1: Age of the respondents



Source (Researcher, 2012)

4.2.4: Education level of the respondents

Majority (73%) of the respondents had secondary education qualifications, 15% had primary level while 12% of the respondents had tertiary levels of education (Table 4.2). This means that majority of the respondents were in a position to be trained and comprehend any information given regarding project performance.

Table 4.2: Education levels of respondents

Education levels	Frequency	Percent
Primary level	10	15.2
Secondary education	48	72.7
Tertiary education	8	12.1
Total	66	100.0

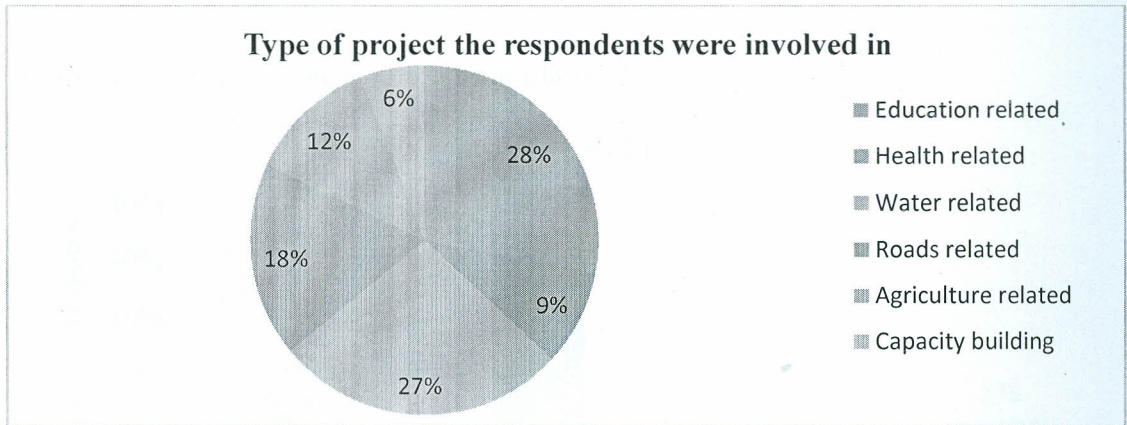
Source (Researcher, 2012)

4.2.5 Type of projects that the respondents were involved in

Majority (28%) of the respondents were involved in education related projects, 27% in water related projects, 18% were involved in roads related projects, 12% were involved in agriculture related projects, 9% were involved in health while 6% were involved in capacity building (Figure 4.2). This implies that a lot of emphasis has been put on

educational related projects due to various sources of funds such as constituency development funds (CDF) and water projects due to much of the area being semi arid.

Figure 4.2: Project types in the study area



Source (Researcher, 2012)

4.2.6 Position of the respondents in the projects

Majority (75%) of the respondents were involved in projects as committee members, 23% as project members while only 2% as district development officer (Table 4.3). This implies that all the projects lacked project managers which could be a factor towards poor performance of the projects.

Table 4.3: Respondents positions in projects

	Frequency	Percent
District development officer	1	2
Project committee member	50	75
Project members	15	23
Total	66	100.0

Source (Researcher, 2012)

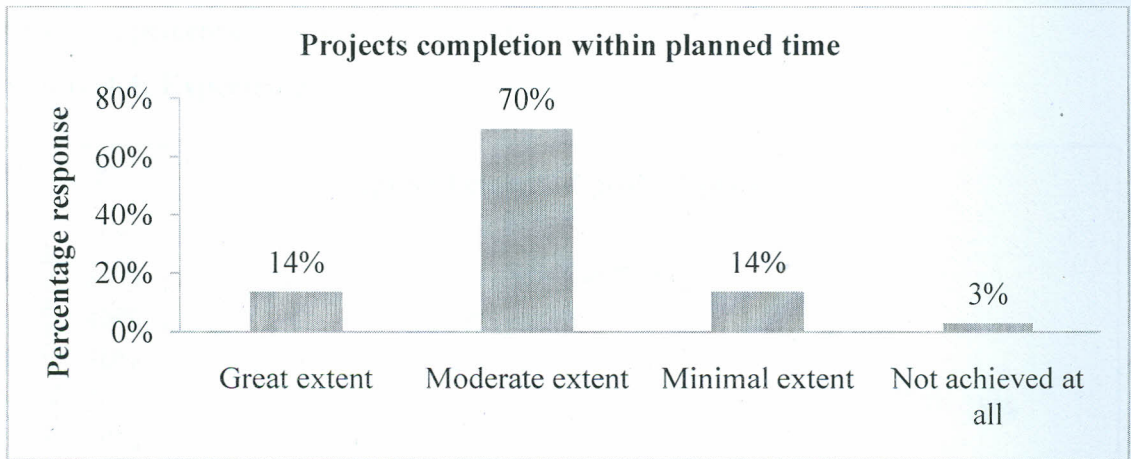
4.3 Performance of the projects

4.3.1 Projects completion within the scheduled plan

Majority (70%) of the respondents were of the opinion that the project completion on planned time was moderately achieved, 14% indicated great achievements, 14% indicated minimal achievement while 3% indicated that the completion of projects were not achieved at all (Figure 4.3). The completion of projects within the planned time is an imperative facet towards the performance of a project in that if all the project activities

are carried out within the stipulated time schedule would lead to higher performance of a project. However the data indicates that there were very few projects that had great achievements meaning most of the projects failed performance measurement criteria.

Figure 4.3: Project completion within planned time



Source (Researcher, 2012)

4.3.2 Projects completion within budget

The extent to which most (49%) of the projects were completed within budget were moderate extent, 38% were minimal extent while 14% were of great extent (Table 4.4). From the data it indicates that most of the projects failed another performance measurement criteria i.e. completed within budget. Budget determines the performance of a project in that all the activities done in meeting the projects' objectives must be done within the allocated budget thus affecting the performance of the projects.

Table 4.4: Projects completion within budget

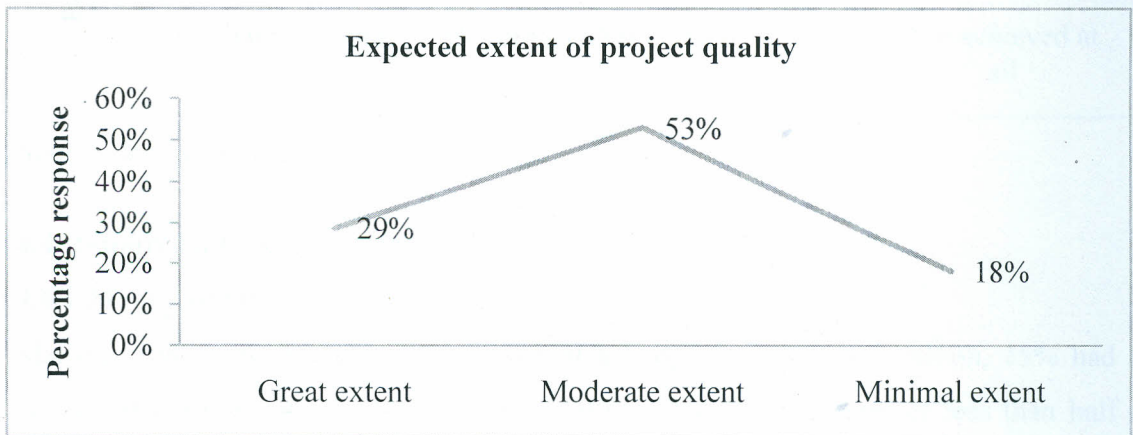
Extent	Frequency	Percent
Great extent	9	13.6
Moderate extent	32	48.5
Minimal extent	25	37.9
Total	66	100.0

Source (Researcher, 2012)

4.3.3 Expected quality of the projects

The extent to which the majority (53%) of the projects were of the expected quality was moderate, 29% were great while 18% were of minimal extent (Figure 4.4). The expected quality of a project is vital in determining the performance since it determines the outcome or output through which the community judges the project performance. In this case high percent of the projects were of moderate and above quality.

Figure 4.4: Expected extent of project

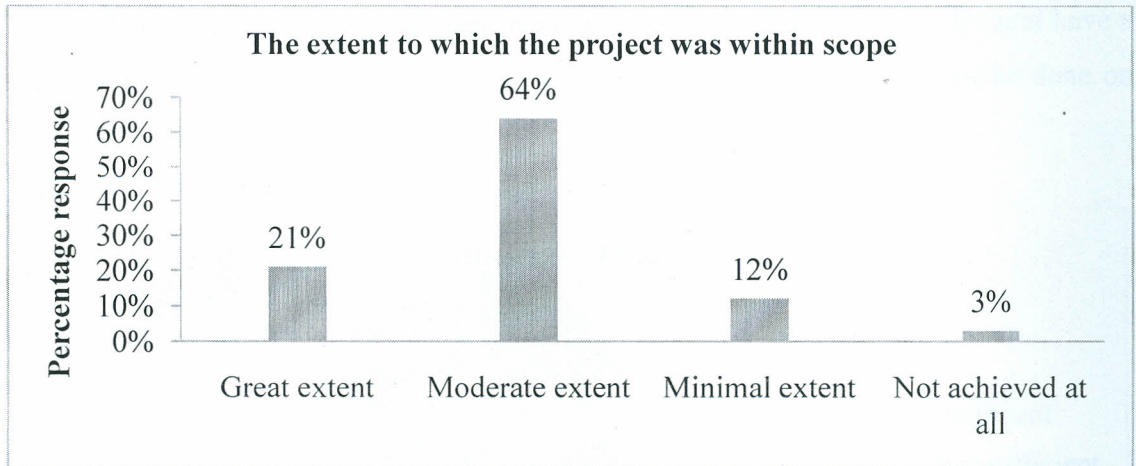


Source (Researcher, 2012)

4.3.4 The extent to which the project was within the scope

Majority of the respondents (64%) felt that the scope of the project was achieved at a moderate extent, 21% great extent, 12% minimal extent while 3% not achieved at all (Figure 4.5). This indicates that some of the projects might have experienced scope creep while the others could have failed to attain the planned scope. A performing project is that whose implementation is done as planned without extending the earlier plan or failing to meet the whole plan. In this case only 21% achieved this.

Figure 4.5: The extent to which the project was within the scope



Source (Researcher, 2012)

4.4 Resource adequacy

4.4.1 Money spent on projects

Majority (68%) of projects in the area had a budget of over two million, 15% had a budget of between one million and two million, 9% had a budget of less than half a million while 8% had a budget of between half a million and one million (Table 4.5). Money spent on the project was determined by project size. Water projects that spent much money were common due to dry condition of the area. The results indicate that certain amount of money budgeted for, was available to be used in particular projects.

Table 4.5: Money spent on projects

Range of money spent	Frequency	Percent
Less than 500000	6	9.1
500001-1000000	5	7.6
1000001-2000000	10	15.2
Over 2000000	45	68.2
Total	66	100.0

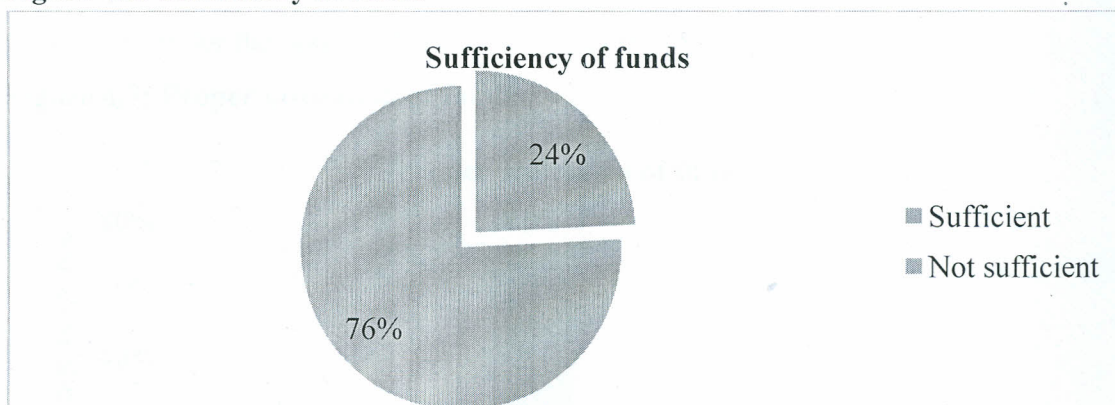
Source (Researcher, 2012)

4.4.2 Sufficiency of fund

Majority (76%) of the respondents indicated that the funds allocated to the projects were not sufficient while only 24% of the respondents indicated a sufficiency of funds for their projects (Figure 4.6). Availability and adequacy of funds are important factors to project

performance for it ensures activities planned are carried out as planned without delay. However from the results high percent were for resource inadequacy which could have a negative impact on the performance since some project activities could not be done on time due to lack of funds.

Figure 4.6: Sufficiency of funds



Source (Researcher, 2012)

4.4.3 Project funds released on time

Most of the respondents in the study area (70%) disagreed with the statement that project funds were released on time, 18% agreed, 9% strongly disagreed while 3% strongly agreed that project funds were released on time (Table 4.6). The time at which the project funds are released may hinder the performance of a project since a delay of funds may lead to a late execution of some activities hence failure to get completed within planned period.

Table 4.6: Project funds released on time

	Frequency	Percent
Strongly agree	2	3.0
Agree	12	18.2
Disagree	46	69.7
Strongly disagree	6	9.1
Total	66	100.0

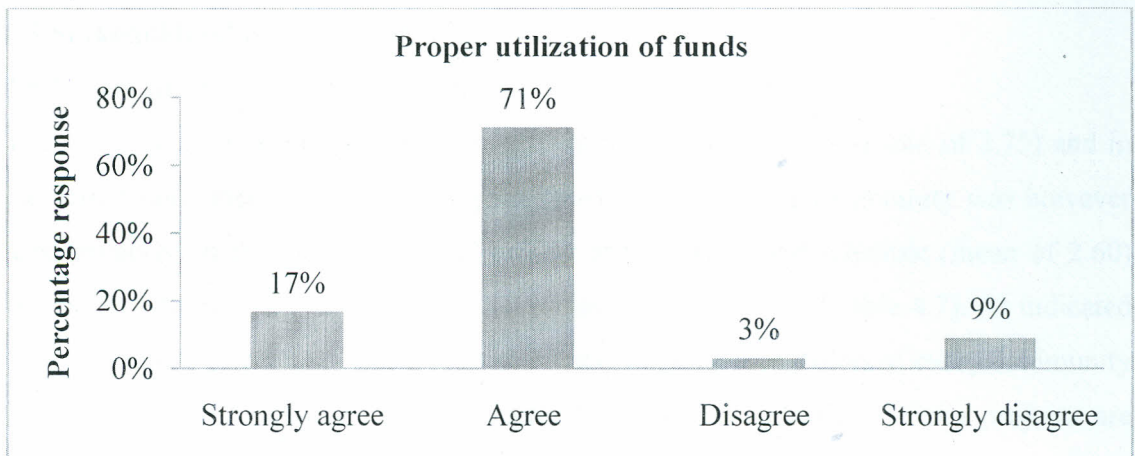
Source (Researcher, 2012)

4.4.4 Funds properly utilized

Majority (71%) of the respondents agreed, 17% strongly agreed, 9% strongly disagreed while 3% disagreed with the statement the funds allocated to projects were properly

utilized (Figure 4.7). As pointed out in the reviewed literature effective and efficient use of resources can make or break a project. This is because resources are limited, some hard to obtain, expensive or both. Accountability for all the monies allocated in a project is decisive in determining the performance of a project since the execution of project activities must be along the allocated time line and following a budget. In this case majority were for the opinion that funds were properly used.

Figure 4.7: Proper utilization of funds



Source (Researcher, 2012)

4.4.5 Correlation of performance and resource adequacy

There was a significant positive relationship between project performance and resource adequacy ($r=0.258$, $P=0.037$) with an increase in resources adequacy leading to an increase to project performance (Table 4.6). This means that the performance of the community based projects increases with an increase in the amount of funding. This could be because the projects with more funding are able to hire services, run daily activities and facilitate trainings for both members and managers thus meeting the stipulated objectives. Financial management which involves budgeting, recording and reporting is essentials to the overall functioning of the project. Good financial management ensures that project manager gets the information he needs to make decision on resources allocation. An increase in financial services of the project led to an increase in project performance.

Table 4.7: Relationship between project performance and resources

		Project performance	Resources adequacy
Project performance	Pearson Correlation	1	0.258(*)
	Sig. (2-tailed)		0.037
Resources adequacy	Pearson Correlation	0.258(*)	1
	Sig. (2-tailed)	0.037	

N=66, * Correlation is significant at the 0.05 level (2-tailed), Source (Researcher, 2012).

4.5 Stakeholders' involvement

4.5.1 Community involvement in the projects

The community is mostly involved in generating of project ideas (mean of 3.75) and in the actual implementation of the projects (mean of 3.52). The community was however least involved in the development of project specification and schedule (mean of 2.60) and in determining nature and size of the project (mean of 2.32) (Table 4.7). As indicated in the literature community development involves open participation of every community resident who wishes to and not indirectly through representatives. Since projects are community based, community members needs can well be satisfied and successful implementation done when the members are involved in all the levels of the project.

Table 4.8: Community involvement in the projects

Project activities	Mean	Std. Deviation	Std. Error Mean	Rank
Involved in generation of ideas	3.752	0.5018	0.0618	1
Actual implementation of project	3.523	0.5339	0.0657	2
Identifying stakeholders and analyzing needs	3.332	0.6508	0.0801	3
Monitoring of the ongoing with the planned	3.154	0.6578	0.0810	4
Financial analysis of the project cost	2.875	1.8098	0.0997	5
Development of project specification and schedule	2.603	1.4666	0.1318	6
Determining nature and size of the project	2.318	1.7116	.1368	7

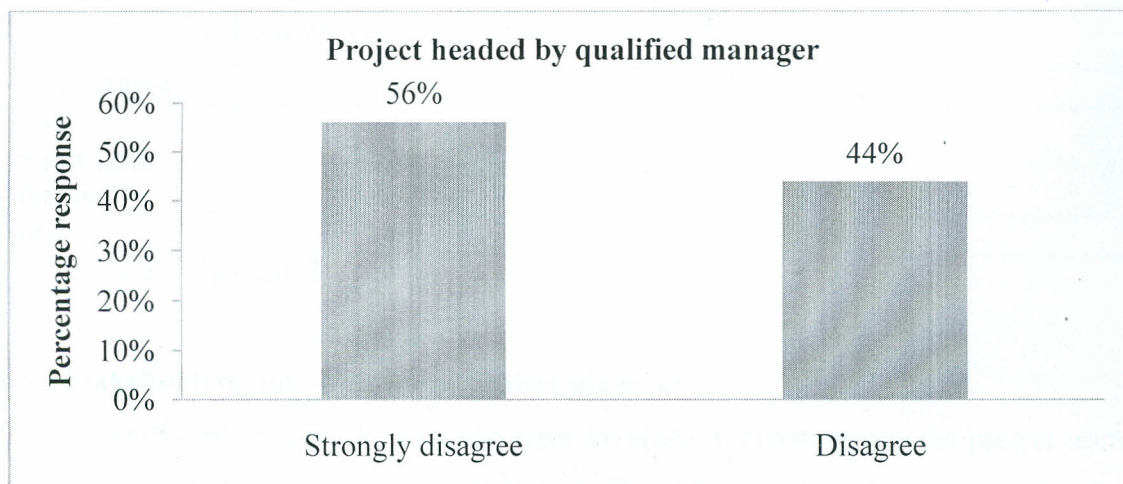
Source (Researcher, 2012)

4.5.2 Project headed by qualified manager

Majority of the respondents (56%) strongly disagree while 44% of the respondents disagree that their projects are headed by a qualified project manager (Figure 4.8). Project

manager is a key individual and is responsible for planning, managing financial budget, controlling project schedule and ultimate responsible for quality work. This implies that the projects' performance in the study area could be affected by the lack of qualified project managers.

Figure 4.8: Projects headed by qualified managers



Source (Researcher, 2012)

4.5.3 Government technicians involved at all levels

Majority of the respondents (50%) agree, 42% strongly agree while only 7.6 % disagrees that the government technicians were involved at all level of project life cycle (Table 4.8). Government technician provide technical skills and advice needed for a particular project. This indicates that projects in the study area were carried out with proper guidance from skilled technicians a positive factor in project success.

Table 4.9: Government technicians involved at all levels

	Frequency	Percent
Strongly agree	28	42.4
Agree	33	50.0
Disagree	5	7.6
Total	66	100.0

Source (Researcher, 2012)

4.5.4 Stakeholders' involvement in project initiation

Majority (79%) of the respondents involved in the initiation process were the community members, 20% were project team while only 2% of the respondents were involved as the

district development officers in project initiation (Table 4.9). This implies that the community has an upper hand in determining what projects to undertake since they would identify the project that meets their needs better. This would greatly influence the performance of any project because they own and look forward to its success.

Table 4.10: Stakeholders' involvement in project initiation

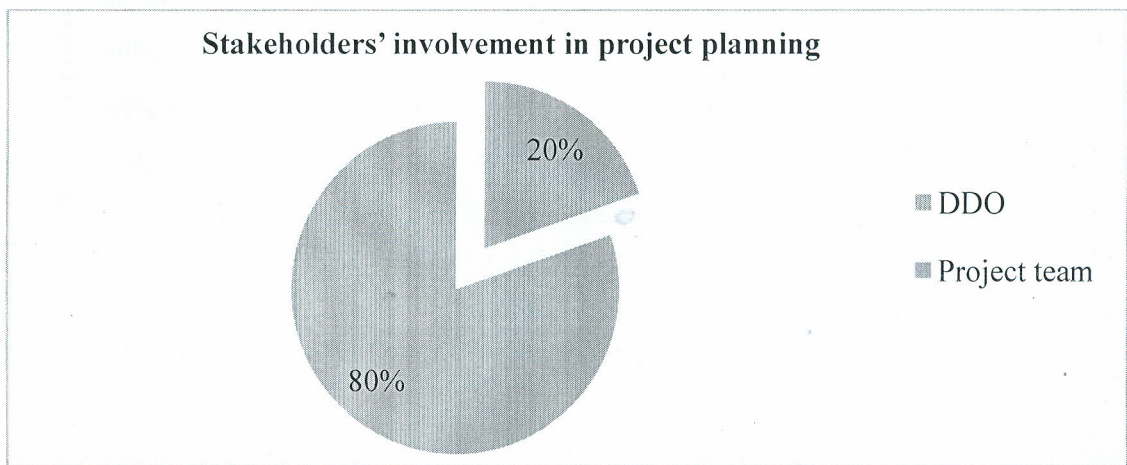
Stakeholders	Frequency	Percent
DDO	1	1.5
Project team	13	19.7
Community	52	78.8
Total	66	100.0

Source (Researcher, 2012)

4.5.5 Stakeholders' involvement in project planning

Majority (80%) of the respondents who were involved in planning was the project team members and 20% were district development officers (Figure 4.9). This implies that the team members were in a better position to lay down the plans and influence the nature of planning of projects thus influencing on the project performance.

Figure 4.9: Stakeholders' involvement in project planning



Source (Researcher, 2012)

4.5.6 Stakeholders' involvement in project implementation

Majority (68%) of the respondents involved in project implementation were the community members, 20% were district development officers while 12% were project

team members (Table 4.10). This shows that being community based projects the members were highly involved.

Table 4.11: Stakeholders' involvement in project implementation

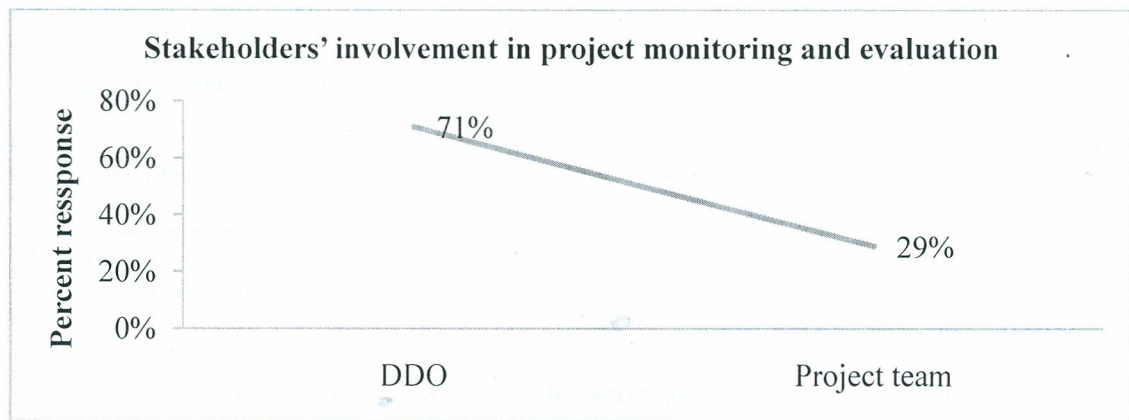
Stakeholders	Frequency	Percent
DDO	13	19.7
Project team	8	12.1
Community	45	68.2
Total	66	100.0

Source (Researcher, 2012)

4.5.7 Stakeholders' involvement in project monitoring and evaluation

Majority (71%) of the respondents involved in project monitoring and evaluation were district development officers while 29% were project team members (Figure 4.10). Community members need to be involved in monitoring their own projects to identify areas they have moved from the plan and develop remedies to bring implementation on course.

Figure 4.10: Stakeholders' involvement in project monitoring and evaluation



Source (Researcher, 2012)

4.5.8 Correlation of performance and stakeholder involvement

There was a positive significant relationship between project performance and stakeholders involvement ($r=0.437$, $P=0.001$) with an increase in stakeholders' involvement leading to an increase in project performance (Table 4.11). This means that the project performance increases with an increase in stakeholders' participation. These

results agree with Atkison et al, (1997) who found project performance increasing with an increase in stakeholders' participation.

Table 4.12: Relationship between project performance and stakeholders' involvement

		Project performance	Stakeholders' involvement
Project performance	Pearson Correlation	1	0.437(**)
	Sig. (2-tailed)		0.000
Stakeholder' involvement	Pearson Correlation	0.437(**)	1
	Sig. (2-tailed)	0.000	

N=66, ** Correlation is significant at the 0.01 level (2-tailed), Source (Researcher, 2012).

4.6 Project planning

4.6.1 Necessity of adequate planning before carrying out the projects

Majority (76%) of the respondents strongly agree while 24% agree that adequate planning needs to be made before the project is carried out in order to ensure success (Table 4.12). Planning ensures that the resources are allocated to meet all the project activities thus influencing the successful completion of a project. Since resources are limited, it is during planning that allocation is done based on priority of activities.

Table 4.13: Necessity of adequate planning before carrying out the projects

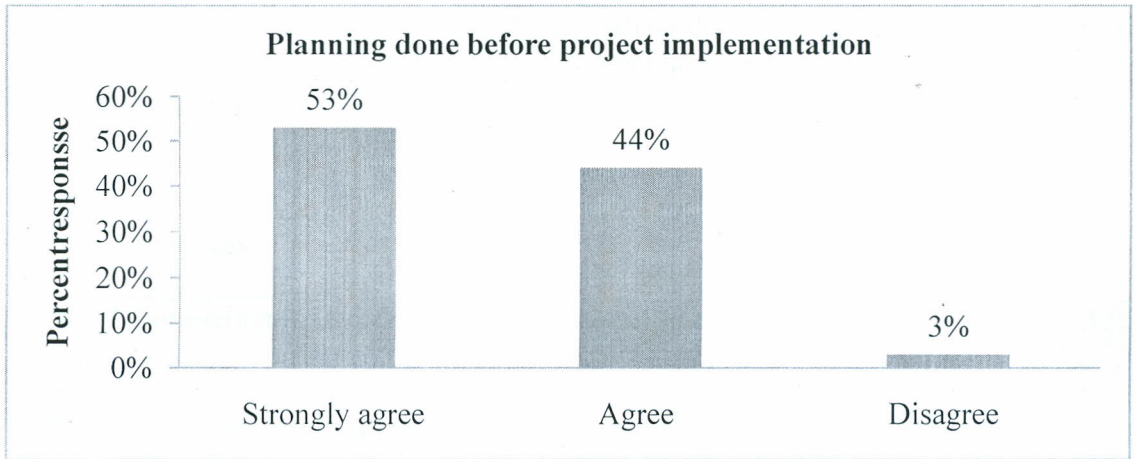
	Frequency	Percent
Strongly agree	50	75.8
Agree	16	24.2
Total	66	100.0

Source (Researcher, 2012)

4.6.2 Planning done before project implementation

Majority of the respondents (53%) strongly agree, 44% agree while only 3% disagree that planning is usually done before the implementation of the projects (Figure 4.11). This implies that planning is vital in influencing the success of a project.

Figure 4.11: Planning done before project implementation



Source (Researcher, 2012)

4.6.3 The extent to which various planning activities were carried out

Most of the planning activities were carried out as indicated by the high mean scores except for risk planning which had a mean of 1.86 (Table 4.13). This indicates that risk planning which is a very important planning activity was not adequately carried out which could have a negative effect to the performance of the projects.

Table 4.14: The extent to which various planning activities were carried out

Planning activities	Mean	Std. Deviation	Std. Error Mean
Identifying activities needed to complete project	3.563	.50291	.06190
Estimating resources requirements	3.353	.73030	.08989
Identifying and assigning roles and responsibilities	3.244	.76277	.09389
Risk planning	1.863	2.94413	.11621

Source (Researcher, 2012)

4.6.4 Correlation of performance and planning

There was a significant positive relationship between project performance and stakeholders involvement in planning ($r=0.215$, $P=0.001$) with an increase in planning process leading to an increase in project performance (Table 4.14). These results agree with other studies carried out that indicated that formal planning was an important factor leading to project performance (Ansoff, 1988 and Layton, 1991).

Table 4.15: Relationship between project performance and planning

		Project performance	Stakeholders' involved in planning process
Project performance	Pearson Correlation	1	0.215(**)
	Sig. (2-tailed)		0.000
Stakeholders' involved in planning process	Pearson Correlation	0.215(**)	1
	Sig. (2-tailed)	0.000	

N=66, ** Correlation is significant at the 0.01 level (2-tailed), Source (Researcher, 2012).

4.7 Monitoring and evaluation

4.7.1 The extent to which monitoring and evaluation activities were carried out

Most of the monitoring activities were carried out with investigations of ongoing project scoring the highest with a mean score of (3.65) followed by investigation of completed projects with a mean score of 3.24 while recommendations for changes scores a mean of 2.56 (Table 4.15). This indicates that since the projects keep on changing due to the uncertainty of the environment they are in, there is need for constant recommendations for changes to ensure that goals and objectives are achieved.

Table 4.16: The extent to which monitoring and evaluation activities were carried out

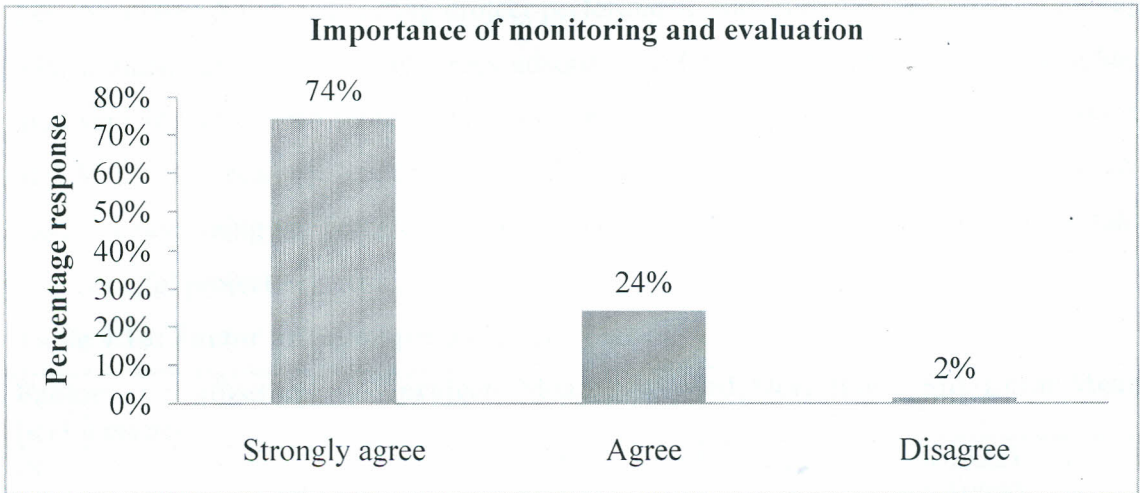
	Mean	Std. Deviation	Std. Error Mean
Investigation of ongoing projects	3.65	.50637	.06233
Investigation of completed project	3.24	.68074	.08379
Recommendation for changes	2.56	1.46934	.05777

Source (Researcher, 2012)

4.7.2 Monitoring and evaluation as a collective responsibility involving all stakeholders

Majority (74%) of the respondents strongly agree, 24% agree while 2% disagree that monitoring and evaluation is a collective responsibility involving all the stakeholders (Figure 4.12). In order to ensure the success of a project, monitoring and evaluation is a key element in determining the project success. It checks whether what was allocated was properly utilized for the right activities.

Figure 4.12: Importance of monitoring and evaluation



Source (Researcher, 2012)

4.7.3 Correlation of performance and monitoring and evaluation

There was a significant positive relationship between project performance and project monitoring and evaluation ($r=0.305$, $P=0.013$) with an increase in frequency of monitoring and evaluation leading to an increase in project performance (Table 4.16). This implies that monitoring and evaluation is imperative in ensuring project performance. Monitoring projects deliverables using performance benchmarks is important as it ensures that inputs and outputs are delivered in a timely fashion for effective project implementation

Table 4.17: Relationship between project performance and monitoring and evaluation

		Project performance	Monitoring and evaluation
Project performance	Pearson Correlation	1	0.305(*)
	Sig. (2-tailed)		0.013
Monitoring and evaluation	Pearson Correlation	0.305(*)	1
	Sig. (2-tailed)	0.013	

N=66, * Correlation is significant at the 0.05 level (2-tailed), Source (Researcher, 2012).

4.8 Factor affecting project performance

The most crucial factor affecting project performance was identified as project planning with a mean score of 3.98, resources adequacy had a mean score of 3.61, stakeholder involvement had a mean score of 3.59 while monitoring and evaluation had a mean score of 3.45 out of a possible 5 (Table 4.17). These results indicate that all the factors scored high in determining the performance of a project and needs to be considered for the sake of successful project performance.

Table 4.18: Factor affecting project performance

Factor affecting project performance	Mean	Std. Deviation	Std. Error Mean
Project planning	3.98	1.07406	0.13221
Resources adequacy	3.61	0.82048	0.10099
Stakeholder involvement	3.59	0.72276	0.08897
Monitoring and evaluation	3.45	0.63686	0.07839

Source (Researcher, 2012)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1: Introduction

This chapter presents the summary of the study findings, conclusion, recommendations and suggestions for further research.

5.2: Summary

The main purpose of this study was to identify the factors influencing performance of rural development community-based projects in Murang'a south district, Murang'a County. Based on the study's objectives, the findings were summarized below.

5.2.1: Background to the study

The study targeted 71 respondents but 66 responses were achieved which represents 93% response rate. Majority (68%) of the respondents interviewed were males, with the majority (98%) aged over 35 years. Majority (73%) had on average attained secondary level of education with the majority (28%) involved in education related projects and as committee members (75%).

5.2.2: Project performance

The results indicate that only 14% of the projects were completed within the planned time, 14% were completed within the allocated budget, 21% of the projects were within the scope while only 29% of the projects were of the expected quality. This implies that most of the projects in the study area did not meet the performance measurement criteria.

5.2.3: Monitoring and evaluation

From the results, most of the monitoring activities were carried out with investigations of ongoing projects scoring the highest with a mean score of 3.65 out of 4. However, the recommendations for changes to ensure that projects achieved their set goals were not adequately done with a mean of 2.56 out of 4. Projects are deemed to change hence such recommendations are necessary. There exists a significant positive relationship between

project performance and monitoring and evaluation ($r=0.305$, $p=0.013$) with an increase in monitoring and evaluation leading to an increase in project performance. This implies that monitoring and evaluation is imperative in ensuring project performance and that it should be increased for the sake of improved project performance. Monitoring projects deliverables should be done using performance benchmarks which ensure that inputs and output are delivered in a timely fashion for effective project implementation. Monitoring and evaluation was identified as the least factor that influences the project performance in the study area (mean of 3.45).

5.2.4: Stakeholders' involvement

The results indicated that all stakeholders were involved at different extent in various steps of the project life cycle. The community was greatly involved in generation of ideas (mean of 3.75), project implementation (mean of 3.52) and identifying stakeholders and analyzing their needs (mean of 3.33). However, it was noted that the community was not greatly involved in determining the nature and size of their projects (mean of 2.32), development of projects specifications and schedules (mean of 2.60) as well as budgeting (mean of 2.88). It was also identified that the projects in the study area lacked qualified project managers. There exists a positive significant relationship between project performance and stakeholders' involvement ($r=0.437$, $p=0.001$) with an increase in stakeholders' involvement leading to an increase in project performance. This means that the project performance increases with an increase in stakeholders' participation. The results also indicate that the community members were mostly involved in project initiation (79%) and implementation (68%), the project teams were mostly involved in project planning (80%) while the district development officers were mostly involved in project monitoring and evaluation (71%).

5.2.5: Project planning

From the results, majority (76%) of the respondents agrees that adequate planning is a prerequisite in achieving project performance. Planning also scored high as the factor that influences project performance in the district (mean of 3.98). The community was not actively involved with much of it done by the DDO and project team. Majority (97%) of

the respondents agree that various planning activities were carried out before implementation of the projects. However, risk planning was not adequately done (mean of 1.86). Since the environment under which the project operates is uncertain, risk planning is a crucial activity that needs to be undertaken for a successful project. The results also indicate that there exists a significant positive relationship between project performance and stakeholders' involvement in planning ($r=0.215$, $p=0.001$) with an increase in planning process leading to an increase in project performance. This indicates that adequate planning should be done in order to achieve success in projects.

5.2.6: Resources adequacy

The results indicate that most (76%) of the respondents felt that the resources allocated were not sufficient. Resource delay also scored high with 70% of the respondents agreeing that the resources were not released on time which would imply a delay in project schedule hence low performance. The results also indicate that there was a significant positive relationship between project performance and resource adequacy ($r=0.258$, $p=0.037$) with an increase in resources adequacy leading to an increase in project performance. This means that the performance of the community based projects increases with an increase in the amount of funding. This could be because the projects with more funding are able to hire project managers, run daily activities and facilitate training for both members and managers thus meeting the stipulated objectives. Financial management which involves budgeting, recording and reporting is essential to the overall functioning of the project. Good financial management also ensures that project manager gets the information s/he needs to make decision on resources allocation leading to an increase in project performance.

5.3: Conclusion

Based on this study, it was concluded that majority of the community based projects on performance was wanting. There was a positive significant relationship between project performance and monitoring and evaluation. Monitoring and evaluation positively influences project performance implying that before the commencement of a project monitoring and evaluation needs to be integrated in the whole project life span in order to

promote performance. Sakala, (2006) pointed that timely interval evaluation to monitor progress and align things that were not done well as a factor for an effective project. Goel, (2004) stated that monitoring is inevitable for the success of any project. However, from the results there was minimal recommendation for change as the project proceeded.

There was a positive significant relationship between project performance and stakeholders' involvement. Stakeholders need to be more involved in the project activities in all phases since this increases the feeling of ownership of these projects. Being community based projects the community is supposed to be more engaged in all project phases. From the study it was noted that the community was well involved in idea generation and implementation but was least involved in determining the size, nature, schedule and specifications of the project as well as budgeting. Stakeholder involvement at all project stages creates a feeling of acceptance of the project which is crucial to its performance (Pillai et al., 2002). It was also noted that the projects lacked qualified project managers. Adnan et al., (2009) pointed out lack of project leadership skills as one of the factor contributing to poor performance of projects.

There was a positive significant relationship between project performance and planning. This implies that adequate planning needs to be done before embarking on any project. Sarah (2008) pointed out that unsatisfactory performance is a result of inadequate planning. This was similarly echoed by Nijkamp et al, (2000) who noted that poor planning reduces chances of projects' successfully accomplishing their goals. Most of planning activities were moderately carried out as recorded in the results. However, risk planning was not adequately done. Planning among other investigated factors scored high as the factor influencing performance in the studied projects.

There was a positive significant relationship between project performance and resource adequacy. The performance of the community based projects increased with an increase in the amount of funding. Funding enables activities to be carried out as scheduled, quality of projects achieved and quality skills employed. Adnan et al. (2009) stated that unavailability of resources is one of the factors contributing to poor project performance. Though funds allocated were properly utilized, most of the respondents felt that the funds were not sufficient and were released with a lot of delays.

5.4: Recommendations

In order to improve the level of performance of community based projects Murang'a south district and the country at large it is fundamental to look into the following recommendations. The projects should diversify sources of funding and the sponsors should be releasing funds in good time to allow for planning. Good financial management which involves budgeting, recording and reporting would be of paramount importance. Since the projects are community based the community members should be more involved in all stages of the projects. Qualified project managers are crucial to project success hence should be included as one of stakeholders. Adequate planning including risk planning before embarking on any project is equally important. This is because whatever is planned is easily implemented and projects operate in uncertain environments. Frequent project monitoring and evaluation determines whether the project is still on course. Since various changes occur during project period recommendations for changes to ensure goals and objectives are achieved should also be put into consideration.

5.4.1: Recommendations for further study

Based on the research findings, the study recommends the following areas for further research

- i) To investigate the factors influencing sustainability of the community based projects after completion.
- ii) To carry out similar research in other districts for comparison
- iii) To carry out a similar research on privately funded or nongovernmental projects for comparison

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APPENDICES

Appendix I: Introduction letter

Esther Gakii Ngiri,
Kenyatta University,
P.O. Box 43844-
00100,
Nairobi, Kenya.

The District Development office,
Murang'a South District,
P.O.Box 30125
Murang'a, Kenya.

Dear Sir/Madam,

RE: INTRODUCTION LETTER

I am a MBA student at Kenyatta University. I intend to carry out a research on factors affecting performance of rural development community-based government sponsored projects. Your district has been identified as a rich source of information. I therefore request you to allow me collect data required for the study from your area of jurisdiction. The information provided will be confidential and will only be used for academic purpose.

Thanks in advance.

Yours faithfully

Esther Gakii Ngiri.

Appendix II: Questionnaire

FACTORS INFLUENCING PERFORMANCE OF RURAL DEVELOPMENT COMMUNITY BASED PROJECTS. A CASE OF MURANG'A SOUTH DISTRICT, MURANG'A COUNTY

The purpose of this questionnaire is to collect data for MBA project in Kenyatta University. The questionnaire will help determine factors affecting performance of rural development community based projects.

SECTION A: Background information

Please tick where appropriate in the spaces provided.

1. What is your gender?

Male

Female

2. What is your age category?

18 -25

26 -35

36 -45

46 -55

56 and above

3. What is your highest academic qualification? (Tick only the highest level).

Primary level

Secondary level

Tertiary level-Diploma

Certificate

University (Graduate)

University (Post graduate)

4. What project are you involved in?

Education

Health

Water

Roads

Others specify.....

5. What position are you in the project?

District development officer

Project committee member

Project member

Project manager

SECTION B: Performance of the projects

6. To what extent are the following performance measurement criteria been achieved?

(Tick where appropriate using the key below)

4=great extent, 3=moderate extent, 2=minimal extent, 1=not achieved at all

	4	3	2	1
Project was completed within the planned period				
Project was completed within the budgeted funds				
Quality of the project is the expected				
Original plan was purely executed without extending beyond the plan				

7. What factors influence completion of projects?

Insufficient funds

Insufficient technical skills

Change of priorities

Scope extension

SECTION C: Factors affecting performance of rural development projects

Resource adequacy

8. Approximately how much has been spent in undertaking the project you are involved in?

a. 1 -500000

b. 500001-1000000

c. 1000001-2000000

d. Over 2000000

9. In your opinion are funds given sufficient?

Very sufficient

Sufficient

Not sufficient

10. Funds are released on time without delays

Strongly agree

Agree

Disagree

Strongly disagree

11. All funds are properly utilized, to the intended project and no other use

Strongly agree

Agree

Disagree

Strongly disagree

12. Do you think resources affect performance of projects in your district?

Yes

No

Stake holder involvement

13. The following questions try to determine stakeholder identification and involvement in projects. (Tick where appropriate, using the key below)

4=strongly agree, 3=agree, 2=disagree, 1=strongly disagree

	4	3	2	1
A. Project team is headed by a qualified project manager				
B. Project team identifies stakeholders, determine their needs to ensure successful project				
C. Government technicians are involved at all levels of the project				

14. To what extent is the community involved in the following levels of the project?

4=great extent, 3=moderate extent, 2=minimal extent, 1=not involved

	4	3	2	1
Generation of ideas that are later developed into projects				
Determining the nature and size of the project				

Identifying stakeholders and analyzing their needs so as to set goals that are to be achieved				
Financial analysis of the project cost (budgeting)				
Development of project specifications and schedules on how it will be undertaken				
Actual implementation of the project				
Monitoring of the ongoing with the planned				

15. To the three stakeholders in a project tick where each is greatly involved

	DDO's	Project team	community
Initiation			
Planning			
Implementation			
Monitoring and evaluation			

Project planning

16. Planning was done for the project before it is carried out

Strongly agree

Agree

Disagree

Strongly disagree

17. In the district to what extent are the following planning activities carried out

4=great extent, 3=moderate extent, 2=minimal extent, 1=not carried out

	4	3	2	1
Identifying activities needed to complete the project				
Estimating resource requirement for the activities				
Risk planning				
Identifying and assigning roles and responsibilities				

18. Adequate planning is necessary for a successful project

Strongly agree

Agree

Disagree

Strongly disagree

Monitoring and evaluation

19. To what extent are the following monitoring and evaluation activities carried out in your projects

4=great extent, 3=moderate extent, 2=minimal extent, 1=not carried out

	4	3	2	1
Frequent investigation of ongoing projects to find out if they are executed as planned				
Recommendations for changes to ensure goals and objectives are achieved				
Frequent investigation of completed projects to find out if benefits planned to flow are indeed being enjoyed				

20. Monitoring and evaluation is a collective responsibility that involve all the stakeholders

Strongly agree

Agree

Disagree

Strongly disagree

21. Do you think monitoring and evaluation affects success of the project in your district

Yes

No

23. Rank the following factors to show how they have affected performance of projects in your district

4=very high, 3=high, 2=moderate, 1=not affected

	4	3	2	1
resources				
planning				
stakeholder involvement				
monitoring and evaluation				

Appendix IV: Budget

Item	Quantity	Unit price (Kshs)	Total cost (Kshs)
1.Proposal writing			
Photocopy paper	1 ream	@400	400
Foolscaps	1 ream	@350	350
Internet			1500
2.Data collection			
Field assistants	2	@5000	10000
Travel expenses	3	@3000	9000
4.Data analysis			25000
5.Report preparation			
Typing			2500
Printing			1500
Binding			500
Total			50750
Contingency (10%)			5075
GRAND TOTAL			55,825

Source Researcher, 2011

Appendix V: List of projects and their status

Project Name	Activity	Status
EDUCATION		
1. Murang'a college	classroom construction	complete
2. Kianjiruii pry sch	c/room construction	complete
3. Nginda girls sch	dinning construction	incomplete
4. Maragua sec sch	lab and dinning	complete
5. Kimorori sch	c/room construction	complete
6. Huttoini sec sch	c/room construction	complete
7. Mithini sec sch	kitchen construction	complete
8. Gathani sec sch	c/room construction	complete
9. Kirimiri sec sch	dinning construction	incomplete
10. Gakanjo pry sch	c/room construction	complete.
11. Kambiti pry sch	c/room construction	complete
12. Thagira pry sch	admin block construction	incomplete
13. Samar pry sch	c/room construction	incomplete
14. Thaara pry sch	c/room construction	complete
15. Makuyu pry sch	admin block construction	complete
16. Maragua pry sch	c/room construction	complete
17. Mithini pry sch	c/room construction	complete
18. Kamuiru pry sch	c/room construction	complete
19. Ikundu pry sch	c/room construction	complete
WATER		
1. Iratengida water project	pipng water	complete
2. Maragua piped scheme	pipng water	complete
3. Karathe gravity fed irrigation scheme		complete
4. Makuyu hand dug wells	digging	incomplete
5. Makuyu boreholes	sinking	incomplete
6. Iganjo borehole	sinking	incomplete
7. Kagaa borehole	sinking	complete

8. Ikundu irrigation scheme		incomplete
9. Kamwiru irrigation project		incomplete
10. Gathunguru water project	pipng	incomplete
11. Thagira water project	pipng	incomplete
12. Kirimiri wells	digging	complete
13. Irembu boreholes	digging	complete
14. Wempa water project	intake and pipng	complete
15. Wamwati water project	pipng	complete
16. Thaara wells	digging	incomplete
17. Makuyu boreholes	digging	complete
18. Kimorori boreholes	digging	incomplete

ROADS

1. Irembu access road	light grading	complete
2. Wamwati access road	grading and gravelling	complete
3. Magaaini access road	“	complete
4. Makuyu dam access road	“	complete
5. Makuyu nursery access road	light grading	complete
6. Gakaja ward road	grading and gravelling	incomplete
7. Mbugua ward road	“	incomplete
8. Maragua town	“	ongoing
9. Wempa road	light grading	complete
10. Maisha mathi road	“	incomplete
11. Kirimiri ward road	grading and gravelling	incomplete
12. Kambiti ward roads	“	incomplete

HEALTH

1. Kaharo dispensary	construction	complete
2. Makuyu dispensary	construction	complete
3. Iganjo dispensary	construction	incomplete
4. Kirimiri dispensary	construction	complete

- | | | |
|---------------------|--------------|------------|
| 5. Sama dispensary | renovation | incomplete |
| 6. Gathunguru disp. | Construction | complete |

AGRICULTURE

- | | | |
|--------------------------------------|--------------|------------|
| 1. Karathe farm produce grading shed | | complete |
| 2. Kenol veterinary lab | construction | complete |
| 3. Makuyu dairy milk plant | construction | complete |
| 4. District fishpond | construction | incomplete |
| 5. Thaara fish pond | construction | incomplete |
| 6. Makuyu tree nursery | | incomplete |
| 7. Livestock extension programme | | ongoing |
| 8. Maraua cassava grinding unit | | complete |

CAPACITY BUILDING

- | | | |
|--------------------------------------|---------------------------------|------------|
| 1. Youth empowerment centre | construction | complete |
| 2. Youth training | leadership and entrepreneurship | ongoing |
| 3. Makuyu community empowerment | giving inputs | incomplete |
| 4. Youth enterprise development fund | | ongoing |