

**DETERMINANTS OF EFFECTIVE PERFORMANCE OF COMMUNITY  
BASED PROJECTS IN KANDARA CONSTITUENCY OF MURANGA  
COUNTY**

**By**

**ANASTACIA N KABERERE  
D53/CE/12185/2009**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
MASTERS OF BUSINESS ADMINISTRATION (PROJECT  
MANAGEMENT OPTION) SCHOOL OF BUSINESS, KENYATTA  
UNIVERSITY**

**November, 2013**

**KENYATTA UNIVERSITY LIBRARY**

## DECLARATION

I declare that this is my original work and has not been presented for examination purposes in any other university or institution of higher learning.

Signature 

Date 29<sup>TH</sup> Nov 2013

Student Kaberere Anastacia Njeri

This research project has been submitted for examination with my approval as a supervisor.

Signature 

Date 29/11/13

Ms. Gladys Kimutai

Lecturer Management Science Department

This research project has been submitted for examination with my approval as Chairperson of Management Science Department.

Signature 

Date 29/11/13

Ms. Glays Kimutai

Chairperson Management Science Department

## DEDICATION

I dedicate this project to my loving husband whose patience, understanding, moral and material support has been a constant source of inspiration to me during my years of study.

I also dedicate it to my Son Martin who continually encouraged and prayed for me.

## **ACKNOWLEDGEMENT**

I wish to acknowledge the Almighty God for his goodness and faithfulness throughout my years of study. He has been source of my strength, provider and protector.

Further I wish to acknowledge my Supervisor Gladys Kimutai for her tireless, valuable support and guidance at every stage of my project writing. Not forgetting The Kenyatta University Library staff whose assistance and cooperation cannot go unnoticed.

My heartfelt appreciation also goes to my husband, who has been a constant source of support during my years of study.

To all I say thanks and God Bless you, keep the same spirit.

## TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES .....	vii
LIST OF FIGURES.....	viii
LIST OF ACRONYMS .....	ix
DEFINATION OF TERMS .....	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION .....	1
1.1 Background to the Study.....	1
1.1.1 Community Based Projects in Kandara Constituency.....	3
1.2 Statement of the Problem.....	3
1.3 Research Objectives.....	5
1.3.1 General Objective .....	5
1.3.2 Specific objectives .....	5
1.4 Research Questions.....	6
1.5 Significance of the study.....	6
1.6 Scope of the Study .....	7
1.7 Limitation and assumptions of the study.....	8
CHAPTER TWO: LITERATURE REVIEW .....	9
2.1 Introduction .....	9
2.2 Theoretical Literature.....	9
2.2.1 Project Management Overview .....	9
2.2.2 Structured project processes/phases.....	10
2.2.3 Project performance parameters .....	13
2.3 Principles of Project Management.....	13
2.4 Factors influencing performance of Community Based Projects.....	15
2.4.1 Project initiation.....	16
2.4.2 Project planning .....	16
2.4.3 Project implementation .....	17
2.4.4 Monitoring and Evaluation.....	18
2.4.5 Community participation .....	19
2.5 Empirical Literature/Review of previous studies.....	20
2.6 Theoretical/conceptual framework .....	23
CHAPTER THREE: RESEARCH METHODOLOGY .....	24
3.0 Introduction .....	24
3.1 Research Design .....	24
3.2 Target Population .....	24
3.3. Sampling technique.....	25
3.4 Data Collection Tools and Techniques .....	25
3.5 Validity and reliability .....	26
3.6 Data Analysis .....	26
3.7 Research Ethics .....	26
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION .....	28
4.1 Introduction .....	28
4.1.1 Response Rate .....	28
4.2 Demographic Information.....	28
4.2.1 Gender of the respondents.....	29

4.2.2 Age of the respondents.....	29
4.2.3 Level of education .....	30
4.2.4 Age of the Community organization.....	31
4.2.5 Type of activities of Community Based Organizations.....	31
4.2.6 Purpose of the CBO .....	32
4.2.7 Sources of funds for the community based projects.....	33
4.3 Stakeholders participation.....	33
4.3.1 Founders of CBO.....	33
4.3.2 Project selectors.....	34
4.3.3 Beneficiaries of the project .....	35
4.3.4 Members satisfaction with the project.....	35
4.4 Project initiation process.....	36
4.4.1 Influence of initiation process to project success.....	37
4.5 Project planning.....	38
4.5.1 Projects planning activities.....	38
4.6 Project implementation .....	40
4.6.1 Rate of success of project implementation.....	41
4.7 Monitoring and evaluation activities .....	41
4.7.1 Monitoring and Evaluation of community based projects .....	42
4.7.2 Members participation in project process .....	43
4.7.3 Project effects on community .....	44
4.7.4 Community projects performance hindrance .....	44
4.7.5 Major challenges facing community projects .....	45
4.7.6 Project improvement strategies .....	46
CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMENDATION .....	47
5.1Introduction .....	47
5.2Summary of findings .....	47
5.2.1 Background information.....	47
5.2.2 Stakeholders participation.....	47
5.2.3Projects initiation process .....	48
5.2.4 Project planning.....	48
5.2.5 Project implementation .....	48
5.2.6 Project Monitoring and Evaluation.....	49
5.3Conclusion.....	49
5.4Recommendations .....	51
5.5 Suggestions for further studies.....	52
REFERENCES.....	53
APPENDICES	
Appendix I Questionnaire .....	55

## LIST OF TABLES

Table 3.1 Target Population.....	24
Table 3.2 Sample Size .....	25
Table 4.1 Response Rate.....	28
Table 4.2 Education.....	30
Table 4.3 Purpose of the CBO.....	32
Table 4. 4 Sources of Fund.....	33
Table 4.5 Project Selectors .....	34
Table 4.6 Members Satisfaction.....	36
Table 4.7 Project Initiation Process.....	36
Table 4.8 Extent of Planning Success.....	38
Table 4.9 Project Planning Process.....	39
Table 4. 10 Project Implementation Process.....	40
Table 4.11 Monitoring and Evaluation.....	42
Table 4.12 Members Participation .....	44
Table 4.13 Hindrance of Project Performance.....	45
Table 4.14 Challenges Facing Community Projects .....	46

## LIST OF FIGURES

Figure 2.1 Project Management Parameters .....	13
Figure 2.5.1 Theoretical/Conceptual Framework .....	23
Figure 4.1 Gender.....	29
Figure 4.2 Age.....	30
Figure 4.3 Age of the project .....	31
Figure 4.4 Type of activities.....	32
Figure 4.5 Founder of CBOs.....	34
Figure 4.6 Beneficiaries of CBO.....	35
Figure 4.7 Influence of initiation process on performance.....	37
Figure 4.8 Rate of Success.....	41
Figure 4.9 Monitoring and evaluation.....	43
Figure 4.10 Project Improvement Strategies .....	46

## LIST OF ACRONYMS

<b>CATS</b>	Chief Agricultural Technicians
<b>CEDAR</b>	Community Economic Development Action Research
<b>CHAMA (s)</b>	Community self help group mostly formed by women with an objective
<b>CBO</b>	Community Based Organization
<b>DGSDO</b>	District Gender and Social Development Officer
<b>IMF</b>	International Monetary Fund
<b>FAO</b>	Food and Agricultural Organization
<b>NGO (s)</b>	Non Governmental Organization
<b>PIM</b>	Project Management Institute
<b>SPSS</b>	Statistical Package for Social Science
<b>UNCHRD</b>	United Nation Centre for Human Right and Democracy
<b>UNEP</b>	United Nation Environment Programme
<b>PMBOK</b>	Project Management Body of Knowledge
<b>ISO</b>	International Organization for Standardization

## DEFINATION OF TERMS

**Project** Is a temporally endeavor undertaken to create a unique project or service (PMI, 2004)

**Project Management** is the application of knowledge, skills, tools and techniques to project activities to meet project performance objectives of cost, scope, quality and time requirements.

**Community Projects** Are projects initiated and planned for by the members of the community where they implement them using the resources provided by themselves, governments or by donors for the purpose of improving their lives (Chikati, 2009)

**A process** This is a way of doing something

**Project lifecycle** A series of phases which are undertaken to deliver a required project outcome (Westland, 2006)

**Stakeholder** This is a person or organization that has a vested interest in the project

**Sponsor** An individual or body who has primary responsibility for the project and is the primary risk taker

## ABSTRACT

The importance of projects cannot be overemphasized. Projects are one of the principal means by which we change our world. Community projects are projects meant for community well-being (economic, social, environmental and cultural) initiated to support sustainable rural development and livelihood enhancement, members of the community come together to take collective action and generate solutions to common problems. When these initiatives fail it leads to declining people's standard of living and increased poverty level. Projects operate in an uncertain environment and therefore they are prone to factors which influence their performance leading to large percentage projects failure to perform and achieve the intended goals. This study aimed at determining factors which influence effective performance of self sponsored/donor sponsored community based projects in Kandara Constituency, Muranga County. Members of the project management and ordinary project members served as respondents to enable the researcher investigate the factors which influence performance of community based projects in Kandara in relation to the identified key project processes of initiation, planning, implementation, Monitoring and Evaluation as well as stakeholder's participation which are associated with successful project performance. The researcher used descriptive survey method. The study targeted 96 CBOs carrying out various community projects where stratified random sampling was used to pick 49 CBOs. Data was collected using semi-structured questionnaire and to investigate the relationship between the variables, the statistical package for social science (SPSS) was used. The researcher sought an expert opinion and conducted a pilot study to test validity and reliability of the questionnaire. The data was analyzed and presented in form of tables, charts and figures. The research findings show that there is a strong positive relationship between performance of community based projects and the study dependent variables of initiation, planning, implementation, monitoring and evaluation as well as stakeholders participation besides, the study further found funding to have a strong positive correlation with performance of community projects according to previous research study and as supported by this study. In order to enhance community project performance and achieve the set goals the study recommends increased community participation at all levels of project, diversification of source of funding, use of better and modern monitoring and evaluation tools and techniques as well as use of experienced external assessors, members and leaders empowerment through training to enable them engage effectively throughout the project initiation, planning, implementation and monitoring and evaluation processes. Once the community projects performance has been enhanced this will lead to well being of the community which in turn will lead to well being of the country at large.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The importance of projects cannot be overemphasized. Projects are increasingly being used in the public as well as private sectors of the world economies in the process of economic, social and national development to enable improved standard of living and poverty reduction. (World Bank, 2009) Projects are one of the principal means by which we change our world. A project is an endeavor usually a venture with coordinated set of unique non repetitive and temporary activities undertaken to create a unique product, service, or process for target beneficiaries within the constraints of schedule, budget, quality and scope also called performance parameters. (UNCHRD, 2001). Regardless of the nature of the project, the means to achieve success in all projects tasks can only be achieved through project management.

Project management is a methodological approach to achieving agreed upon results within a specified time frame given the constraints of scarce resources. It involves applying knowledge, skills, tools, and techniques to a wide range of activities in order to meet the requirements of a project (PMBOK, 2008) The major objective of project management include performance, cost and time goals. The focus is to meet customer or target beneficiary's expectations, deliver projects within budget, and complete projects on time. Project management is helpful in achieving these objectives by organizing, planning, monitoring, controlling and correcting the project activities. (Gifonga, 2010) According to PMBOK project management involves five conventional process groups which include initiation, planning, execution, monitoring and evaluation and control and closure. Project

management is accomplished through the application and integration of the five project management processes.

The purpose of the project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize and control activities so that the project are completed successfully in spite of all risks. The primary aim of the project manager is for the result to satisfy the project sponsor, donor, or financier and all other principal stakeholders within the promised performance parameters of schedule, budget, quality and scope for a defined development venture thus project management is used as an approach and means to achieving organization's goal. A successfully completed project is one that is completed at the specified level of quality, on time, within the defined budget and scope.

Notwithstanding the transformational change that has been brought about by the project management in all form of businesses organizations around the world, large percentage of projects still fails to deliver on time, on budget and to the level of quality expected. Many researchers have found typical causes of project failure as poor project sponsorship, undefined requirements and miscommunication. However the number one cause of project failure is lack of adoption of formal project methodology with structured project processes for initiating, planning, executing, monitoring and evaluation as well as closing projects effectively. Projects which fail to adopt a clear methodology or framework for delivery and have no structured processes for undertaking project tasks, fail to effectively manage time, cost, quality, risks, issues and changes within the project inevitably suffer from scope creep, milestone delays, poor deliverable quality and a lack of customer satisfaction (Westland 2006) thus poor performance the project.

### **1.1.1 Community Based Projects in Kandara Constituency**

Community projects are projects initiated and planned for by the members of the community where they implement them using the resources provided by themselves, governments or by donors for the purpose of improving their lives. According to Chikati (2009) Effective community projects should have a long term endeavor, inclusive and equitable, holistic, initiated and supported by community members, and should be of benefit to the community and grounded in experience that leads to best practices.

In Kandara constituency, community projects are carried out through Community Based Organizations (CBOs) which are registered by the office of District Gender and Social Development. Like in many other parts of the country there are many community projects initiated in Kandara Constituency through the registered CBOs while others remain unregistered (DGSDO, 2013). Such projects include, tree nursery planting projects, rearing of pigs, chicken, rabbits, water supply projects, merry go rounds otherwise known as CHAMAS, and many other projects aimed at women and youth groups.

### **1.2 Statement of the Problem**

Community projects are projects meant for community well being (economic, social, environmental and cultural) they are initiated to support sustainable rural development and livelihood enhancement (Mushra, 2005) members of community come together to take collective action and generate solutions to common problems. When these initiatives fail it leads to declining people's standard of living and increased poverty level. Projects operate in

an uncertain environment and therefore they are prone to factors which influence their performance.

Previous studies done have found that varying factors as being responsible for influencing performance of community projects. Thwala (2001) asserts the importance of community participation in planning and management of developmental as being crucial to their lasting success. The concept of community participation is further viewed as a basis for project success World Bank (2004). Other studies have also found other factors as influencing the performance of community project which includes; poor project sponsorship, undefined requirements and miscommunication. Jason Westland (2006) he further argues that, the number one cause of project failure is lack of adoption of a formal project methodology with structured project processes for initiating, planning, implementing/executing, monitoring and evaluation and closure. In Kenya considerable finance, manpower and material resources have been committed towards rural development projects countrywide which are either self sponsored, government sponsored or donor sponsored. Such projects include Agriculture projects, health, water, infrastructural development, education and others aimed at community capacity building. According to FAO (2003) community projects countrywide have continued to perform poorly in spite of concerted efforts by development partners to revive their performance.

In Kandara, there are many projects which are initiated through the registered CBOs. Most of these projects do not last for long, as evidenced by decreasing number of renewals of the CBO registrations (DGSDO 2013) which reveals that every year there is decline in the number of renewals of existing CBOs and the number of new registration is on a declining trend. The collapse of CBOs leads to premature end of projects which are initiated through

them (DGSDO 2013) thus failing to achieve the intended goal. This study seeks to determine if such factors as stakeholders participation as well as structured project processes for project initiation, planning, implementation, monitoring and evaluation has an influence on the performance of Kandara Community projects for sustainability of future projects.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The general objective of the study was to determine the factors which influence performance of community based projects in Kandara Constituency.

#### **1.3.2 Specific Objectives**

The researcher was guided by the following specific objectives:-

1. To establish how stakeholders participation influences performance of community projects in Kandara Constituency
2. To determine how project process of initiation influences performance of community projects in Kandara Constituency
3. To find out how project planning influences performance of community projects in Kandara Constituency
4. To examine how project implementation influences performance of community projects in Kandara Constituency
5. To determine how monitoring and evaluation influences project performance in Kandara constituency

#### **1.4 Research Questions**

In order to address the above stated research purpose this study sought to answer the following research questions.

1. How does stakeholders' participation influence performance of community projects in Kandara Constituency?
2. How does project process of initiation influence performance of community projects in Kandara Constituency?
3. How does project planning influence performance of community projects in Kandara Constituency?
4. How does project implementation influence performance of community projects in Kandara Constituency?
5. How does monitoring and evaluation influence performance of community projects in Kandara Constituency?

#### **1.5 Significance of the Study**

**The Community:** - The purpose of this study was to determine factors that influence performance of community based projects in Kandara Constituency thus the research findings would benefit the community by bridging the gap between current practices and what researcher and other researchers have found to be the best practices.

**National Development:-** As projects are increasingly being used in the public as well as private sectors of the world economies in the process of economic, social and national development to enable improve standard of living World Bank (2009) This research put

together the best recommended ways of managing factors that may influence project performance thus adding knowledge to all concerned sectors.

**Researchers:-** The research has tried to put together other recommendations on determinants of effective project performance thus can be used by future academicians.

### **1.6 Scope of the Study**

This study sought to determine the factors which influence performance of community based projects in Kandara Constituency, Muranga County. The study area was 6 wards in Kandara Constituency of the greater Muranga County focusing on community projects undertaken by the community. The major variables or aspects to be addressed are the various factors that influence performance of community based projects in one way or the other and how they can be addressed to ensure project success.

Kandara constituency is neighboring Thika Constituency on the South and is located some few kilometers from Thika town. The area have a number of community based projects being managed by the community which include, water projects, welfare projects, layering of chicken, pigs, rabbit and goats, chama's among others as well as the tree nursery projects among others DGSDO (2013) The community projects undertaken by the community groups brings people together who take collective action aimed at generating solutions to common problems which exists within the community. The scope of community participation varies from small initiatives within a small group to large initiatives that involve the whole community.

### **1.7 Limitations and Assumptions of the Study**

Time and financial resources are some of the limitations of this study. The time limit between the start and the end of the research paper was short to enable a comprehensive study of the determinants of project performance, whereas due to the fact that this research is self sponsored, financial constraints was a limiting factor to this study as data was from a limited scope which limited the sample size and thus leading to generalization of the outcome.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This chapter critically analysed literature on determinants of effective project performance and focused on project management overview, theoretical literature, review of previous studies and theoretical framework.

### 2.2 Theoretical Literature

#### 2.2.1 Project Management Overview

Projects have been carried out as long as man and woman have existed but it is only within the last few decades that it has been found necessary to define a project. (Lockyer and Gordon, 2005) (PMI, 2004) has defined a project as “ A temporally endeavor undertaken to create a unique project or service” further, ISO 9000:2000 defines a project as a unique process, consisting of a set of co-ordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements including the constraints of time, cost and resources.

Project management can be defined as the application of knowledge, skills, tools and techniques to project activities to meet project performance objectives of cost, scope, quality and time requirements. Principally project management is concerned with the introduction and management of change (PMBOK, 2008) Project management is accomplished through managerial processes of planning, organizing, controlling, leading and motivating human resource to identify resource requirements, establishing clear and achievable objectives, balancing the competing demands for quality, scope, time and cost and adapting the

specifications, plans, and approach to the different concerns and expectations of the various stakeholders to generate outputs. According to PMBOK (2008) Project management involves the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling and closing the project.

Managing a project can be a complex and challenging assignment as all aspect of the projects may be unique in nature and pose new problems every day. The purpose of the project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize, and control activities so that the projects are completed successfully in spite of all risks. The primary aim being to satisfy the project sponsor, financier and all other principal stakeholders within the promised performance parameters of schedule, budget, quality and scope for a defined development venture (Gitonga 2010). A number of theories have been advanced on the factors which influence project performance at every stage of formal structured project phases or processes.

### **2.2.2 Structured Project Processes/Phases**

A process is a way of doing something. There is no standard project life cycle phases/processes, but life cycle varies with the organizations implementing the project. This is because different organizations implementing projects determine the number of phases they would have in their project. However, according to PMBOK, (2008) project phases can be simplified to five conventional phases or processes of project management also called project management process group as; project initiation, project planning, project execution, project monitoring and evaluation and control and project closure.

According to Westland, (2006) successful projects adopt a formal project methodology or a framework for delivery with structured project processes which includes; initiation process, planning, implementation, monitoring and evaluation as well as closing process. Projects with no structured processes for undertaking project tasks fail to effectively manage project performance parameters of time, cost quality, risks, issues and changes within the project. Adoption of the five processes leads to project success.

Once a decision has been made to do a project; it must be initiated or launched. Lewis, (2007) asserts that there are a number of activities associated with the initiation stage of a project. This includes creation of project charter, which would define what is to be done to meet the project requirements. This is a formal process that is often omitted by many organizations. The charter is used to authorize work on the project, define the authority, responsibility, and accountability of the project team and establish scope boundaries for the job.

The Project planning phase involves creating a suite of planning documents which help guide the project team through the remaining phases of the project. This includes; a project plan, resource plan, financial plan, quality plan, risk plan, communication plan, procurement plan. All these plans are important in order to avoid the project suffering from inadequate resources, lack of funding, poor deliverable risks unforeseen risks, poor communication and inefficient procurement (Westland, 2006)

Implementation process/phase is meant to develop the product, service or process that the project was commissioned to give as deliverables, thus it involves the carrying out of the actual work of the project. This phase is typically the longest phase of the project management lifecycle where most resources are applied. The phase consumes over 85% of

the project resources (Gitonga, 2010) Project implementation utilizes all the plans, schedules, procedures and templates that were prepared and anticipated during prior phases. The blue print for project implementation is a project activities implementation plan which is developed by the implementers, target beneficiaries, stakeholders and funding agencies. This planning tool shows activities to be carried out, the duration, persons responsible, resources required and starting and end dates.

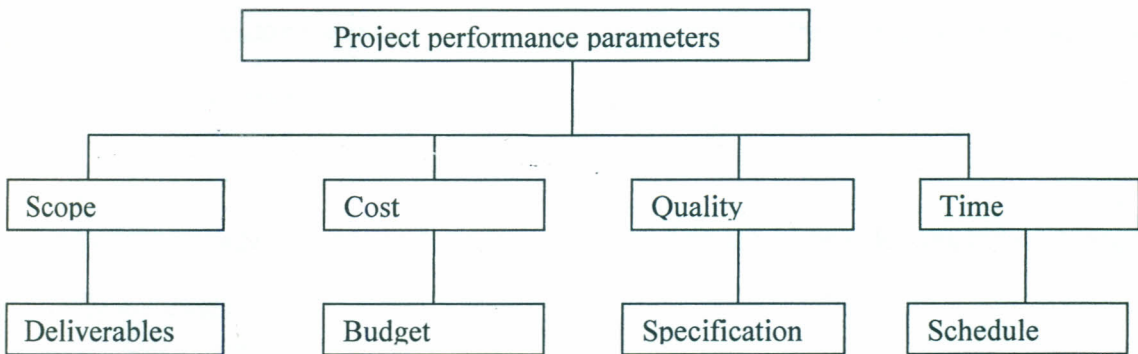
The process of monitoring and evaluation involves observing results and evaluating the progress towards achieving objectives set in order to achieve a goal. To monitor is to check and analyse how the project activities are progressing. Thus project monitoring is a systematic and purposeful observation and analysis of project process from planning to completion. It involves routine gathering of information on all aspects of the project and reporting to enable the gathered information to be used in making decisions for improving project performance (Musingi, 2010) Monitoring and evaluation is an essential part of good management as it provides information and feedback on critical project activities to the sponsors, implementers and beneficiaries of the project ensuring effectiveness and efficiency are achieved. Monitoring and evaluation should be integrated into all stages of project life cycle as they give progress on project performance.

Project termination is a process of closing down the project as a result of success or failure. A project is terminated as a result of success when it is said to have met the cost, schedule, technical performance/quality and scope. On the other hand the project has been terminated as a result of failure when it has not met the cost, schedule, technical performance and scope objectives (Gitonga, 2010). Project performance should be analyzed based on the various

project processes/phases since every project process/phase has issues to be addressed for successful project performance.

### 2.2.3 Project Performance Parameters

During project lifecycle management, project managers focus attention on four basic project performance parameters, i.e. cost (budget), time (schedule), quality (specification) and scope (deliverables) also known as project performance objectives. It is on the basis of these parameters that any one working on the project is charged or judged (Gitonga, 2010).



**Figure 2.1 Project Management Parameters**

(Source: Gitonga, 2010)

A successfully completed project is one that is completed within the defined performance objectives of time, cost, scope and quality. Further, according to Gitonga (2010) success of a community development project is determined by conformity, effectiveness, efficiency, feasibility, impact, participation ownership, cost effectiveness, relevance, replicability and sustainability.

### 2.3 Principles of Project Management

Project management like any other discipline is guided by certain principles. Project management principles are rules that guide on how of the best practice in project

management that will deliver the desired results within the performance requirements. Some of these principles According to Gitonga (2010) include;

**2.3.1 Principle of input-output relationship in project lifecycle:** Project development undergoes developmental stages just like living organism. Project life cycle is made up of logical and systematic stages which includes initial, planning, implementing, monitoring and evaluation and closing stages with inputs-outputs relationships. The success or failure of the past stage/phase determines the success or failure of the following phases. The output of the past phase becomes the input of the following phase. If the output is poor one end up with poor input to the following phase and this become inherent in the project system thus poor performance of the project. This study is modeled on this principle.

Other project management principles which were found to influence independent variables of the study included;

**2.3.2 Theory of clearly defined goal:** A goal is an end point to be achieved by carrying out a project. For one to succeed in developing a project there should be a clear end-point in mind. Project goal is defined during project design.

**2.3.3 Effective planning, design and control:** A project is different from other ventures because it is delivered under the constraints of time, cost, scope and quality within uncertain environment. Due to this uncertainty, a project must be planned and designed appropriately so that control is possible as one cannot control what she/he did not plan or design. Projects should be planned before rolling to enable control.

**2.3.4 Teamwork and team building:** A project team is the most important resource which will make or break the project. The team should operate as a unit and not as a collection of individuals. Communications and time should be invested in promoting trust and ensuring that everyone knows what they have to contribute to the bigger picture.

**2.3.5 Effective stake holder's management:** Effective management of project stakeholders is an important prerequisite for project success. This is important because many projects fail because of failure in managing stake holder's interest. It is advisable for one to spend time with stakeholders as they contribute to the performance of the project in one way or the other.

**2.3.6 Principle of viability:** Project selection should always suite the organization or community development needs/goals. Chosen projects must always address the felt needs of the target beneficiary or a project customer.

**2.3.7 Principle of target beneficiaries:** Any project initiated must have target beneficiaries. Target beneficiaries could be customers for the commercial project or a community for the community development projects. A project is meant to bring a positive change which addresses the felt needs of the defined target beneficiaries, otherwise not a project. Project beneficiaries are identified at the project initiation stage.

## **2.4 Factors Influencing Performance of Community Based Projects**

Previous studies have analyzed various factors which influence project performance. Some of the factors are general to different types of projects while others are specific to particular projects. Below is a discussion on factors that could influence performance of community based projects at various phases of project lifecycle.

### **2.4.1 Project Initiation**

The project initiation phase is the most critical phase in the project life cycle. This is because if the project is not properly initiated it will greatly increase the risk of project failure. The major hurdle in community development projects is at the initial stage (CEDAR, 2003) Someone must recognise a problem affecting their community, or a deficiency in their living standards, and feel motivated enough to bring it to the attention of the relevant village authorities, for a possible collective solution (CEDAR 2003) Collective action will occur when people are persuaded that there is indeed a shared problem and that its solution is for the common good. The recognition of a problem or a deficiency in the living conditions of a community, often presupposes awareness or experience of a better quality of life. This is not the case given the high rate of illiteracy amongst rural community, poor communications, and lack of exposure to the outside world.

### **2.4.2 Project Planning**

Project planning is a process of developing and maintaining a project plan that provides supporting definition in terms of resources, time, cost, scope and quality plan and schedule. Project planning involves determination of project goals, objectives, outputs, inputs, activities, performance and verifiable indicators and assumptions. Project design is important because if well done it help all the project stakeholders understand the project. The planning phase of a project aims to meet various objectives like determining the project cost/budget, listing all activities or tasks involved or necessary to be done in order to complete the whole project, estimating the activities durations for a project to be completed.

According to CARE (2007) Project planning is an integral part of project management. Through effective planning, the Project Manager along with the project team and key stakeholders (such as partners and project participants) – agree on what will be done, who will do it, when and how. A good plan helps optimize the use of project resources and limits the time spent on resolving problems during implementation. During the initial planning stages, the log frame is a useful tool because it forces the project team to think clearly about relationships so that activities create outputs, which meet the objectives which, in turn, meet the project goal planning. According to Musingi (2010) There is a close and mutually reinforcing relationship between planning, implementation and monitoring whereby, planning describes ways in which implementation and monitoring should be done while implementation and monitoring are guided by project work plan, while monitoring also provides information for project planning and implementation.

### **2.4.3 Project Implementation**

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

Further, According to Muketha (2006) the failure of development efforts to realise the expected benefits is primarily a result of poor planning and weakness in the implementation of project and programs. Community projects are likely to fail when the following conditions prevail; poor project management discipline, decision making process is bureaucratized, inadequate resource supply, absence of business like drive, wrong team members, absence of clear indication of monitoring and measuring project success, absence of poor risk management strategy and rigidities/inability to change.

#### **2.4.4 Monitoring and Evaluation**

Monitoring and Evaluation is an important tool which helps one to understand if you are on the track and achieving the results that will move you towards your vision. Its not about determining what actions were “right” and what actions were “wrong”. According to Musingi (2010).The major purpose of monitoring at community level is to improve the implementation and management of projects as was planned, to ensure that the projects are implemented on time and are of good quality and that the project inputs are well utilized. If the process of project identification is not well done, and does not reflect community interests, it is likely that the communities will not participate in the monitoring of the implementation activities, thus, it is important that projects are identified in a participatory manner to reflect the community needs and stimulate peoples interest in its implementation and monitoring. According to Chikati (2009) Many communities fail to evaluate results, this is because they do not think through what success will look like or what information might be needed to evaluate the results of their efforts. Some communities resist evaluation because they perceive it as hard and complicated work or that it will involve “outsiders” making judgments about their community.

## 2.4.5 Community Participation

The concept of community participation is viewed as a basis for project success as it cuts across all the project processes. The World Bank, (2004) defines participation as “a process through which stakeholder’s “influence and share control over development initiatives, and the decisions and resources which affect them”. The objectives of community participation are the following: empowerment; building beneficiary capacity; increasing project effectiveness; improving project efficiency; and project cost sharing. The framework identifies four levels of intensity of participation, namely: information sharing; consultation; decision making; and initiating action (Thwala, 2010). Community participation generally is more successful when the community takes over much of the responsibility than when higher level public agencies attempt to assess consumer preferences through surveys or meetings (Thwala, 2010). In order for community participation to work, projects must include special components. Villagers can be recruited to help in all phases of designing, implementing, maintaining, supervising, and evaluating projects.

Chikati, (2009) further argues that community development initiatives can fail because of lack of support or buy-in from community members and organizations. When a participatory process is sincerely desired, and individuals and organizations believe they are being listened to and included, you will have gone a long way to building community ownership; support and legitimacy hence project success. Conflicts and resistance may be a signal that you have not developed an inclusive process. Community members may be challenging or resisting elements of the process because they have not been involved in the development of these activities and/or have little understanding of what is being undertaken.

The level of community participation in community projects was noted to play a very significant role in the development of nations (FAO, 2003) the report further argued that, lack of input, or inadequate involvement of rural people in planning and implementation of local projects need contribute greatly in poor performance of community projects. According to FAO (2003) The level of community participation have been noted to play a very significant role in the development of nations. For any community based project to be successful full community participation must be sought in all the projects to ensure that they do not disadvantage the communities rights, cultures or livelihoods. Getting the involvement and buy-in of a broad cross – section of community members is essential to the long term success of a project. Community based projects should involve community from the onset of the project and the project should be designed to address the local situation and social economic needs of the community, this could lead to project activities being effectively planned and implemented.

## **2.5 Empirical Literature/Review of Previous Studies**

Projects are increasingly being used in the public as well as private sectors of the world economies in the process of economic, social and national development to enable improved standard of living. Inevitably, projects are important tools in providing facts and figures for national planning. The nature and problems of implantation of any project may differ. (Richard Newton, 2009). Projects are one of the principal means by which we change our world thus it is a subject of great importance.

A number of studies have been carried out to examine factors which influence project performance or failure as seen in the following previous studies; Tshitangoni, Okorie and Francis (2010) in their assessment of challenges facing poverty alleviation projects in

Vhembe District of Limpopo Province in South Africa identified many challenges to project performance. The identified challenges were classified into two categories, which were inception-based and implementation or operation based. The major inception based challenges included lack of training and relevant skills on projects of respondents; lack of funds; provision of more funding than was required to start each project; inappropriate methods of establishing projects; high levels of illiteracy project beneficiaries; lack of water; lack of equipment; lack of infrastructure; and fraudulent use of project funds. Prominent among the project implementation or operation-based challenges were very poor or no record keeping; unavailability of markets for products; lack of access road and signage to projects; lack of security; inadequate technical support from Chief Agricultural Technicians (CATs); lack of transparency by management committee of projects; poor commitment of project members and lack of protective clothing. These challenges were disaggregated as inception-based and operation-based.

A research study by Rono and Aboud (2001) examined the impact of socio-economic factors on the performance of community projects in Western Kenya and found that there was a significant relationship between peoples' work ethic, participation rate in rural projects and six personal characteristic of the people (ethic, attitudes, values, norms, dedication and sacrifice) which combined as a socio-economic index, influenced performance of rural development projects. They concluded that people's work ethic, and participation level impacted on the performance of community projects in Western Kenya as were the factors found responsible for the poor performance of community development projects. (Thwala, 2010) in a case study of rural water supply project in Jeppes Reefs, South Africa, established that community participation in performance of community projects as essential. Through the

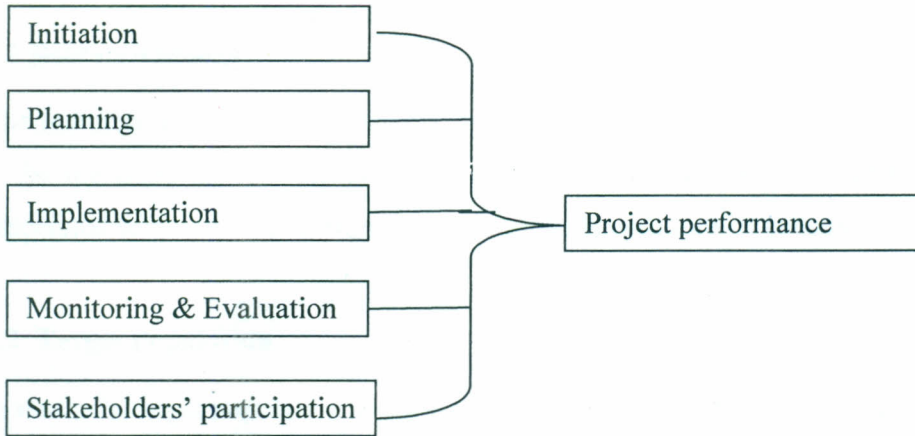
study, he established that lack of skills and lack of involvement in decision making were the key factors constraining community participation thus poor performance of the water project.

Manjula (2009) in a research of factors affecting sustainability of community managed rural water supply in Sri Lanka established that the viability of a community project was dependent on community leadership and the organizational capabilities of the CBO, ability to raise and manage the necessary finances, choice of technology ensuring ability to maintain and meet water quality needs over the design life, economies of scale, need to move away from voluntary to paid labor, need for on-going training, and the need for routine monitoring by external agencies. Due to these underlying facts he established the importance for a long term support by stakeholder in providing some long term support, probably through on-going training and monitoring of activities of the CBO to enhance long-term viability.

Other studies which focused on performance of the manufacturing projects established various factors as influencing their performance as in the following studies. Chan, Suhaiza and Yudi (2008) in their research study of critical factors influencing the project success amongst manufacturing companies in Malaysia established that though project success factors have indeed evolved according to the type of project and the environment that the project is operating, this is due to the dynamic business environment that organizations are operating nowadays. While success factors have evolved over time, the three factors identified two decades ago by other researchers featured as still playing significant roles in ensuring project success in Manufacturing sector. These three factors they found to be are top management support, clear project mission and competency of the project team.

## 2.6 Theoretical/Conceptual Framework

Theoretical/Conceptual framework is a logically developed network of interrelationships among independent variable with dependent variable. The research will relate initiation, planning, implementing, monitoring and evaluation and stakeholder's participation (independent variables with project performance (dependent variable)).



**Independent Variables**

**Dependent Variable**

**Figure 2.5.1 Theoretical/Conceptual Framework**

**(Source researcher; 2013)**

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter describes the methodology which was used by the researcher and covered the research design, the target population, sampling strategy, data collection tools and techniques and their validity and reliability, research ethics as well as data analysis.

#### 3.1 Research Design

The research used descriptive survey method. This method was used because its considered to be the most appropriate design in behavioral science, as it seeks to find out factors associated with certain occurrences outcomes and conditions of behavior.

#### 3.2 Target Population

In research, target population is the entire set of units for which the survey data is to be used to make inferences. It can also be defined as the entire group a researcher is interested in and the group about which the researcher wishes to draw conclusions. The target population for this study was 96 CBOs carrying out various community projects which are in existence and operational in Kandara Constituency in 6 wards as per DGSDO (2013) register.

**Table 3.1 Target Population**

<b>Project Category</b>	<b>Target projects</b>
Revolving funds	20
Farming	19
Merry go round	35
Others	22
<b>Total</b>	<b>96</b>

(Source: DGSDO Register, 2013)

### 3.3 Sampling Technique

Since all the wards have CBOs with projects that are established on a community basis stratified random sampling was used to pick 49 CBOs (About 50% of the CBOs undertaking the projects) located within the various wards in Kandara as the focus areas. Two respondents were drawn from each sampled CBO (One official and one member) The study focused on projects that are initiated at the grassroots level by community which are self sponsored or with support from NGO's. These projects must be established with a view to improving local people's welfare, regardless of the type.

**Table 3.2 Sample Size**

<b>Project Category</b>	<b>Target CBOs</b>	<b>Sample 50%</b>	<b>No of respondents per CBO</b>	<b>Total sample size</b>
Revolving fund	20	10	2	20
Farming	19	10	2	20
Merry go round	35	18	2	36
Others	22	11	2	22
<b>Totals</b>	<b>96</b>	<b>49</b>	<b>8</b>	<b>98</b>

(Source: Researcher, 2013)

### 3.4 Data Collection Tools and Techniques

The study collected data through a self administered structured questionnaire which was dropped to the respondents and picked later to assist in data collection. A questionnaire is a set of systematically structured questions used by a researcher to get needed information from respondents. As quoted by (Sekaran, 2003), questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the questionnaire responses are easily coded.

### **3.5 Validity and Reliability**

Validity refers to the extent to which a test measures what it purports or sets out to measure. The crucial consideration is whether the test looks like it is measuring what it is supposed to measure. The researcher asked a few people to check on the tool. Content Validity: This type of validity deals with the degree of representativeness of objectives or content topics in a test. This is often assessed through both item – by item analysis and assessment of the content of the test as a whole. An expert opinion was sought on the content validity of the tool. Reliability has to do with the precision of a test as a measuring instrument. This refers to the extent to which a test would yield the same results if administered on the same respondents on different occasions, other things being equal. To test reliability of the questionnaire a pilot test was conducted with two more CBOs in the target population who formed part of the final sample size to test consistency in responses to the questionnaire.

### **3.6 Data Analysis**

Data Analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. To investigate the relationship between the variables, the statistical package for social science (SPSS) was used to aid data analysis in this study. This helped discover patterns and trends in the structured data. Descriptive statistics such as percentages, frequencies and tabulations were used to describe the data where as data presentation was in form of frequency tables and bar graphs. These are found to be easy to understand.

### **3.7 Research Ethics**

There are many ethical issues to be taken into serious consideration in any research. For the purposes of this study the ethical issues to be observed included; The researcher did not misuse any of the information discovered, he protected the rights of people in the study as

well as their privacy and sensitivity. The researcher also maintained confidentiality of all the information given on trust by the respondents and obtain respondents consent to participate by explaining the purpose of the research study.

## CHAPTER FOUR

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

This chapter presents data analysis and findings of the study as set out in the research methodology. The study findings aimed at establishing the determinants of effective performance of community based projects in Kandara constituency. The data was gathered from the group leaders and members of the groups by the use of a self administered questionnaire. The instrument was designed in line with the objectives of the study.

##### 4.1.1 Response Rate

The study targeted the 98 respondents who included projects beneficiaries and managing team. However, a total of 74 questionnaires were actually returned and this made a 75.5% response rate as illustrated in table 4.1 below

**Table 4.1: Response Rate**

	Frequency	Percent
Respondents	74	75.5
Non respondents	24	24.5
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source (Research Data, 2013)

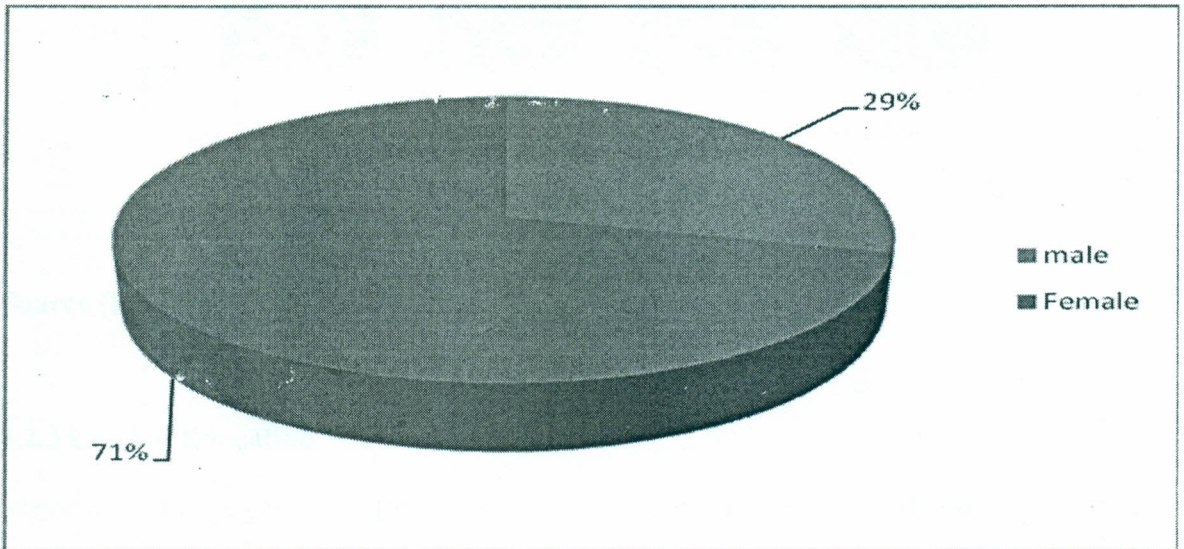
#### 4.2 Demographic Information

In order to capture the general information of the respondents, issues such as age, gender and level of education were discussed.

### 4.2.1 Gender of the Respondents

The findings show that majority (71%) of the respondents were female while 29% of the respondents were male. This could imply that females are more involved in community based projects than males as indicated in figure 4.1 below

**Figure 4.1: Gender Representations of the Respondents**

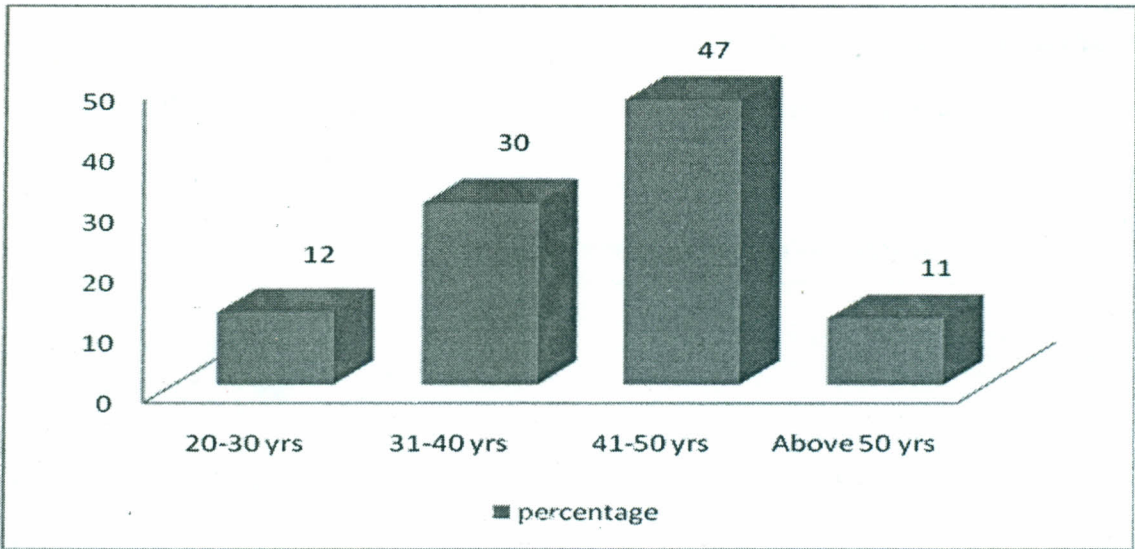


Source (Research Data, 2013)

### 4.2.2 Age of the Respondents

Majority of the respondents (47%) were between 41-50 years, 30% of the respondents were between 31 and 40 years, 12% of the respondents were between 20 to 29 years and 11% were 50 years and above. This indicates that majority of the respondents were in the active age brackets and could participate in the community based projects fully hence improving the project performance.

**Figure 4.2: Age of the Respondents**



Source (Research Data, 2013)

#### 4.2.3 Level of Education

Majority of the respondents (46%) had attained secondary level of education, 27% had attained tertiary education level, 18% had primary level of education and 9% having attained university level of education. This shows that majority of the respondents had above basic education.

**Table 4.2: Level of Education**

Education level	Frequency	Percent
Primary level	13	18
Secondary level	34	46
Tertiary level	20	27
University level	7	9
<b>Total</b>	<b>74</b>	<b>100</b>

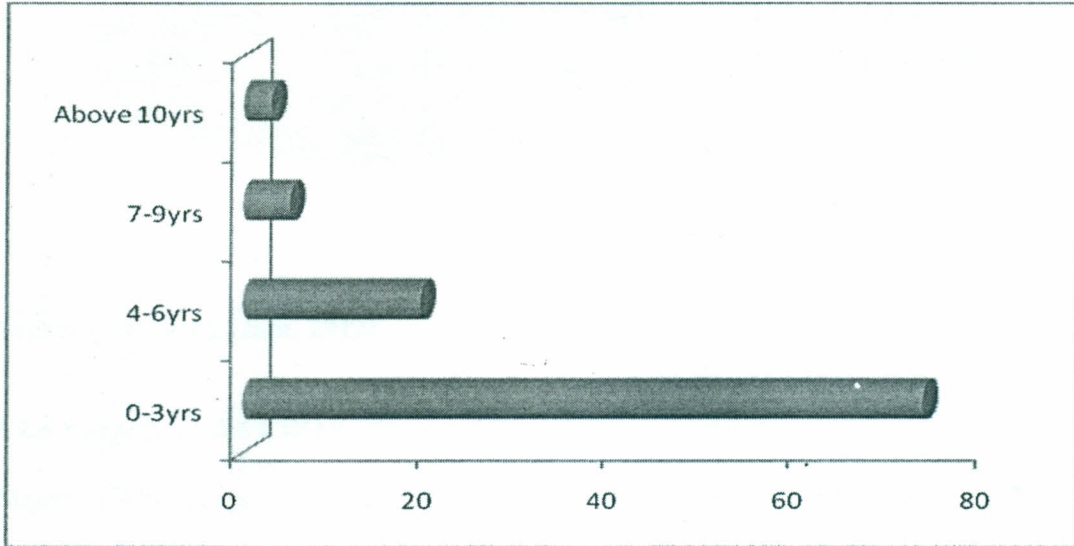
Source (Research Data, 2013)

#### 4.2.4 Age of the Community Organization

Majority(73%) of the respondents reported their organization have existed for between 0 and 3yrs, 19% had between 4 to 6yrs, 5% had between 7 and 10 while 3 had above 10 yrs.

This illustrate that many CBO are below three years.

**Figure 4.3: Age of the Community Based Organization**

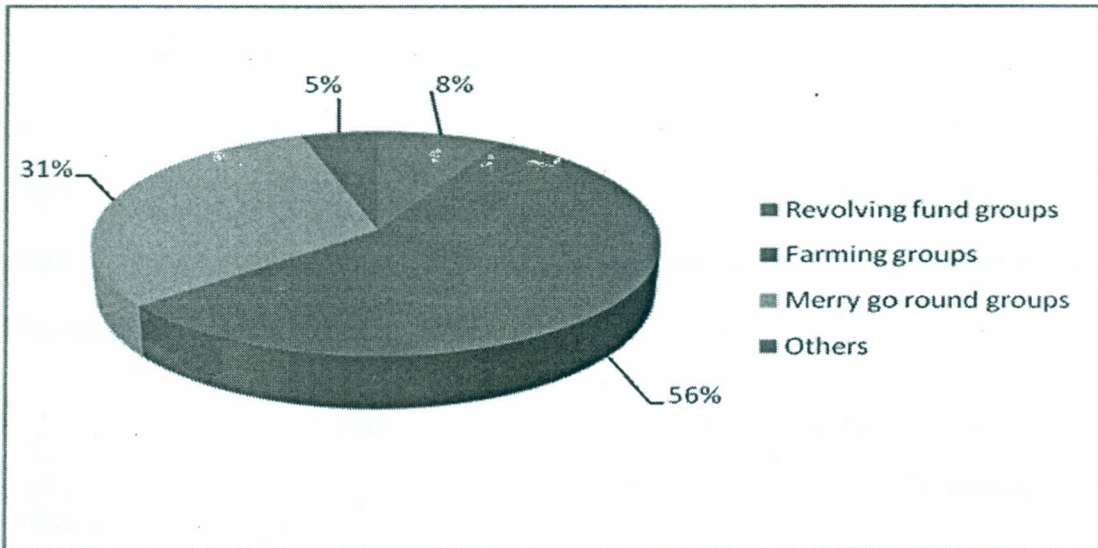


Source (Research Data, 2013)

#### 4.2.5 Type of activities of Community Based Organizations

Most of the community based organizations in Kandara Constituency engage in Farming activities as reported by 56% of the respondents, 31% reported in merry go round activities, 8% operated a revolving fund and 5% of the respondents reported engaging in other activities. This means that farming is the major activities in the constituency.

**Figure 4.4 Type of Activities**



Source (Research Data, 2013)

#### 4.2.6 Purpose of the CBO

Majority(46%) of the respondents said the main purpose of their CBO was to boost farming activities such as rearing rabbits, dairy farming and avocado growing, 20% said the CBO cater for their financial needs through poverty eradication programs, 19% reported that CBO enhance saving and 15% reported that CBO helps in acquiring household items. This shows that the major reason for forming CBO was attainment of financial powers.

**Table 4.3: Purpose of the CBO**

Reason for CBO	Frequency	Percent
Eradicating poverty	7	20
Enhancing Saving	14	19
Enhancing farming	42	46
Acquiring household items	11	15
<b>Total</b>	<b>74</b>	<b>100</b>

Source (Research Data, 2013)

#### 4.2.7 Sources of Funds for the Community Based Projects

Majority (81.1%) of the respondents reported member contribution as their major source of funding to their projects, 56.8% reported ploughing back their profit into the project, and 25.7% said they obtained loans from financial institutions. Only 10.8% and 8.1% of the respondents obtained donor and government funds respectively. This means that since most of the project funding is through members, which is limited, the project performance may be affected by lack of finance. Multiple responses were allowed.

**Table 4.4: Sources of Funds for the Community Based Projects**

Source of Funding	Frequency	Percentage
Members contribution	60	81.1
Loan from bank	19	25.7
Ploughing back profit	42	56.8
Donor fund	8	10.8
Government grants	6	8.1

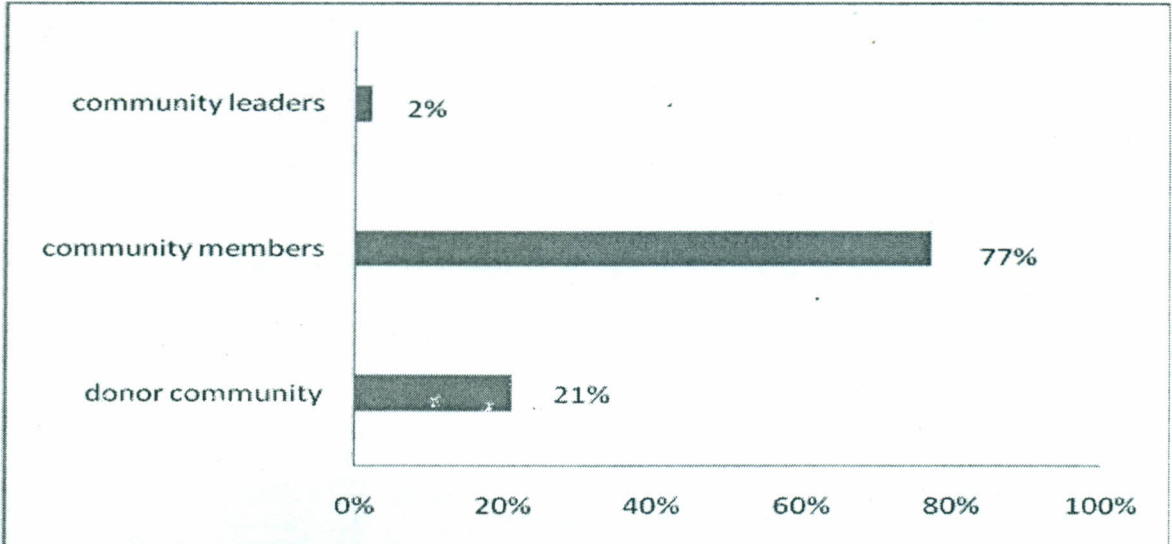
Source (Research Data, 2013)

#### 4.3 Stakeholders Participation

##### 4.3.1 Founders of CBO

The research sought to establish the level of community participation in establishment of the CBO which is believed to contribute to project performance as shown in study findings below

**Figure 4.5: Founder of CBO**



**Source (Research Data, 2013)**

From the study findings on figure 4.5 majority (77%) of the CBO were started by the members themselves, 21% were started by the donor community and 2% were started by the community leaders. This shows that most CBO were started by members to serve their needs.

**4.3.2 Project Selectors**

The findings shows that 82% of the CBO members select the project to be undertaken, 15% reported that donors select the project while 3% reported that their leaders select. This means that most CBO involved members in the decision making process.

**Table 4. 5 Project Selectors**

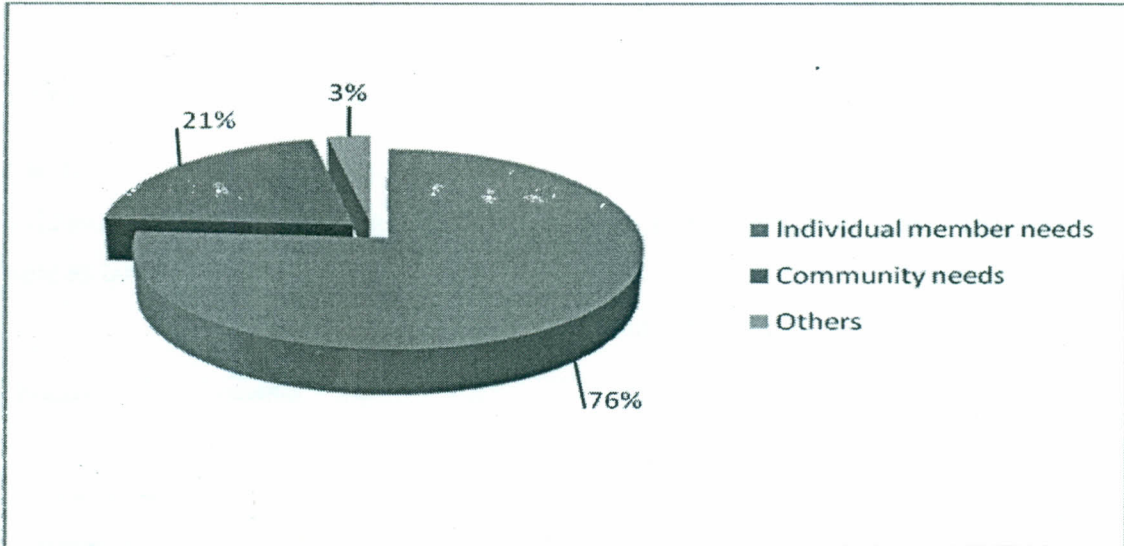
Project selectors	Frequency	Percent
CBO members	61	82
Donor community	11	15
Community leaders	2	3

**Source (Research data, 2013)**

### 4.3.3 Beneficiaries of the Projects

Majority(76%) of the projects were meant to meet the individual members needs, 21% of the projects addresses a common need within the community while 3% were meant to address other needs national cohesion.

**Figure 4.6: Beneficiaries for the Community Projects**



Source (Research Data, 2013)

### 4.3.4 Members Satisfaction with Projects

Majority(49%) of the respondents were to a great extent satisfied with project carried out, 33% were to a moderate extent satisfied, 15% were at a minimal extent, while 3% were satisfied to a very great extent 1% was not sure. This illustrate that majority were happy with their project choice largely because of community participation in project planning.

**Table 4.6: Members Satisfaction**

Project choice satisfaction	Frequency	Percent
Very great extent	2	3
Great extent	36	49
Moderate extent	24	33
Minimal extent	11	15
Not at al	1	1
<b>Total</b>	<b>74</b>	<b>100</b>

Source (Research Data, 2013)

#### 4.4 Project Initiation Process

The research sought from the respondents to indicate to what extent they agreed with the following statements regarding their community projects initiation activities. Their responses were as tabulated here below.

**Table 4.7 projects Initiation Process**

Project initiation activities	SA		A		NS		SD		D		Mean	Standard deviation
	(5)		(4)		(3)		(2)		(1)			
	N	%	N	%	N	%	N	%	N	%		
Our CBO projects are community initiative	30	50	19	31	8	13	1	2	2	3	4.25	.2224
Participants roles are defined before it rolls	8	14	33	60	7	5	8	15	3	5	4.00	.1654
Projects are chosen by community group members	18	36	29	30	1	2	14	28	1	2	3.85	.0041
Our projects addresses common needs within the community	30	46	27	42	5	8	0	5	0	0	4.57	.0004
Members are happy with the choice of projects	21	30	10	25	8	20	0	22.5	1	2.5	3.11	.1054

Source (Research Data, 2013)

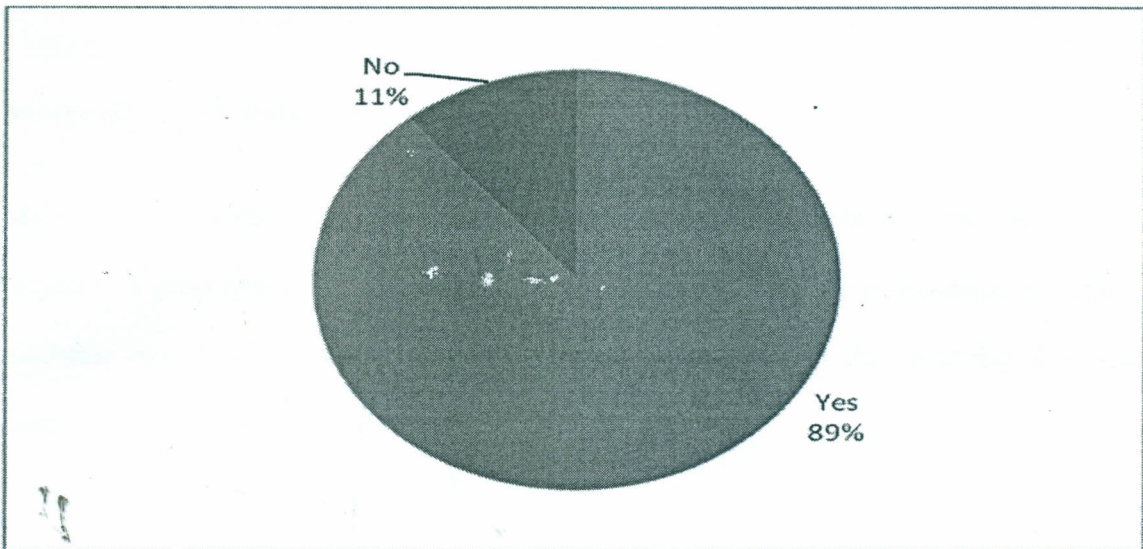
From the findings majority(88%) of the respondents agreed that their projects addressed common needs within the community as shown by mean score of 4.57, 81% of the respondents reported their CBO projects as a community initiative( 4.25 mean score), 74%

said that participants roles are defined before it rolls( 4.00 mean score), 66% further reported that projects are chosen by community group members( 3.85 mean score) while 54% of the members were happy with the choice of projects ( 3.11 mean score).

#### 4.4.1 Influence of Project Initiation on Project Performance

The study also sought to establish what the respondents thought in their own opinion if project initiation activities influence performance of their community projects. Their responses are as recorded as figure 4.7 below

**Figure 4.7: Project Initiation and Project Performance**



Source (Research Data, 2013)

Majority (89%) of the respondents agreed that project initiation activities influence the project performance, 11% of the respondent felt that initiation activities does not influence project performance. This shows that initiation activities are important in the project life cycle.

#### 4.5 Project Planning

The researcher further sought to establish the extent to which the respondents agreed with the statement that project planning greatly contributed to the success of a project. Their responses are as tabulated below.

**Table 4.8 Extent of Project Planning Contribution to Project Success**

<b>Extent of agreement</b>	<b>Frequency</b>	<b>Percent</b>	<b>Mean</b>	<b>Standard deviation</b>
Not at all	3	4	1.01	.221
Minimal extent	6	8	1.51	.664
Moderate extent	11	15	2.85	.524
Great extent	38	51	4.20	.485
Very great extent	16	24	4.51	.104

**Source (Research Data, 2013)**

Majority(51%) of the respondents felt that project planning contribute to the success of a project to a great extent, 24% reported very great extent, 15% of the respondents reported a moderate extent, 8% reported a small extent and 4% reported that planning does not contribute to project success.

##### 4.5.1 Projects Planning Activities

The researcher also requested the respondents to rate on their own opinion their groups preparation in regard to the below tabulated group activities. Their responses are as tabulated here below.

**Table 4.9 Project Planning Activities**

Planning activities	VW (4)		W (3)		NS (2)		NW (1)		Mean	Standard deviation
	N	%	N	%	N	%	N	%		
Have a plan on all project activities from start of project to the end	18	22	26	35	1	2	1	2	2.51	.889
Have all members participate in the planning for project activities	8	15	29	55	12	23	3	6	3.15	.004
Always follow the plan in implementing project activities	5	11	26	54	13	27	4	8	2.98	.549
Have a well defined resource requirements plan	8	16	26	52	11	22	5	10	3.01	.965
Prepared to deal with challenges which may arise	4	7	32	62	14	28	1	2	3.12	.125

Source (Research Data, 2013)

According to the study data on table 4.9 above, 70% of CBO have all members either very well or well participate in the planning for project activities (3.15 mean score), 69% said they were prepared to deal with challenges which may arise( 3.12 mean score), 68% reported a well defined resource requirements plan(3.01 mean score), 65% said they always follow the plan in implementing project activities( 2.98 mean score), 59% indicated they have a plan on all project activities from start of project to the end(2.51 mean score).

#### 4.6 Project Implementation

The researcher also requested the respondents to rate how they agree with the following statements which support successful projects implementation. The study findings are as tabulated in the table 4.10 here below.

**Table 4.10 Project Implementation Process**

Implementation activities	SA (5)		A (4)		NS (3)		SD (2)		D (1)		Mean	Standard deviation
	n	%	n	%	n	%	N	%	n	%		
Everyone is involved in project implementation	8	15	32	59	5	9	6	11	3	6	3.89	.015
The project follows project activities implementation plan	3	8	16	43	7	18	9	23	3	8	3.00	.441
People show commitment and cooperation during implementation	10	20	23	46	6	12	9	18	1	2	3.54	.234
People communicate regularly during implementation	8	18	19	43	7	15	9	20	2	4	3.21	.457
Resources are readily available during implementation	5	14	9	26	6	17	8	23	7	20	2.05	.752
Decisions are made collectively	6	14	16	40	2	6	12	30	4	10	3.11	.467

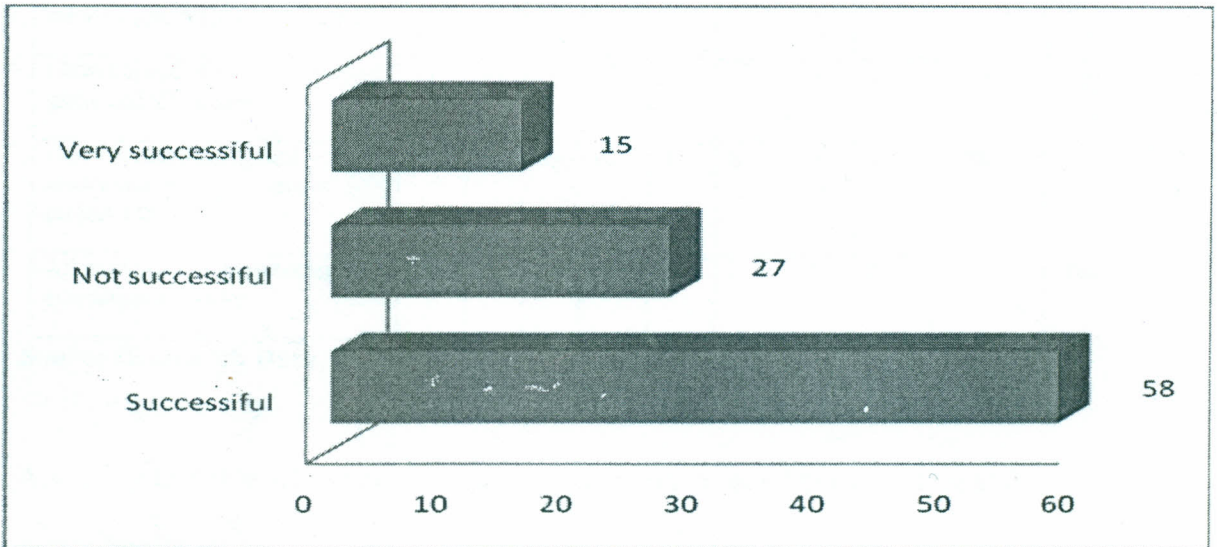
Source (Research Data, 2013)

According to the study report, 74% of the respondents said that everyone is involved in project implementation (3.89 mean score), 66% said that people show commitment and cooperation during implementation ( 3.54 mean score), 61% said people communicate regularly during implementation( 3.21 mean score), 54% reported that decisions are made collectively(3.11 mean score), however 40% of the respondents agreed that resources are readily available during implementation process( 2.05 mean score).

#### 4.6.1 Rate of Success of Project Implementation

Further, the researcher requested the respondents to rate in their own opinion success rate of their project implementation of their projects and their responses were as indicated in the figure 4.8 below.

**Figure 4.8: Rate of Success of Project Implementation**



**Source (Research Data, 2013)**

According to the study, majority (58%) of the respondent perceived their project implementation as successful, 27% viewed them as not successful while 15% were very successful. This implies that most members viewed their projects as well implemented.

#### 4.7 Monitoring and Evaluation Activities

The researcher further sought to know from the respondents the extent to which they thought various monitoring and evaluation activities were being carried out in their projects. Their responses are as per the table 4.11 below.

**Table 4.11 Monitoring and Evaluation Activities**

Monitoring and Evaluation activities	GE (4)		ME (3)		ME (2)		NA (1)		Mean	Standard deviation
	n	%	n	%	n	%	n	%		
Routine gathering of information on all aspect of project activities	11	26	24	57	5	11	2	5	3.45	.004
Routine reporting of gathered information to all stakeholders	19	50	12	33	5	14	1	3	3.01	.844
Make collective actions based on gathered information	17	44	21	53	1	3	0	0	3.14	.544
Carry on monitoring and evaluation in every phase of project life	12	24	32	66	4	8	1	2	3.80	.455
All participate in monitoring and evaluation activities	11	24	28	62	5	7	1	2	3.75	.740

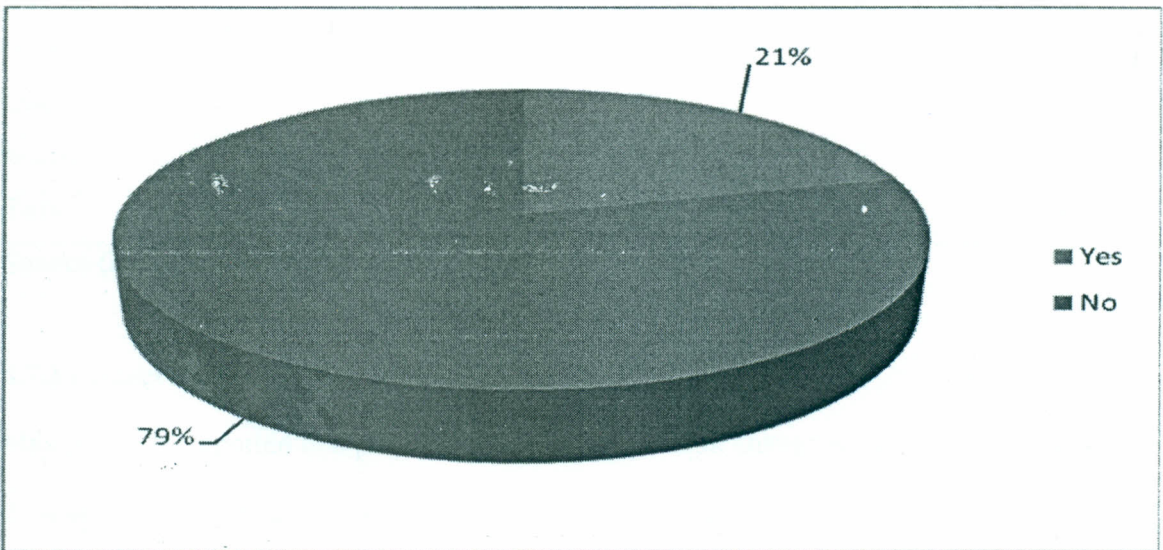
Source (Research Data, 2013)

According to Table 4.11 above, the finding shows that most CBOs according to (66%) of the respondent carry on monitoring and evaluation in every phase of project life(3.80 mean score), 61% of the respondent indicated all participate in monitoring and evaluation activities( 3.75 mean score), 57% said they perform routine gathering of information on all aspect of project activities(3.45 mean score), 53% said they make collective actions based on gathered information(3.14 mean score) and 50% illustrated that they carry out routine reporting of gathered information to all stakeholders( 3.01 mean score).

#### 4.7.1 Monitoring and Evaluation of Community Based Projects

The study further sought to establish to if the respondents community project carry out monitoring and evaluation activities and their responses were as indicated in Figure 4.9 below

**Figure4. 9 Monitoring and Evaluation of Community Based Projects**



**Source (Research Data, 2013)**

Most (79%) of the respondents reported that their organization does not carry out monitoring and evaluation of their projects, 21% said there has been monitoring and evaluation activities.

#### **4.7.2 Members Participation in Project Process**

Majority(68.9%) of the respondents disagreed that their organization involve members in all project phases, 16.2% agreed that members are involved in all project phases, 8.1% strongly disagree with the statement and 6.8% strongly agreed .

**Table4.12 Members Participation in Project Process**

	<b>Frequency</b>	<b>%</b>	<b>Mean</b>
Strongly agree	5	6.8	4.00
Agree	12	16.2	3.00
Disagree	51	68.9	2.00
Strongly disagree	6	8.1	1.00
<b>Total</b>	<b>74</b>	<b>100</b>	<b>4.00</b>

**Source (Research Data, 2013)**

#### **4.7.3 Project Effects on Community**

Majority(55%) reported that project has sometimes brought change within the community, 29% said the projects always bring change and 16% said the project has never brought change in the community.

#### **4.8 Community Projects Performance Hindrance**

The researcher also requested the respondents to indicate how much they think the following critical factors influence project performance. This was according to previous studies done.

**Table 4.13 Projects Performance Hindrance**

Factors	0-25%		26-50%		51-75%		76-100%	
	n	%	N	%	n	%	n	%
Lack of funds	0	0	3	5	12	22	39	73
Poor or no record keeping	1	2	5	11	29	62	11	24
Lack of market for products	2	5	6	15	10	25	22	54
High rate of illiteracy	4	21	7	36	3	16	5	26
Community leadership	6	23	5	19	9	35	6	23
Lack of structured project processes	6	20	4	13	12	40	8	27
Poor communication	2	7	11	39	9	31	7	24
Conflicts among stakeholders	8	21	4	10	6	16	20	52
Poor decision making process	3	7	4	9	26	59	12	27
Lack of support or buy in by community	19	50	13	36	3	8	5	14

**Source (Research Data, 2013)**

Majority(73%) of the respondents cited lack of funds as the major factors hindering between 76 to 100% CBO project performance, 62% cited poor or no record keeping as affecting between 51 to 75% community project, 59% cited poor decision making process to between 51 to 75 % degree performance, 54% reported lack of market for their products to between 76 to 100% degree, 52% reported conflicts among stakeholders affect to between 76 to 100% degree, 50% said lack of support or buy in by community affecting between 26 to 50% degree, 40% perceived the lack of structured project processes between 51 to 75%, 39% reported poor communication among the stake holders between 26 to 50% while 26% reported high rate of illiteracy affect between 76 to 100% community projects.

#### **4.8.1 Major Challenges Facing Community Projects**

The study also sought to establish what the respondents thought could be the challenges facing their community projects.

**Table 4.13: Challenges Facing Community Projects**

<b>Financial challenges</b>	<b>Frequency</b>	<b>Percentage</b>
Limited members contribution	53	72.6
High interest rate for loans	33	45.1
lack of donor agencies	24	33.0
Lack of managers accountability	17	22.5

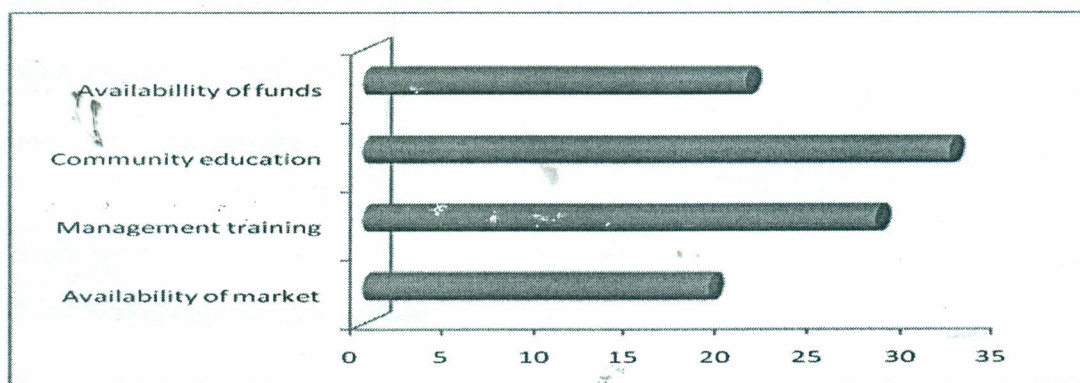
**Source (Field Data, 2013)**

Majority (72.6%) of the respondents found limited members contribution as the major hindrance to projects funding, 45.1% of the respondents view high interests as well as lengthy procedures in financial institutions as the major challenge, 33% cited non-availability of donor agencies and 22.5% said improper management of fund by their managers. Multiple responses were allowed.

#### **4.8.2 Project Improvement Strategies**

The study sought what the respondents thought would be project improvement strategies and their responses are as per the figure 4.10 below.

**Figure 4.10 Project Improvement Strategies**



**Source (Research Data, 2013)**

From the above figure 4.10 Majority (32%) of the respondents suggested that community education on the importance of CBOs can enhance projects performance, 28% reported that leaders' training should be enhanced, 21% reported availability of funds, 19% reported availability of markets for their goods.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMENDATION**

#### **5.1 Introduction**

This chapter presents the summary of key data findings, conclusions drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the research objective which was to establish the performance of community based projects.

#### **5.2 Summary of Findings**

##### **5.2.1 Background Information**

The study had a 76% response rate which comprised 71% female and 29% male. Majority (77%) of the respondents aged between 31 and 50 years and this indicates that majority were within the productive age. It is also evident that majority(73%) of the respondents were relatively young and most of them had above basic level of education. 56% of the CBOs dealt with farming activities while 44% were non farming CBOs. This implies that farming is the main economic activity in the study area.

##### **5.2.2 Stakeholders Participation**

The findings indicate that there was a strong positive relationship between stakeholders participation and the performances of the community based projects. This was supported by a majority ( 77%) of the respondents who said that their projects were started as members initiative. The study further indicated that 82% of the CBO projects were selected by

members themselves, with a 76% of the project benefiting individual needs of the members while 21% of the projects addresses community needs.

### **5.2.3 Projects Initiation Process**

The findings revealed 89% of the respondents agreed that project initiation activities influence the performance of community based projects. Of success factors attributed to project initiation process, 81% indicated that their CBO was community initiative, 88% of the respondents agreed that their projects to a great extent address common needs within the community, 74% said that participants roles are defined before it rolls, 66% further reported that projects are chosen by community group members whereas 54% of the respondents were happy with the choice of projects.

### **5.2.4 Project Planning**

From the study majority (59%) of the respondents stated that planning influence project success to a great extent while 18% cited a very great extent. On their involvement on various project planning activities (70%) of the members indicated that they participated in planning activities. 69% of the respondents were prepared to deal with challenges in planning process. This enables these organizations to deal with challenges that may arise. On resource requirement plan 68% of the respondents indicated having the plan. Another 65% said they always follow the plan in implementing project activities where as 59% indicated they have a plan on all project activities from start of project to the end.

### **5.2.5 Project Implementation**

Majority(74%) of the respondents said that everyone is involved in project implementation, 66% said that people show commitment and cooperation during implementation, 61% said people communicate regularly during implementation, 54% reported that decisions are made collectively, however 51% indicated that the project followed activities implementation plan

with only 41% which is less than a half of the total respondents agreeing that resources were readily available during implementation process.

#### **5.2.6 Project Monitoring and Evaluation**

The finding shows that most CBOs according to (66%) of the respondent carry on monitoring and evaluation in every phase of project life, 61% of the respondent indicated all participate in monitoring and evaluation activities, 57% said they perform routine gathering of information on all aspect of project activities, 53% said they make collective actions based on gathered information and 50% illustrated that they carry out routine reporting of gathered information to all stakeholders.

#### **5.3 Conclusion**

The findings show that project members participated in the project decision making with an aim of fulfilling common needs. This finding agree with Mbugua (2002) in his study identified project adaptability to the community as an important challenge and together with Gongera (2004) agreed that community ownership and adequate support are required for sustainability. The findings show that, the performance of the community based projects is influenced by the amount of funding. This shows that the performance of the community based projects can increase with an increase in the amount of funds since they are able to commit more resources to training for both members and group leaders. Funds may enhance leaders' supervision that calls for proper utilization of resources thus reducing financial mismanagement in the projects. Therefore, there is need for the projects to diversify on the sources of finances in order to improve their performance.

The research further concludes that performance of community based projects is influenced by the project planning. This means that the performance of community based projects is

high in those projects whose managers have undertaken managerial training. In order to improve the performance of the community based projects there is need to increase the frequency of trainings for both the project members and managers. However, this conclusion is in direct contrast to the general management literature, which postulates that the leadership style and competence of the manager has a direct and measurable impact on the performance of the organization or business.

Project implementation process affect the level of performance of community based projects in Kandara constituency. From the findings, there was a positive significant relationship between the project implementation and community based projects performance. The finding show that everyone was involved in project implementation and that all members shown commitment and cooperation in the projects. Majority of the projects were financed through member contributions which are usually limited and therefore reduce the level of performance of these community based projects. The findings concurs with Gichira and Dickson (1997) who found out that among the most recurring problem mentioned by entrepreneurs was lack of finances to run the projects. Several reports indicated that the sub-sector received low funding from both the government and the private sector. Where funds were given, continuous flow lacked and that generally affected the daily activities of the projects.

The monitoring and evaluation process affect the performance of community based projects in Kandara constituency. The study shows that there was significant relationship between monitoring and evaluation and the performance of the community based projects. From the findings, monitoring and evaluation was carried out in every phase of project life and all members participated through gathering the information on the project development. This agree with Musingi (2010) who said that monitoring and evaluation is an important tool

which helps one to understand if you are on the track and achieving the results that will move you towards your vision. Its not about determining what actions were “right” and what actions were “wrong”. The study therefore concludes that performance of community based projects is influenced by the level of monitoring and evaluation. This implies that the better the evaluation measures used the higher the level of performance. Most projects in the study area used members participation in gathering and disseminating information. In order to improve the performance of the community based projects there is need of better and modern techniques of evaluation as this will help increase the projects accuracy and performance.

#### **5.4 Recommendations**

The study recommends that community based projects to increase community participation by extending their objectives. They should focus more on community needs which improves community wellbeing as opposed to the current situation where they mostly cater for the individual members needs. This will ensure the general national development contribution of CBOs.

The project initiation process is highly influenced by the resource availability. The study recommends that the community based projects diversify their sources of funding from member contributions. There is need for increased government involvement as well as for the project managers to seek funding from donors. This will ensure sustainability of the community based projects.

The project planning require skills and knowledge and although members were fully involved in selecting the projects and planning process they lacked the required skills. The researcher therefore recommends that the group members be trained more frequently on project planning skills to enhance their knowledge.

Project implementation further requires technical and managerial skills. The study therefore recommend that group leaders be trained on the different methods of value addition in the projects activities as well as mitigating the management challenges and proper allocation of the available resources. Proper training on project management studies will lead to the community based projects being managed efficiently and effectively.

The monitoring and evaluation process is crucial in ensuring that the project achieve what it was intended to achieve. The study recommends that the projects adopt advanced monitoring and evaluation techniques as well as employee qualified auditor. The CBOs can also engage external assessors who will be bias in their judgment, this will enable better monitoring and identifying the areas that require changes or modification in the project.

### **5.5 Suggestions for further studies**

A similar study should be conducted in other areas of the country so as to compare the results. Different areas have different economic, environment and social cultural characteristics and this is likely to affects the performance of CBOs differently.

A study should be conducted to ascertain the importance of CBOs to the rural economy in Kenya.

## REFERENCES

CEDAR, (2003) Factors that help/hinder Community Economic Development, emerging learning's from CEDAR

Chan Wai Kuen, Suhaiza Zailani and Yudi Fernandohis (2008) Critical factors influencing the project success amongst manufacturing companies in Malaysia. African Journal of Business Management

Chikati John; Rarison Maurice (2009) How to Build Community Capacity, the Community Development Handbook : Nairobi IFDM Regional Partnership for Resource Development Publication

District Gender and Development Officer (2013) Register, Kandara Constituency

Samuel J. Mantel, Meredith. R, Sutton, M and Shafer, M (2008) Project Management in Practice, (3<sup>rd</sup> Edition) USA: John Wiley and Sons

FAO (2003) Rural Poverty Alleviation policies and trends

Gichira & Dickson (1997). Problems facing Entrepreneurs in Kenya. A Paper presented to the Kenya Economics Association at K.I.C.S. September, 1987.

Gitonga B.A (2010) Project Management, Community Development Projects Approach

Gongera G. (Unpublished, 2004) Strategic Management institute of Business administration) Kenyatta University, Kenya.

IMF Country Report (2005) Poverty Reduction Strategy Paper

ISO 9000:2000 Quality management systems -Fundamentals and vocabulary

Kabwegyere T.B. and Migot-Adholla, S.E. 1981. Participation and rural development. In Ng'ethe, Njuguna (ed.) 1981: *Popular Participation and Rural Development*. IDS Occasional paper 38, Nairobi, Institute for Development Studies, University of Nairobi.

Lewis, JP (2007) Fundamentals of project Management 3<sup>rd</sup> Edition, © 2007 AMACOM, a division of American Management Association, USA

Manjula (2009) Factors affecting sustainability of community managed rural water supply in Sri Lanka

Mbugua H. M. (2002). The Role of Fisheries Department in Aquaculture Development in Kenya. Samaki News. Department of Fisheries Kenya. Nairobi Vol no. 2 Jun 2002

Muketha J.K (2006) Project Monitoring and Evaluation, Kenya Institute of Administration

Musingi J.B (2010) Project Management Monitoring and Evaluation, Department of Geography and Environmental Studies, University of Nairobi

Noha Hussein, (2007) The Basics of Project Implementation, A Guide for Project Managers, CARE USA

PMI (2004) A guide to project management Book of Knowledge Sylva NC,USA; Project Management Institute

PMBOK (2008) A Guide to the Project Management Body of Knowledge

Richard Newton (2009) The Project Manager, Mastering the art if delivery, 2<sup>nd</sup> Edition, Prentice Hall, Upper Saddle River, New Jersey

Rono Philip and Aboud Abdilahi. A (2001) The impact of socio-economic factors on the performance of community projects in westem Kenya, vol 16 no 1 January 2001 journal of social development in Africa

Sekaran Uma (2003). Research Methods for Business (4th ed.). New York: John Wiley and Sons

Turner A. & Miller B. (2005) Effective Project Planning and Management; Prentice Hall of India.

Thwala WDA (2001) Critical Evaluation of Large-Scale Development Projects and Programmes in South Africa 1980-1994. Msc thesis, University of the Witwatersrand

Thwala Wellington Didibhuku (2010) Community participation is a necessity for project success: A case study of rural water supply project in Jeppes Reefs, South Africa

Tshitangoni.M , Okorie.A and Francis.J; Assessment of challenges facing poverty alleviation projects in Vhembe District of Limpopo Province in South Africa

UNCHRD (2001) Project planning, implementation and evaluation

UNEP (2005). Coordinating Body on the seas of East Asia; case studies of coral Reef monitoring and management projects 2004-2005

Westland Jason (2006) The project management life cycle; Kogan page publishers, London

World Bank (2009) Taking action to reduce poverty in Sub-Saharan Africa, development in practice

World Bank (2004) World Development Report: Making Services Work for Poor People Washington DC



**Section II: Project performance parameters**

10. The following four basic project performance parameters are said to be very important for any kind of project success. In your own opinion how would you rate their achievement in your community projects? Tick the appropriately using the following scale.

4= Highly achieved    3=Average achievement    2= Low achievement    1= Not achieved

Performance parameters	4	3	2	1
Cost				
Time				
Scope				
Quality				

11. How is your project meeting each of the above performance parameters

Tick where appropriate

4= Always    3. Not always    2. Not Sure    1. Never

Performance parameters	4	3	2	1
Project finishing within the budgeted cost				
Project finishing within agreed time period				
Project carry on only activities which were planned for				
Project meets the expected needs				

**Section II: Determinants of community projects performance in various project phases**

The following statements are meant to address issues which are believed to influence project performance at project initiation phase. Please respond to them appropriately

12. Who started the CBO?

- (i) Community members
- (ii) Community leaders
- (iii) Donors
- (iv) Others specify

13. What needs are your projects meant to address?

- a. Common needs within the community
- b. Individual members needs
- c. Other needs (specify)

14. In your CBO who determines the projects to be carried out?

- (i) Community members
- (ii) Community leaders
- (iii) Donors
- (iv) Others specify

15. To what extent are you satisfied with the choice of projects you are carrying out?

(Tick as appropriate using the key below)

- 5 = Very great extent      4=Great extent      3=Moderate extent  
 2=Minimal extent      1= Not at all

16. To what extent do you agree with the following statement as regarding your community projects initiation activities

Tick as appropriate using the following scale

- 5=Strongly agree      4=Agree      3= Not sure      2=Strongly disagree  
 1=Disagree

Project initiation activities	5	4	3	2	1
Our CBO projects are community initiative					
Participants roles are defined before it rolls					
Projects are chosen by community group members					
Our projects addresses common needs within the community					
Members are happy with the choice of projects					

17. In your own opinion do you think project initiation activities influence performance of your community projects? Yes/No

18. Project planning greatly contribute to the success of a project. To what extent to you agree with this statement?

5 = Very great extent      4=Great extent      3=Moderate extent  
 2=Minimal extent      1= Not at all

19. In your own opinion how would you rate your group preparation in regard to the following project planning activities? Tick as appropriate using the following scale

(i) Very well (ii) Well (iii) Not sure (iv) Not well

Planning activities	VW 4	W 3	NS 2	NW 1
Have a plan on all project activities from start of project to the end				
Have all members participate in the planning for project activities				
Always follow the plan in implementing project activities				
Have a well defined resource requirements plan				
Prepared to deal with challenges which may arise				

20. The following statements support successful projects implementation. Rate them on how you agree with them?

Tick as appropriate using the following scale

5=Strongly agree      4=Agree      3= Not sure      2=Strongly disagree  
 1=Disagree

Implementation activities	4	3	2	1
Everyone is involved in project implementation				
The project follows project activities implementation plan				
People show commitment and cooperation during implementation				
People communicate regularly during implementation				
Resources are readily available during implementation				
Decisions are made collectively				

21. How would you rate success of project implementation for your projects?

(i) Very successful (ii) Medium success (iii) Not successful

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

Tick appropriately using the following scales

4=Great extent      3=Moderate extent      2=Minimal extent      1= Not at all

Monitoring and Evaluation activities	4	3	2	1
Routine gathering of information on all aspect of project activities				
Routine reporting of gathered information to all stakeholders				
Make collective actions based on gathered information				
Carry on monitoring and evaluation in every phase of project life				
All participate in monitoring and evaluation activities				

22. Monitoring and Evaluation is an essential part of good project performance and should be integrated in all phases of project lifecycle

- Strongly Agree
- Agree
- Disagree
- Strongly disagree

23. Does your community project carry out monitoring and evaluation activities? Yes/No

24. People's participation is key to project performance in all project phases. To what extent do you agree/disagree with this statement?

- Strongly Agree
- Agree
- Disagree
- Strongly disagree

25. How would you rate the people's participation in your project activities in the following project phases/processes

Project phases/processes	25%	50%	75%	100%
Initiation				
Planning				
Implementation				
Monitoring and Evaluation				

26. How would you rate community participation and commitment towards the projects?

Very Good       Good       poor       Very poor

27. Give reasons for your answer.

- i) People come for the project work very late  Yes  No
- ii) Most of the time project activities attendance ranges;  
 25%       50%       75%       100%
- iii) People work on the projects even on public holidays       Yes       No
- iv) People insist on completing the work even under difficulties  Yes       No
- v) Participants inject money incase the project faces difficulties  
 Always       Sometimes       Never

28. Community participation intensity identifies with four levels. How would you rate peoples participation in the following 5=Very strong 4=Strong 3=Average 2=Weak 5= Very weak

Activity	5	4	3	2	1
Information sharing					
Consultation					
Decision making					
Initiating action					

29. Do you think your projects address the needs and priorities in the community?

- (i) Strongly agree      (ii) Agree      (iii) Disagree

30. Has the project brought change within the community?

- i) Always      ii) Sometimes      iii) Never

**Section III Summary on 10 other critical factors that influence project performance (as per previous studies and literature review**

31. To what degree do you think the following factors determine performance of your community projects?

Factors	0-25%	26-50%	51-75%	76-100%
Lack of funds				
Poor or no record keeping				
Lack of market for products				
High rate of illiteracy				
Community leadership				
Lack of structured project processes				
Poor communication				
Conflicts among stakeholders				
Poor decision making process				
Lack of support or buy in by community				

32. According to your own view what are other top 5 challenges facing your projects?

Challenges facing your projects
1.
2.
3.
4.
5.

33. Give at least five recommendations on what you think should be done to improve the performance of community projects in Kandara

- (i)
- (ii)
- (iii)
- (iv)
- (v)