

**FACTORS INFLUENCING IMPLEMENTATION OF COMMUNITY BASED  
PROJECTS: A CASE OF FOOD SECURITY PROJECTS IN MWALA,  
MACHAKOS COUNTY, KENYA.**

**By**

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the Award of a Degree in Master of Arts in Project Planning and Management of  
the University of Nairobi.**

**2017**

**DECLARATION**

This research project report is my original work and has not been submitted for any award in any University.

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This research project report has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this work to my father Joseph Mutua Kilonzi, to my mother Mary Ngina Mutua, my brother Emmanuel Nzioka Mutua and Paul Musembi Mutua for their continuous support and encouragement in my academic endeavor.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CDF</b>	-	Constituency Development Fund
<b>FAO</b>	-	Food and Agriculture Organization
<b>IQ</b>	-	Intelligent Quotient
<b>PAP</b>	-	Poverty Alleviating Projects
<b>PMC</b>	-	Project Management Committee
<b>PPP</b>	-	Public Private Partnerships
<b>SPSS</b>	-	Statistical Package for Social Sciences
<b>SWOT</b>	-	Strengths, Weaknesses, Opportunities and Threats
<b>WBS</b>	-	Work Breakdown Structure

## **ABSTRACT**

Community based projects are vehicles that lead to short and long term developments in any given community but, most of them experience a lot of short-comings in their implementation stage thus limiting their chances of becoming successful within their stipulated time frame. The purpose of this study was to investigate those factors influencing implementation of community based projects. The objectives of this study was to determine whether community participation, management of funds, institutional capacity and government involvement influence implementation of community based projects in Mwala, Machakos County, Kenya. This research used descriptive survey design that allowed collection of both quantitative and qualitative data and applied simple random technique in distributing questionnaires to a sample size of 69 project leaders out of a target population of 230. The researcher used Statistical Package for Social Sciences (SPSS version 24) to analyze data and presentation of data was done through percentages and frequency tables. The study found out that, community participation was not fully engaged in initiation and planning phases of the projects and this can be attributed to the fairly done participation awareness campaign conducted. The study further revealed that, most projects have adequate resources allocated to them and the problems strikes when it comes to handling and spending the resources. This maybe as a result of members not fully involved in approval of expenditure and being a signatory of the project's accounts. The study revealed that most members are educated having undergone through the basic formal education system that is primary and secondary level. Majority of the project leaders have not attended to courses or trainings related to projects and those who have the relevant knowledge and skills have imbibed through on-job training. The study further unveiled that the government is more involved in implementation, monitoring and evaluation phases thus not very participative during the first two important phases that is, initiation and planning. The study concluded that the following factors were critical for any community based project to realize its goals and objectives in line with its purpose; community participation, management of funds, institutional capacity and government involvement. Recommendations arrived at after analyzing the data were community participation awareness should be improved, government should be fully involved in all project phases, a lot of emphasize should be put on training on proper management of funds and courses related to project planning and management. Relevant and concerned agencies both governmental and non-governmental should adopt these findings and increase success rate of community based projects in Mwala, Machakos County.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Community based project refers to generative activities within the context of a given society being commenced by the government or non-governmental organization or members of the society who are like minded and have unanimously identified their needs that need to be met through the relevant project. These kinds of projects if properly executed will lead to positive progressive developmental impacts towards the community which will ultimately lead to an uplift of social, economic and political status of the community.

Project on the other hand can be defined as an endeavor that attains precise set of objectives within the restrains of time and resources (Cleland,1964; Thilmay, 2004). There are two aspects of project success; one that views it in terms of time, cost and quality, and the other one in the aspects of time, cost, quality and the effectiveness of the project's product (Guro, 2008).

One aspect of community-based projects is the economic angle that it takes after it has been designed by the project managers and after collecting enough information about the objectives it's going to meet ultimately after its implementation. Therefore, community-based projects are never the same and will never be the same in terms of size and scope putting into consideration that every community has a unique need that has to be met.

Community based projects are a strategy deployed to counteract any need or opportunity affecting the relevant community. Community based projects are among the fastest mechanism in purveying developmental assistance in the community, Mansuri and Rao (2004). The stakeholders in this case the community members (beneficiaries) have to be carefully interwoven in the design and management process and also they have to be considered during decision making process since the project will make an impact in their lives thus they have to own it.

According to Naido and Finn (2001), these types of projects are motivated and developed around people's trust and they ought to change their environment so that the project can work for their advantage. According to Dongier (2002), these projects can be robust if there is facilitation to the access of information, group financing and finally facilitation of conducive environment through the relevant guidelines, policies and implementation of framework.

Machakos most of the time being referred as "Macha" is a county that is made up of 8 constituencies namely; Mwala, Matungulu, Kathiani, Yatta, Mavoko, Masing'a and Machakos town which is the administrative capital of the county. The county borders Kitui County to the East, Makueni County to the south, Kajiado County to the south-west, Kiambu and Nairobi County to the west and Kirinyaga and Murang'a County to the north-west. The county stretches from latitude  $0^{\circ} 45'$  south to  $1^{\circ} 31'$  South and longitudes  $36^{\circ} 45'$  east to  $37^{\circ} 45'$  east. The county has an altitude of 1000 - 1600 meters above sea level. (Government of Machakos County)

The County has a population of about 1,098,584 (49.4%-male, 50%-female), 264,500 household which covers an area of 6,208 Km<sup>2</sup> whom 52% are urban and 48% are rural population. The climate in most of the areas of the county is semi-arid but the general terrain is mountainous. Subsistence agricultural farming is practiced where drought resistance crops are grown. The county's temperature ranges from minimum of  $9.1^{\circ}\text{C}$  to a maximum of  $26.7^{\circ}\text{C}$  and rainfall ranges from 500mm to 900mm per annum. (Government of Machakos County).

In order to have food security; food must be adequate that is, it must be in plenty to fulfill the various nutrition inadequacies. Food must be available that is, food must be there so that we may conclude that there is food security. Food must be accessible, the main question would be, is the food that is available affordable? Food must be acceptable, food might be adequate, available and accessible but is that food being considered as food in that respective community?!

Mwala constituency was established for the 1988 elections and it is made up of ten locations and wards; Ikalaasa, Kibauni, Masii, Mbiuni, Miu, Muthetheni, Mwala, Vyulya, Wamunyu and Yathui at a population of 187,129 (Electoral Commission of Kenya)

## **1.2 Statement of the Problem**

Farming is the most important economic sector in Kenya. More than 70% of the population in Kenya depends on agriculture for household food security, livelihood and income (Jayne and Muyanga, 2006). In Mwala, many projects collapse in their implementation stage thus failing to meet their intended purpose. Community based projects in Mwala are mainly financed by Constituency Development Fund (CDF) Act 2003, non-governmental organizations, while others are supported and sustained by the members of the respective community. Irrespective of the many projects done within Mwala, there is still high food insecurity both in urban and rural areas.

National Accelerated Agricultural Inputs Access Programme (NAAIAP) was a programme started around the years of 2007-2008 by the Government of Kenya through the Ministry of Agriculture to tackle the problem of low farm productivity by giving poor targeted farmers a grant or subsidy in form of material and technical inputs so that they can increase productivity to meet their family needs and the surplus to be stored or sold at the market. The main objective was to supply farm input like fertilizer and seeds especially maize and it targeted poor smallholder farmers. It is from this programme where small projects were commenced and in some of the areas where it was practiced which include Muthetheni, Miu and Wamunyu did not attain the objectives it intended. The Agriculture Extension Officers were to make sure the inputs reach the farmers, teach the farmers how to prepare land, plant, harvest and also taking post-harvest measures in order to realize full yield of their produce ([naaiap.go.ke](http://naaiap.go.ke))

According to a Government report through the Ministry of Agriculture, Livestock and Fisheries. Traditional High Value Crops is a project that started in 2006 Mwala and still running to date, it redistributed early maturing and high quality yielding seeds to farmers for planting during short rainy seasons. The project has the role of creating awareness of the use of the modern technologies to make sure the farmers adapt to the changing

climatic conditions. (Government of Kenya).Traditional high value crops such as sorghum, millet, sweet potatoes, cassava, pigeon peas, cow peas, green grams and dolichos have been pivotal in ensuring self-sufficiency in food despite being outside the bracket of other more recognized crops in the agricultural system. This project has been a success in most areas of Mwala (<http://reliefweb.int/report/kenya/flagging-traditional-high-value-crops>)

Fruit farming projects have been going on in the areas of Wamunyu, Kaitha, Nyaani, Kilembwa and Makutano ma Mwala. The main fruits that were given emphasis with consideration of the climatic conditions were mangoes, citrus fruits and paw paws. These projects have been collapsing all through despite huge funding pumped into the projects. Pasture Management and Conservation was a programme whose main focus was to build silos at least in every household and also to train farmers on how to have the best farming methods by incorporate the latest farming technologies. This programme has been experiencing a lot of setbacks (Government of Machakos)

It is therefore under aforementioned projects and others that are not mentioned and discussed are struggling to survive while others are successful formed the basis of this research project to determine factors influencing implementation of community based projects.

### **1.3 Purpose of the Study**

The purpose of this study was to investigate those factors influencing implementation of community based projects.

### **1.4 Objectives of the Study**

The study will be guided by the following objectives;

1. To assess how community participation influence implementation of community based projects.
2. To examine how management of funds influence implementation of community based projects.



3. To determine how institutional capacity influence implementation of community based projects.
4. To assess how government involvement influence implementation of community based projects.

### **1.5 Research Questions**

The study was be guided by the following research questions;

1. How does community participation influence implementation of community based projects?
2. How does management of funds influence implementation of community based projects?
3. How does institutional capacity influence implementation of community based projects?
4. How does government involvement influence implementation of community based projects?

### **1.6 Significance of the Study**

The study unveils the factors that impede implementation of community based projects. The conclusions and the recommendation drawn at the end of the study will be very insightful especially to the project managers, policy makers and the community members at large to know what to consider during planning, commencing, implementation and sustenance of the projects. Scholars will use this study as their background study and add more knowledge to the gaps that will exist in near future.

### **1.7 Delimitation of the Study**

The study covers community based projects in Mwala, Machakos County, Kenya. The study delimits itself to 69 project leaders and four major projects.

### **1.8 Limitations of the Study**

The limitations of this study entailed inadequate time and resources for the actual field study where the researcher was obliged to make a number of trips to the targeted community based projects to administer the questionnaire.

### **1.9 Assumptions of the Study**

The study assumed that the respondents are fully enlightened of the projects they partake and that they gave accurate data that will be used to generate meaningful information. The study assumed that there is no political instability or any other form of insecurity that would affect the research process.

### **1.10 Definition of Significant Terms**

**Community Based Projects-** Refer to endeavors that are undertaken by a group of people who at least share some social attributes and interact within a given geographical area of a society.

**Community participation-** Refers to passive or active involvement of community stakeholders towards project implementation.

**Food security-** Refers to adequacy of food nutrients to keep a household healthy.

**Institutional capacity-** Refers to knowledge and skills required by the project leaders and members to facilitate implementation of project activities

**Project implementation-** It is any endeavor that is undertaken within the constraints of time, scope, quality and cost.

### **1.11 Organization of the Study**

This study is structured into five distinct chapters. Chapter one deals with; background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation of the study, limitations of the study, the assumptions of the study and the definition of key terms used in the study.

Chapter two has literature review of the study and they include community participation and implementation of community based projects, management of funds and implementation of community based projects, institutional capacity and implementation of community based projects finally, government involvement and implementation of community based projects. The chapter further accommodates theoretical review, conceptual framework, research gap and summary of the chapter.

Chapter three stipulates the research methodology of the study that entails research design, target population, sample size and procedures, data collection procedures, validity of instruments, reliability of instruments and data analysis. Chapter four will entail data analysis, presentation and interpretation while chapter five will accommodate summary of findings, discussions, conclusion and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

Chapter two has literature review and theoretical review on community participation, management of funds, institutional capacity and government involvement as factors influencing implementation of community based projects.

#### **2.2 Community Participation and Implementation of Community Based Projects**

Community participation is defined as individuals coming together on common goal and objective to achieve a set targeted task in a project within the constraints of time, scope and cost. Unity is strength, when people come together and participate under one common interest, there is high likelihood or probability that the project will be completed successfully. Armitage (2003) defines communal participation simply a process through which populace act in response to public concerns and also purveys their opinions about decisions that affect them and take responsibility for changes to their society.

According to Moningka (2000), community participation is a process in which different stakeholders get engaged at different stages in the project cycle with the objective of retaining sustainability of the project after its completion and its main financiers have left. A successful ultimate evaluation of a project portrays that a particular community knows their needs and wants and thus having that impetus to maintain the project after its completion.

Community participation became the catchword during the 1990's when the donor agencies, government and non-governmental organizations wanted to commence rural projects at indigenous level. Therefore, when community members participate in such communal affairs they would ought to enjoy benefits such as decision making, responsibilities and duties, privileges and obligations and hence community participation will bring that sense of project ownership (Berman, 2005).

Community participation entails identifying the stakeholders and setting up systems that will allow an avenue for interaction with the relevant stakeholders and public officials for the sake of widening participatory mechanism (Laura, 2000). Stakeholders refer to persons within or outside the community who are directly or indirectly affected by the project, policies or programs and they have the democratic right to purvey their discrepancies for the necessary action to be taken along-side their preferred interests. According to Chambers (2002), he shows poignant view of engagement with stakeholders in terms of local project ownership of public actions.

Community involvement in projects processes may increase indigenous project ownership and enhance a sense of responsibility for maintaining services provided thus increasing the sustainability of the projects. This will therefore lead to improved wellbeing in terms of health that is aided by a good environment which will lead to quality of life. However, for a project to be sustainable necessary measures must be put in place to assure its survival (Tam, 1995).

Community participation gives an individual an avenue to device ways of integrating and improving their condition (Schuftan, 1996). This community participation should be voluntary or as a legal act based on the constitution as a mandatory so that there can be checks and balances during the whole process of policy formulation to full implementation of the project. Put differently, community participation has many challenges therefore, we ought to make the participation very relevant and interactive for there to be success during implementation of project.

Participatory approach has been criticized on the basis that no single study has established interrelationship between project outcomes and its participatory elements (Mansuri and Rao, 2004). They have also falsified individualization of the concept of action and depolarization of empowerment. It was difficult to show who is empowered; individuals or community or categories of people that is, men, women, rich, poor, (Cleaver, 1999). Community participation allows community members to be empowered and make effective decisions (Harvey and Reed, 2007).

In Mali, partial participation contributed to constraints because people did not fully support and participate in projects, (Nzau-Muteta, Nzeyimana and N'Quessan, 2005). It was also noted that limited participation of women in Mali exacerbated the situation. In Nigeria, Maduagwu (2001) argued that the less fortunate should be given an opportunity to air their discrepancies and the government should not assume they know their needs and wants.

According to Smart (2001), peoples participation is paramount aspect of renaissance for any project and if any apathy may crop up, there is a high chance the project will collapse. It was also indicated that people's participation was critical in generating ideas that will help in building the existing and near future projects. Community members have special interests that need to be taken into consideration to reduce the likelihood of not implementing the project.

### **2.3 Management of Funds and Implementation of Community Based Projects**

World Bank (1999), fiscal management pulls together different aspects like planning, budgeting, accounting, fiscal reporting, internal control, auditing, procurement, distribution and the physical performance of the project with the aim of managing the project. Fiscal management is an important component of project success. Fiscal management also provides information needed by those who manage, implement and supervise projects, including government oversight agencies and financial organizations, the comfort needed by the borrower country, lender and donor community that funds have been used efficiently and for the purpose intended and a deterrent to fraud and corruption, since it provides internal control and the ability to quickly identify unusual occurrences and deviations. The World Bank states that records should be archived and secretly kept for ease of access. They provide a paper trail on which the accounting system is based and records must be kept for each financial transaction.

Financing is the process of unleashing resources usually in form of currency or other aspects like sweat equity for a development of an individual, a commercial or any other private or community institution. He further noted there is cost involvement during initiating phase, planning phase, implementing phase, and monitoring and evaluation

phases. For instance, food security projects not only cost the government in paying the allowances of the project implementing teams, but there are potentially many other costs incurred. Some of these include equipment/technology, overhead costs (taxes, utilities, and leases) and transportation or other materials needed to complete the work (Nyasimi, 2013).

Meredith and Mantel (1995), stated that fiscal elements like profitability, net present value of the share, currency requirements, magnitude of the investment, economic fluctuations, cost of getting systems up to speed and level of financial risks. Magano (2008), states that funding is the financial muscle of any project endeavor which should be taken into consideration during project proposals.

In poverty alleviation projects, the accessibility of funds proves to be the only measuring tool to determine the performance of a project (Tshitangoni, Okorie and Francis, 2010). One of the primary obstacles to the implementation of project/programmes is the absence of capacity and managerial, financial or planning skills at the local level (Bhatt, 1995). At local level people lack power, access to resources and skills to help themselves (FAO, 1986). Insufficient funds derail the sustainability of a project (Bamberger and Cheema, 1990). Benefits of a project will be hindered by lack of sufficient resources; capital and labour (Nthenge, 2014). Financial management is very important as far as operation and maintenance of donor projects is concerned. Many donor projects fail to be sustainable for a long period due to high tariffs introduced by management committee or poor financial management skills (Mutonga, 2015).

Project funding is very crucial and can only be successful if an assessment is done to determine which phase of a project require more resources than the other, where those resources will be gotten from and finally the overall investments it will bring after its completion. This analysis will help come up with cost baseline. In order for a project manager to understand how to manage cost he/she needs to understand and apply cost management approach (5 inputs) so that he/she can fully manage costs, and they include; the scope baseline, project schedule, human resource plan, risk register and existing organizational policies, culture, systems and lessons learned (Nyasimi, 2013).

Scope baseline entails project scope statement, work breakdown structure (WBS), and WBS dictionary. The elements of scope baseline present the details of whatever aspect is being projected, the environment around the scope, the constraints around the project and the activities that need to be done to complete the project. Project schedule presents quantities and nature of resources needed in a project as well as when each activity will be executed. The purchase and timing of resources cannot be successful without a project schedule that will aid in coming up with a proper budget for the project. Risk register is very crucial in determining the risk associated to the project and the cost of managing those technical risks (Nyasimi, 2013)

Fundraising strategies at local levels in Kenya have varied from merry-go-rounds, micro-credit and saving schemes, fundraising and endowment fund. However, there others like the public private partnership (PPPs), the corporate social responsibility and the government funding, either through an agency or directly as well as donor support. Different sources of funds, depending with the Project Management Committee (PMCs) strategy, will influence project implementation depending with the conditions that come with them. Projects require funding, funds form one of the major resources that enable day to day operations of most of the community-based projects. It is however important to point out that due to poor fund management most projects fail to meet their budget constraints and end up incomplete and little value to communities that instituted them (Mulwa, 2008). Holder and Moore (2000), suggested that we should treasure developing local resources for sustainability and by accentuating the significance of sufficient local capacities to generate money after external funding ceases.

It is paramount to have procedures and structures for disbursement of funds, procurement, transparency and accountability. Fiscal management training is requisite although efforts should be emphasized more in book-keeping simply because misuse of funds will be high when the overall responsibilities are transferred to individuals who are illiterate when it comes to fiscal matters. Therefore, training should be done to ensure people are educated of financial matters so that there can be increased levels of



accountability and transparency alongside the overall management of funds (Haider, 2009).

PPP projects in agriculture have been very successful particularly in developing countries. In Kenya the Ministry of Agriculture has recognized the importance of financial services in agricultural development and has made deliberate efforts to support farmers through PPP geared towards financial intermediation (Mwangi, 2011). In a research carried out in South Africa it was noted that continuous financing, transparency and accountability of members of project management were regarded as key success factors of poverty alleviation projects (PAPs) (Ndou, 2012)

According to United Nations Development Project (2010), the eminence of service attained under a PPP is more often superior to that attained through a traditional procurement system. The UNDP report further lists other benefits of PPP as: decrease in public capital investment, improved environmental compliances and shared resources. Therefore, it is noted that projects that are funded under PPP are more likely to be successful due to the overall good management of the contract during the implementation process.

Capacity building entails training and equipping oneself with the necessary skills and knowledge in order to achieve their desired goals and objectives (Wilcox, 1994). Continuous transparency and accountability on income and expenditure are conspicuous aspects of projects sustainability (Bold and Fonseca, 2001). Fiscal plan would help in eradicating the casual or capricious usage of project money which would automatically lead to mismanagement of funds (Ravhura, 2010). When all these aspects are kept into consideration, then it less likely projects will fail to be successful.

#### **2.4 Institutional Capacity and Implementation of Community Based Projects**

Community based projects are composite endeavors that need versatile management skills (Weinberg, 2008). Project sustainability can only be achieved when the relevant institutions and management involved get empowered in terms of knowledge, skills and

resources and be able to transfer the same in the phases of a project (Towett and others, 2015).

The World Bank (2008) empowerment is a process of enhancing the ability of persons or groups to make rational decisions that will help them transform their ideas into desired goals. Much efforts should be emphasized at amplifying the skills and knowledge of the beneficiaries so that they can be responsible in managing the project themselves (World Bank, 1987).

According to Mc Dade (2004), good management skills that are portrayed in leadership ensure that adequate local resources continue to exist even after the benefactors have left. An ideal management goes beyond mere skills and competencies (Kirksch, 2000) to technical and practicability needed to successfully implement a project (Little, 1993). A project manager should know what is needed in a project, when then project should be completed based on the time line and the phase implementation of the project and how he/she will handle the project in terms of planning, organizing, staffing, directing and coordinating.

In Thailand, the Asian Centre for Tourism Planning and Poverty Reduction (2008), came up with a capacity building programmes on communal based tourism project with an objective of improving knowledge of the local people in enhancing community based tourism projects through arranging training programmes for the local community. Some of the ultimate results were additional knowledge and skills and the change of attitude that enhanced their ability to do a SWOT analysis that helped them shape their mission and vision.

Tshitangoni (2010), stated that 27% of project members don't have civilized education which is paramount in guarantying project sustainability because, learned persons easily grasp and understand knowledge imparted to them during training. In Koulikoro Mali, community development support project that was established had one of its objectives to address sky-scraping levels of illiteracy affecting mostly women (Nzau-Muteta and others, 2015). Training is very paramount in team growth development and it entails

structures designed to develop knowledge and skills of members of a project (Knipe, 2010).

Knowledge and skills are paramount in training of community based projects. Very minimal results will be achieved if projects are not run systematically and necessary skills applied in maximizing output. Project leaders and members require trainings to enable them understand issues at the level of commonness and proven result oriented procedures (Kamau, 2014). In community based disaster management projects, the urgency of community training vis-a-vis the goals and objectives of the project is pointed out among the important elements for enhancing sustainability. Community based action plans and trainings enhance problem solving skills (Pandey and Okazaki, 2005).

## **2.5 Government Involvement and Implementation of Community Based Projects**

An analysis of the country's social, economic and political pillar should be done to determine whether the government is able to sustain community based projects at the same time maintain its accountability and transparency. The government should create an environment where it's institutions can thrive by becoming more committed and responsible towards the projects they commence (Mansuri and Rao, 2004)

Project sustainability entails compliance and conformity with the present and up to date principles in which such standards or principles are often determined by considering governmental rules and regulations pertinent to the project as well as the production and supply of safe and quality goods and services by the business that is steering the enterprise or venture. Attention should always be shifted to customer's needs and wants as a way of gauging whether the output is gunning the right demand (Towett and others, 2015)

In Tanzania the construction and improvement of pauper settlement areas was commence by the government and supported by the World Bank. While the World Bank was supporting urban sector engineering project the government on the other hand was developing a policy framework for urban management, infrastructure investment, service delivery, and an implementation tactic (World Bank, 2002)

The government of Tanzania came up with assessment report that showed the functions of the central and city governments which includes; encouraging communal groups to form associations and identify their roles and responsibilities, mobilize local resources both human and capital, to inquire technical advice and settle on reasonably priced levels and standards of service provision, to chip in infrastructure construction and development and the overall management and maintenance of the infrastructure. The second was to cajole the bicameral government departments to unleash the institutional framework to counter such community participation issues which entailed offering of technical and professional personnel to design and supervise infrastructure construction, as well as providing and facilitating equitable cost recovery mechanism (World Bank, 2002)

The government also came up with a national program document entailing the following interconnected aspects to lead implementation strategy; the prime strategy was to enhance the ability of the public sector institutions to execute the sustainable human settlement program through human resource development, the second strategy was to enhance the overall management of urban land and to ensure people can afford urban services and the lifestyle of the area. The third strategy aimed at increasing the accessibility of decent and reasonably priced shelter and finally to boost economic growth that will consequentially increase employment rate.

A cross examination of responsibilities for the project manager cannot be successful without a cross examination of the environment in which he/she will be in service simply because the results will not be accurate therefore, it is appropriate first to create an enabling environment for the project manager to work in. It is possible that the government will increase the living standards of its citizens, while the environmental rules and regulations will continue to escalate (Kerzner, 1992)

Private ventures and non-governmental organization are important stimulant towards industrialization in the Arab countries as it is in the Western countries. In relation to major projects, both the socialist and capitalist governments perform significant duties to make sure implementation of projects become successful. This is because the countries in

these extreme ideologies (capitalist and socialist) have power and control over the resources they need in their projects (Ndou, 2012)

In Middle East governments, they normally plan and work upon the strategies they have put in place, that's why they have been successful economically. The affluent nations have budgets for funding well thought projects, while the poor nations are financing projects that are not viable thus increasing their debts on loans that they had borrowed thus, consequentially paralyzing the economic pillar of the country (Kerzner, 2012)

Haider, 2009, argued that government participation has the following paybacks; first, the governments contributes to the success of community participation and also it can increase the probability of such projects being successful and sustainable after the benefactors have left. He also indicated that government involvement can lead to the following risks; the projects being part of the government instead of being innovative and participatory community approach the other risk is that, state officials may intrude in decision making process thus sabotaging community empowerment and the project as a whole.

## **2.6 Theoretical Review**

Theory of change and McClelland theory are theories that are relevant to my research proposal and therefore, they have guided my work.

### **2.6.1 Theory of Change**

In a given context or from one context to the other, change has to happen for there to be a streamlined set of goals and objectives precedent by clearly defined set of activities that will lead a particular endeavor realize its purpose after its implementation. For a change to be successful, one has to identify the gap that needs to be filled so that the necessary measure can be taken towards the implementation of the change (Aspen Institute, 1990)

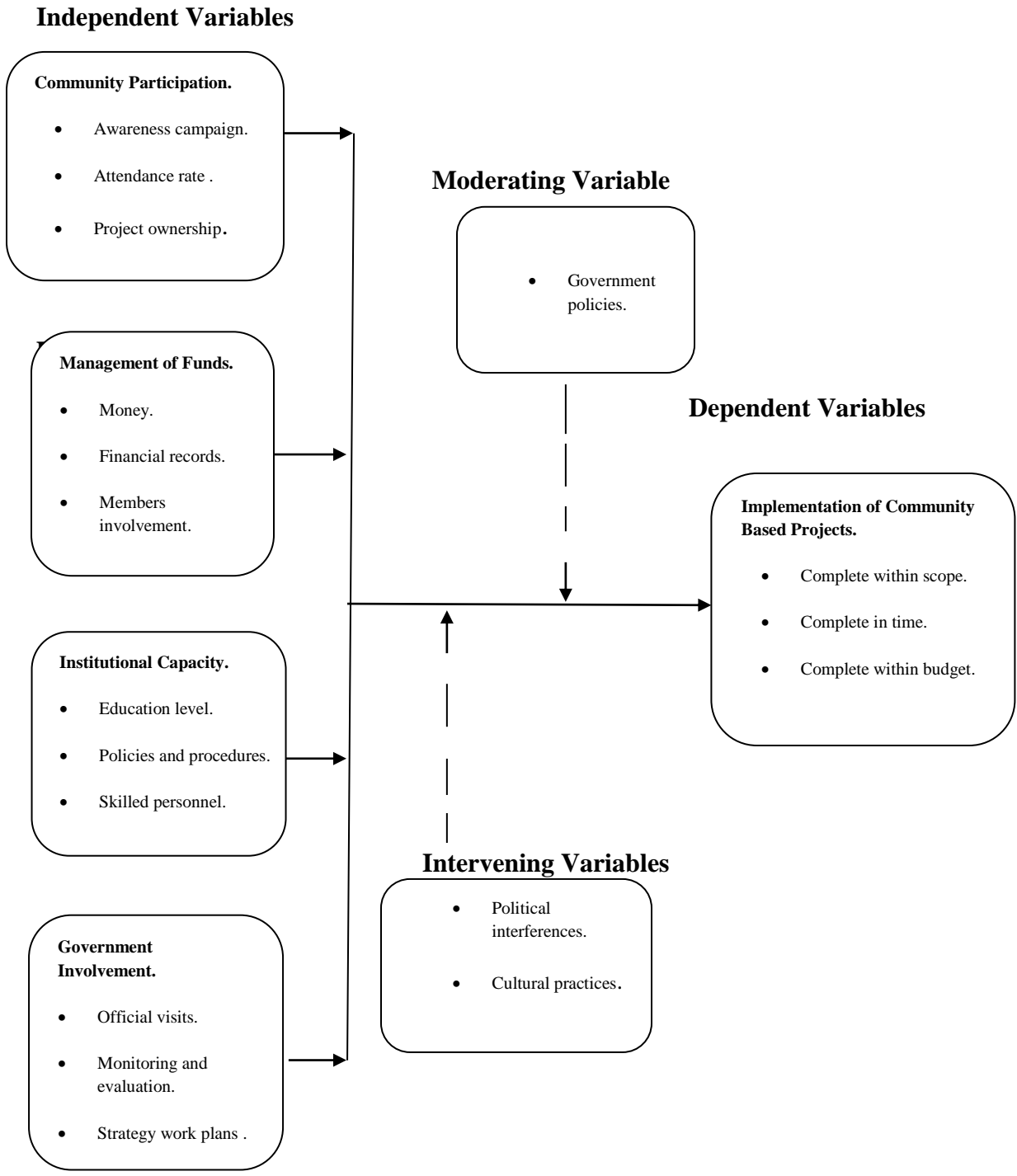
The first step towards change is to spot the yearning goals and objectives so that inversely you can realize all the necessary conditions that need to be worked on for the successful realization of the latter. It is at this stage where an outcome framework is used to identify the nature of activity that will suit a particular goal and objective, this will

help keep track of the activities for there has to be a continuous monitoring of the activities that will ultimately lead to a progressive evaluation of the overall endeavor. Therefore, planning, allocation of resources and sweat equity is needed during the execution of those activities for there to be a change. The theory illustrates what to do, when to do and how to do various relevant activities during project implementation. (Aspen Institute, 1990)

### **2.6.2 McClelland Achievement Needs Theory**

He identified three basic motivators; a need for achievement, a need for power, and a need for affiliation, in that, irrespective of age, culture, political affiliation, one will always be motivated by the latter. His theory was also referred to as Learned Needs Theory simply because these motivators are learned. He argued that people who are driven by achievement, are highly affiliated to challenging but not unfeasible projects. These persons labor efficiently when they are by themselves or with other high end hard workers that is why it is very prudent to give them regular feedback on their progress and achievement (McClellands, 1953)

Individuals with high affinity for need of power labor best when they are at the pedestal simply because they like controlling and influencing others, they like winning arguments, they like competition and also they enjoy status and recognition. These individuals are best suited in high goal oriented projects. He further argued that, people who are motivated through affiliation tend to thrive in a group environment. They don't like working alone and they don't like taking projects that are of high risk putting them on a state of uncertainty. These individuals would largely prefer collaboration over competition and when it comes to appraisal, they would prefer it done privately since they don't like to stand out. (McClellands, 1953)



**Figure 1: Conceptual Framework**

## **2.7 Summary of conceptual framework**

Mugenda and Mugenda (2003), stated that conceptual framework is an intricate or a conceptual interrelationship between variables in the study that shows the relationship graphically and diagrammatically. Conceptual term is also defined as an aspect of logical research process in which a particular idea is distinct as a quantifiable occurrence or in measurable terms (Mutunga, 2015). This conceptual framework shows a relationship between independent, dependent, moderating, intervening and extraneous variables.

The dependent variable is success implementation of community based projects measured through completion of projects (within scope, time and on budget). The independent variable on this study is community participation (awareness campaign, attendance rate and project ownership), management of funds (financial records, money and members involvement) and institutional capacity (Education level, skilled personnel and policy and procedures).

The moderating variable of the study is government policies, the intervening variable is (political interference and cultural practices). The four interrelated independent variables were seen to be the utmost conspicuous factors that impeded success implementation of community projects in Mwala, Machakos County, Kenya.



**Table 2.1 Research Gap**

<b>OBJECTIVES</b>	<b>AUTHOR</b>	<b>FINDINGS</b>	<b>KNOWLEDGE GAP</b>
Community participation on successful implementation of community based projects.	Berman, 2005	Community members should be accountable for the activities they do in a project and own the project.	There is need to study on what more has to be done for the community members to feel they fully own the project.
Management of funds on successful implementation of community based projects.	Bamberger and Cheema, 1990	Insufficient finance derails project's capacity to be sustained.	In relation to project's activities and phases, there is need to whether the needs of the project are being met through the provision of adequate funds.
Institutional capacity on successful implementation of community based projects.	Tshitangoni, 2010	that 27% of project members don't have civilized education which is paramount in guarantying project sustainability.	A cross examination will be done to determine the weak points of our institutions in provision of relevant knowledge and skills.
Government involvement on successful implementation of community based projects.	Haider, 2009	Government participation in community based projects can increase the probability of the projects to be sustainable	There is need to study the exact extent to which the government involves itself vis-à-vis the phases of the project.

## **2.8 Summary of the Chapter**

This section has reviewed the objectives of the study which are the factors affecting implementation of community based projects in Mwala, Machackos County, Kenya and they include, community participation, management of funds, institutional capacity and government involvement. The chapter covers a theoretical review of two relevant theories vis-à-vis this study and they include; Theory of change and McClellands achievement theory or learned needs theory. It also portrays the conceptual framework on which the study has been based on, and finally a research gap indicating where emphasis should be focused on.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Chapter three entails research methodology used in this study as; research design, target population, sampling size and procedures, data collection procedures, instrument validity and reliability, data analysis and operationalization table.

#### **3.2 Research Design**

This research applies descriptive survey design. Kerlinger (1973) defines descriptive survey design as a subdivision of social science which studies both small and large population by picking and investigating sample chosen from the target population to unearth the relative incidence, distribution and interrelations. Survey on the other hand is a method of collecting data by interviewing or administering a questionnaire (Orodho, 2009).

This descriptive survey design is best fit for the study simply because it has allowed an avenue of survey of the phenomenon and generating questions that will be presented through questionnaires that will ultimately enable the collection of both quantitative and qualitative data that will aid in exploring the variables that are possible factors that lead to success implementation of community based project in Mwala, Machakos County.

#### **3.3 Target Population**

Target population refers to group of persons, events or objects having similar visible characteristic traits (Mugenda and Mugenda, 2003). The study population targeted 230 project managers/coordinators/ leaders of three distinct groups; youth, women and men project leaders.

**Table 3.1: Target Population**

<b>Groups of Leaders</b>	<b>Target Population</b>
Youth project leaders	60
Women project leaders	70
Men project leaders	100
<b>Total</b>	<b>230</b>

### 3.4 Sample Size and Sampling Procedures

According to Mugenda and Mugenda (2003) 10%-30% is the recommended sample size of a representative target population that uses descriptive survey design therefore, 30% of the target population will be drawn to come up with the sample size. The study will apply simple random sampling technique in administering the questionnaires and coming up with a sample size from the following three distinct groups; youth project leaders, women project leaders and men project leaders.

**Table 3.2: Sample Size and Procedures**

<b>Groups of Leaders.</b>	<b>Target Population</b>	<b>Sample Population</b> <b>30% of Target Population</b>
Youth project leaders	60	18
Women project leaders	70	21
Men project leaders	100	30
<b>Total</b>	<b>230</b>	<b>69</b>

### **3.5 Data Collection Instruments**

The main data collecting tool used in this research is questionnaire. Denzin and Lincoln (2000), argued that a carefully generated questionnaire leads to creation of objective facts, statistical information and allows an enhanced understanding of organizational intricacy. The questionnaire was designed to provide valid and reliable information, and it was divided into subsections for ease of clarity and caption of data that will help in answering fundamental questions of the study. They include; background information, community participation and implementation of community based projects, management of funds and implementation of community based projects, institutional capacity and implementation of community based projects and finally, government involvement and implementation of community based projects.

Confidentiality of the respondents was taken into consideration since they were not required to submit their personal information on the questionnaire. This was very helpful since the respondents would give sensitive information without fear of victimization. The questionnaire was uniform and in simplest form (no or less jargons) were used, this made sure the questionnaire is comfortable for both the literate and the illiterate.

### **3.6 Validity of Instruments**

Mugenda and Mugenda (2003), defined validity as the precision and meaningfulness of presumption that are coined to research outcome. Gay (1992), further defines it as the extent to which an instrument measures what is supposed to measure for a scrupulous intention or particular assemblage.

Content analysis was used to validate the instruments used. Robson (2002), argues that prior to using the instrument, content validity ought to be done and can only be determined by the investigator or the student with the supervisor of the constituent institution. The instrument in this study was validated by the supervisors and colleagues from the school of continuing and distance learning at The University of Nairobi.

### **3.7 Reliability of Instruments**

An instrument can be both reliable and valid, an instrument can also be valid due to its consistency but fail to be reliable simply because it is not measuring what is supposed to measure and bringing the expected results. Mulusa (1990) argued that an instrument can only be consistent when it generates the expected and desired results.

According to Eshiwani (1984), pilot testing is very critical in research process because it divulges fuzzy questions and hazy instructions in the instrument. A pretest was done by appropriately redistributing 10 questionnaires to the respective three groups based on the percentages and the information gathered was used to amend the instrument where found necessary out of 6 questionnaires were not fully completed and upon asking the respondents regarding the non-completion, they said that they did not understand some difficult academic words that were used. The questionnaires were initially designed as an open end of which it was a bit tedious for the respondents to write, instead they preferred a close-end questionnaires that was a bit easy and took less time to complete. Finally, the questionnaire had 45 questions which it took long for one to complete. The researcher had to expunge some questions up to 30 but at the same time being on point.

### **3.8 Data Analysis Technique**

Data collected was scrutinized using Statistical Package for Social Science (SPSS version 24). All complete questionnaires were thoroughly checked to maintain their consistency so that the data can be coded based on their response for ease of tallying. The data was organized into cross tabulations and frequency tables and then analyzed by the application of descriptive analysis technique.

### **3.9 Ethical Issues**

An approval was obtained from all those participants in the study, those not interested in taking part in the study were under their own discretion to do so. Respondents names were not be written anywhere in the questionnaire for the purpose of confidentiality. Consent from the relevant authorities was to be obtained to avoid breaching the law.

**Table 3.3 Operationalization**

Objectives	independent Variables	Indicators	Measurements of the Indicators	Measurement Of Scale	Types Of Analysis
To assess how community participation influence implementation of community based projects.	Community participation	Awareness campaigns.  Attendance rate.  Project ownership.	Number of campaign being conducted.  Number of participants during project participants  Adherence to policy and guidelines	Interval.	Descriptive statistics.
To examine how management of funds influence implementation of community based projects.	Management of funds	Financial records.  Money.  Members involvement.	Frequency of audited record.  Amount of resource mobilized.  Level of members involvement.	Interval.	Descriptive statistics.
To determine how institutional capacity influence implementation of community based projects.	Institutional capacity	Literacy levels.  Policies and procedures.  Skilled personnel.	Number of people gone through formal education.  Existence of constitution.  Trainings on project planning and implementation.	Interval.	Descriptive statistics.
To assess how government involvement influence implementation of community based projects.	Government involvement.	Strategy work plans.  Official visits.  Monitoring and evaluation.	Number of complete projects.  Number of visits.  Number of reports drafted.	Interval.	Descriptive statistics.
	<b>Dependent Variables</b>	Implementation of community based projects	complete within scope complete in time complete within budget		

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter entails data analysis, presentation and interpretation of the research findings. The order of presentation and analysis will follow the structure of the questionnaire. The main objective is to determine factors influencing implementation of community based projects: A case of food security projects in Mwala, Machakos County, Kenya.

#### 4.2 Questionnaire Return Rate

The study had a sample of 69 project leaders in Mwala constituency and out of 69 questionnaires that were distributed, 54 questionnaires were returned. Therefore, the response rate was 78.26% which is adequate for analysis as it is above 70% (Mugenda and Mugenda, 2003)

#### 4.3 Background Information

Gender, age, position held in a project, the duration of project existence and project achievement indicators formed the background of the study.

##### 4.3.1 Respondents Gender

Respondents were asked to indicate their gender for the purpose of establishing gender representation. Table 4.1 shows gender distribution in establishing factors influencing implementation of community based projects.

**Table 4.1: Respondents Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	34	63
Female	20	37
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.1 indicates that males tend to dominate in food security community based related projects with 63% and females 37% respectively.

#### **4.3.2 Respondents Age**

It was necessary to establish age distribution of the respondents in determining factors influencing implementation of community based projects. It enables the researcher to actually know which age bracket is more active in such related projects. Table 4.2 shows the age distribution of the respondents.

**Table 4.2: Respondents Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
21-30 years	5	9.3
31-40 years	11	20.4
41-50 years	22	40.7
51-60 years	10	18.5
Above 61 years	6	11.1
<b>Total</b>	<b>54</b>	<b>100</b>

The findings of the study in Table 4.2 indicate that the youth below 31 years (21-30 years) with a percentage of 9.3% and persons over 51 years with cumulative percent of 29.6% are not fully engaged in community based food security related projects. The majority of the respondents ranged from 41-50 years with a percentage of 40.7%. This means that, the most energetic (youth, 21-35 years) and the most experienced (elderly 51 years and above) are not fully utilized in these projects.

#### **4.3.3 Position Held in the Project**

The respondents were asked to indicate their position in the community based projects for the researcher to establish the reliability of data given. Table 4.3 indicates position held by the respondents in community based projects.



**Table 4.3: Position Held in the Project**

<b>Position Held in the Project</b>	<b>Frequency</b>	<b>Percent</b>
Chairperson	17	31.5
Vice-chairperson	3	5.6
Treasurer	14	25.9
Secretary	9	16.7
Vice-secretary	2	3.7
Member	3	5.6
Beneficiary	6	11.1
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.3 shows the highest number of respondents were chairpersons and treasurers each with a percentage of 31.5% and 25.9% respectively. Vice-chairpersons, secretaries, vice-secretaries, members and beneficiaries had a percentage of 5.6%,3.7%,5.6% and 11.1% respectively. Chairpersons, treasures, secretaries and beneficiaries were the majority of the respondents in the study vis-a-vis their roles there was high likelihood that the data given regarding projects were reliable since they spend most of their time on the projects thus having to interact more with the projects. This increases their scope of knowledge regarding the projects

#### **4.3.4 Project's Life Span**

The study sort to establish project's life span vis-à-vis their sustainability after the donor agencies have left. Table 4.4 portrays project's life span of community based related food projects.

**Table 4.4: Project's Life Span**

<b>Project's Life Span</b>	<b>Frequency</b>	<b>Percent</b>
Less than a year	6	11.1
1-2 years	13	24.1
3-4 years	20	37.0
5-6 years	6	11.1
Above 7 years	9	16.7
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.4 shows most projects last between 1 to 4 years making a cumulative percentage of 72.2% thus most of the food related projects are short term. This means that there are no proper structures that are set to sustain these projects after their purveyors have left.

#### **4.3.5 Project Achievement Indicators**

There was a need to establish the achievement of projects through four spectrums; the completion of a project within its scope, time frame, budget, and to know whether a project had achieved its goals and purpose. The results would ultimately tell the success rate of projects. Table 4.5 indicates project achievement indicators.

**Table 4.5 Project Achievement Indicators**

<b>Response</b>	<b>Completed within scope</b>		<b>Completed in Time</b>		<b>Completed on Budget</b>		<b>Project achieved its Goals and purpose</b>	
	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>
Not at all	5	9.3	7	12.9	3	5.6	4	7.4
Least extent	16	29.6	13	24.1	20	37	16	29.6
Moderate extent	16	29.6	20	37	17	31.5	22	40.7
Great extent	9	16.7	4	7.4	8	14.8	7	13
Very great extent	8	14.8	10	18.5	6	11.1	5	9.3
<b>Total</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>

Table 4.5 indicates a summary of projects achievement indicators and to a very great extent the project was completed within scope (14.8%), in time (18.5%), on budget (11.1%) and attained its goals and purpose at (9.3%). These results indicate that projects are not doing very well since the above four aspects are not meticulously taken care of.

#### **4.4 Community Participation and Implementation of Community Based Project**

It was necessary to find out those indicators that will bring to light the influence of community participation and implementation of food related community based projects. Community participation awareness campaign, project usefulness to community members, community involvement in project phases, project ownership and attendance of project meetings are some of the indicators under community participation.

##### **4.4.1 Awareness Campaign**

Awareness campaign is very important in sensitizing the importance of participation in community based projects. It is through these indicators that the researcher could establish whether the community members see the importance of participation. Table 4.6 indicates the extent to which awareness campaign was done to community members.

**Table 4.6: Awareness Campaign**

<b>Awareness Campaign</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	1	1.9
Least extent	12	22.2
Moderate extent	27	50.0
Great extent	9	16.7
Very great extent	5	9.3
<b>Total</b>	<b>54</b>	<b>100</b>

Most of the respondents in Table 4.6 indicated that awareness campaign was moderately done with a percentage of 50%. The respondents who felt that the awareness campaign was totally not done were 1.9% while those who indicated it was done to a very great

extent were 9.3%. These results imply that adequate sensitization has not been done for community members to acknowledge the importance of participation in projects.

#### 4.4.2 Project Usefulness

There was the need to find out whether food security community based related projects were useful to the benefactors or they were political means of draining money. Table 4.7 shows how useful the projects are to the community members.

**Table 4.7: Project Usefulness.**

<b>Project Usefulness</b>	<b>Frequency</b>	<b>Percent</b>
Not useful	8	14.8
Useful	10	18.5
Very useful	23	42.6
Extremely useful	13	24.1
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.7 indicates that generally projects being commenced in the community are very useful with a response rate of 42.6% while 24.1% saw the projects extremely useful. 14.8% of the respondents saw that projects were not useful. This means that, the projects commenced are addressing the needs and wants of community members.

#### 4.4.3 Community Involvement in Project Phases

The prime objective of this indicator was to establish to what extent community members got involved in project phases, thus aiding in drawing further recommendations that will enable full participation in all phases. Table 4.8 shows the statistics of how community members got involved in project phases.

**Table 4.8 Community Involvement in Project Phases**

<b>Response</b>	<b>Initiation</b>		<b>Planning</b>		<b>Implementation</b>		<b>Monitoring</b>		<b>Evaluation</b>	
	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>
Not at all	17	31.5	19	35.2	2	3.7	6	11.1	2	3.7
Least extent	13	24	11	20.4	3	5.6	1	1.9	7	13
Little extent	9	16.7	8	14.7	11	20.4	13	24.1	10	18.5
Great extent	9	16.7	7	13	23	42.6	12	22.2	16	29.6
Very great extent	6	11.1	9	16.7	15	27.7	22	40.7	19	35.2
<b>Total</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>

Table 4.8 indicates that 31.5% of the respondents are not involved during the initiation phase and 35.2% during planning phase, while to very great extent 11.1% and 16.7% are involved during the initiation and planning phases. 42.6% of the respondents indicated that to great extent they are involved during implementation phase, 40.7% of the respondents are to very great extent involved during monitoring phase. Finally, 35.2% of the respondents are to very great extent indulged in evaluation phase, 3.7% of the respondents were totally not involved in implementation and evaluation phases while 1.9% of the respondents to least extent were involved in the monitoring phase. These results imply that, community members don't get to purvey their discrepancies during the first two phases of a project.

#### **4.4.4 Project Ownership**

There was a need to ascertain whether community members had the sense of owning the projects they participated. The researcher had the intention of finding out whether the ideas generated by the participants are taken into consideration and incorporated in the implementation of projects. Table 4.9 shows whether the respondents felt they owned the project.

**Table 4.9: Project Ownership**

<b>Project Ownership</b>	<b>Frequency</b>	<b>Percent</b>
No	33	61.1
Yes	21	38.9
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.9 shows that, the majority of the respondents felt that they don't own the project and this came with a response rate of 61.1% where-else, those who felt that they own the project were 38.9%. This meant that, the projects were only commenced to meet few individual interests, and the implementers were not at good will to involve the relevant stakeholders up to a satisfactory level.

#### **4.4.5 Attendance of Project Meetings**

The zeal of the respondents had to be tested through the attendance rate of project meetings. The researcher wanted to establish the level of commitment of the respondents towards the implementation of projects. Table 4.10 indicates the respondent's attendance of project meetings.

**Table 4.10: Attendance of Project Meetings**

<b>Attendance of Project Meetings</b>	<b>Frequency</b>	<b>Percent</b>
Poor	6	11.1
Fair	14	25.9
Good	25	46.3
Very good	9	16.7
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.10 indicates that there is good participation during project meetings with a response rate of 46.3%, while 16.7% of the respondents rated the attendance of project

meetings as very good. It is only 11.1% of the respondents rated the attendance as poor and 25.9% as fair. This means that, there is great willingness from the relevant stakeholders to be involved in the planning, structuring and execution of the projects.

#### **4.5 Management of Funds and Implementation of Community Based Projects**

It was necessary to establish those indicators that will illuminate the influence of management of funds and implementation of community based projects. Audit of financial records, resource mobilization, funds disbursement procedures and members involvement in management of funds are some of indicators under management of funds.

##### **4.5.1 Audit of Financial Records**

The frequency at which financial audit had to be known to establish whether the financial records go hand in hand with accounting standards, this helps in determining whether financial statements contain material error or other misstatements. Table 4.11 shows the frequency at which the financial records are audited.

**Table 4.11: Financial Audit**

<b>Financial Audit</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	9	16.7
Least frequent	24	44.4
Frequent	18	33.3
More frequent	3	5.6
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.11 indicates that the financial records are least frequently audited with a percentage of 44.4%. 5.6% of the respondents indicated that the financial records are audited more frequent while 16.7% indicated that they are not audited at all. This implies that the financial records are likely to have more errors, misstatements and investors were less likely to invest in such projects even though 33.3% of the respondents indicated that the records were audited frequently.

#### 4.5.2 Resource Mobilization

The study further established whether resource mobilization was properly done to the respective projects. This will help in understanding that, the projects have adequate resources to execute their mandate. Table 4.12 shows the adequacy of resource mobilization done in the respective food security related projects.

**Table 4.12: Resource Mobilization**

<b>Resource Mobilization</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	6	11.1
Least adequate	7	13.0
Adequate	29	53.7
Very adequate	12	22.2
<b>Total</b>	<b>54</b>	<b>100</b>

A cumulative percentage of 75.9% of the respondents indicated that resource mobilization was adequately done, while 11.1% indicated that resource mobilization was not adequate at all. This means that, if a project collapses, the reason will not be due to inadequacy of funds but due to other factors like mismanagement of funds.

#### 4.5.3 Funds Disbursement Procedures

Proper disbursement procedures in line with project's budget guideline ought to be followed. The study needed to establish whether those procedures were followed to avoid any form of financial malpractice. Table 4.13 indicates the extent to which funds disbursement procedures followed project's budget guidelines.



**Table 4.13: Funds Disbursement Procedures**

<b>Funds Disbursement Procedures</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	12	22.2
Least extent	28	51.9
Moderate extent	8	14.8
Great extent	6	11.1
<b>Total</b>	<b>54</b>	<b>100</b>

To a great extent 11.1% of the respondents in Table 4.13 indicated that the procedures and guidelines were done, 14.8% indicated that to a moderate extent the procedures were followed. 51.9% who composed the majority of the respondents indicated that to least extent the procedures were followed and 22.2% indicated that the procedures were not followed at all. These results imply that the level of transparency and accountability is very low.

#### **4.5.4 Members Involvement in Management of Funds**

The study further ought to find out to what extent community members and the relevant stakeholders level of participation towards the management of funds in those projects. This will enable the researcher to know the level of control they have towards the management of funds at their disposal. Table 4.14 shows the extent to which community members and stakeholders level of participation in management of funds

**Table 4.14 Members Involvement in Management of Funds**

<b>Response</b>	<b>Financial Record Keeping</b>		<b>Funds Mobilization</b>		<b>Budgeting</b>		<b>Approval of Expenditure</b>		<b>Signatory of projects Accounts</b>	
	<b>Freq</b>	<b>%</b>	<b>Freq</b>	<b>%</b>	<b>Freq</b>	<b>%</b>	<b>Freq</b>	<b>%</b>	<b>Freq</b>	<b>%</b>
Not at all	0	0	15	27.8	9	16.7	21	38.9	22	40.7
Least extent	26	48.1	13	24.1	12	22.2	17	31.5	16	29.6
Moderate extent	14	25.9	10	18.5	11	20.4	8	14.8	9	16.7
Great extent	7	13	8	14.8	15	27.7	4	7.4	0	0
Very great extent	7	13	8	14.8	7	13	4	7.4	7	13
<b>TOTAL</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>

Table 4.14 indicates that none of the respondents are involved in financial keeping but to a least extent 48.1% of the respondents are involved. On the same context, 25.9% of the respondents are moderately engaged while both 13% of the respondents indicate that to a great extent and very great extent tend to get involved in financial record keeping. 27.8% of the respondents indicated that they are not involved in mobilization of funds while to a least extent 24.1% of them are involved. 18.5% indicate to a moderate extent they are involved while both 14.8% of the respondents indicate to great and very great extent get involved in funds mobilization. 16.7% of the respondents are not involved in budgeting while 22.2% of them are to least extent involved. 20.4% of the respondents indicate that to a moderate extent are involved in budgeting, while 27.7% are to great extent and 13% very great extent involved in project budgeting. 38.9% of the respondents indicate that they are not involved in approval of expenditure while 31.5% indicates that to least extent they are involved. 14.8% of the respondents indicate that to a moderate extent are involved in approval of expenditure while both 7.4% of the respondents to great extent and very great extent are involved in approval of expenditure .40.7% of the respondents indicate that they are not signatories of the projects' accounts and 29.6% are to least extent the signatories. 16.7% of the respondents are to moderate extent involved in being

the signatories while 13% are to very great extent involved in being signatories of project's accounts. These results shows that majority of the respondents are involved in financial record keeping, funds mobilization and budgeting while not fully involved in approval of expenditure and being the signatories of project's accounts

#### **4.6 Institutional Capacity and Implementation of Community Based Projects**

The study needed to establish those indicators that will bring to light the influence of institutional capacity and implementation of community based projects. Education level, attendance of any form of training, quality and relevance of knowledge and skills, number of members supervised and nature of training are some of the indicators under institutional capacity.

##### **4.6.1 Education Level**

It was paramount to gauge the education level of the respondents so that the researcher can know their intellectual status that will ultimately translate to how they undertake their endeavor. Table 4.15 indicates the education level of the respondents

**Table 4.15: Education Level**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
Primary	7	13.0
Secondary	23	42.6
College	19	35.2
University	5	9.3
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.15 shows that majority of the respondents have attained primary and secondary level with a percentage of 13% and 42.6% respectively. This study shows that 44.5% of the respondents have gone through tertiary institutions that is, colleges and universities. This means that, majority of the members are educated thus they can execute most of the technical tasks of the projects.

#### 4.6.2 Attendance of any Form of Training

The respondents had to indicate whether they have attended any form of training related to execution of projects. The results will show how equipped the respondents are with the necessary knowledge and skills. Table 4.16 indicates the number of respondents who have attended any form of training.

**Table 4.16 Attendance of any Form of Training**

<b>Attendance of any Form of Training</b>	<b>Frequency</b>	<b>Percent</b>
Yes	19	35.2
No	35	64.8
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.16 shows that most of the respondents with a response of 64.8% have not attended any form of training related to execution of projects, while 35.2% have attended. These results further signify that, the projects done will not be up to acceptable standards since most of the respondents barely have any form of training relevant for implementation of projects.

#### 4.6.3 Quality and Relevance of Knowledge and Skills

Quality and relevance of knowledge and skills disseminated from various points (institutions, workshops, seminars) had to be established. The results will tell whether our institutions have been disseminating relevant knowledge and skills vis-à-vis the nature of food security related projects undertaken in our highly modernized communities. Table 4.17 shows how the respondents indicated the level of quality and relevance of knowledge and skills they acquire from the Institutions.

**Table 4.17: Quality and Relevance of Knowledge and Skills**

<b>Quality and Relevance of Knowledge and Skills</b>	<b>Frequency</b>	<b>Percent</b>
Very low	7	13.0
Low	16	29.6
High	20	37.0
Very high	11	20.4
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.17, 13% of the respondents indicated that the quality and relevance of knowledge and skills disseminated is very low, while 29.6% indicated it was low. 37% of the respondents indicated it was high while 20.4% indicated that it was very high. This means that, project failure will be contributed by other factors like intelligent quotient (IQ) or the inability of the project members to directly or indirectly apply knowledge and skills during the practical aspect of implementation of the project.

#### **4.6.4 Number of Members Supervised**

Respondents had to indicate the number of persons supervised so that the researcher can establish the leadership capability of the respondents. Table 4.18 shows the number of persons supervised by the respondents.

**Table 4.18: Number of Members Supervised**

<b>Number of Members Supervised</b>	<b>Frequency</b>	<b>Percent</b>
Less than 10	19	35.2
Between 11-20	21	38.9
Between 21-30	9	16.7
Above 31	5	9.3
<b>Total</b>	<b>54</b>	<b>100</b>

With a cumulative percentage of 74.1%, Table 4.18 indicates that majority of the respondents have supervised less than 20 members while 26% of the respondents have supervised more than 21 persons. This means their leadership skills and experience cannot manage to handle large number of members involved in projects

#### 4.6.5 Nature of Training

The researcher had to find out the nature of training offered so that more emphasis can be drawn to it in terms of effort, time and resources invested. Table 4.19 shows the nature of training the respondents have been attending.

**Table 4.19 Nature of Training**

<b>Nature of Training</b>	<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Workshops	Yes	16	29.6
	No	38	70.4
	<b>Total</b>	<b>54</b>	<b>100</b>
Seminars	Yes	41	75.9
	No	13	24.1
	<b>Total</b>	<b>54</b>	<b>100</b>
On-job	Yes	49	90.7
	No	5	9.3
	<b>Total</b>	<b>54</b>	<b>100</b>
Training Institutes	Yes	7	13
	No	47	87
	<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.19 indicates that only 29.6% of the respondents go to workshops while 70.4% do not. 75.9% go to seminars while 24.1% do not. 90.7% go through on-job training while 9.3% do not. Finally, 13% go through training institutions while 87% of them do not. These results further signify that on-job training is the most dominant form of training. Therefore, this form of training is not enough for members to attain adequate knowledge and skills.

## 4.7 Government Involvement and Implementation of Community Based Projects

It was necessary to establish the indicators that will bring forth the influence of government involvement and implementation of community based projects. Government participation in project phases, government official visits, legal framework and government policies on projects and efficacy of strategy work plan on project implementation are some of the indicators under government involvement.

### 4.7.1 Government participation in project phases

The respondents were asked to indicate the level to which government got involved in community based food security related projects. The results will portray the level of commitment, amount of effort, time and resources channeled to the project. Table 4.20 shows the level of government participation in project phases.

**Table 4.20 Government participation in project phases**

Response	Initiation		Planning		Implementation		Monitoring		Evaluation	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Not at all	6	11.1	4	7.4	4	7.4	2	3.7	8	14.8
Very low	10	18.6	13	24.1	3	5.6	7	13	15	27.8
Low	26	48.1	26	48.1	16	29.6	10	18.5	14	25.9
High	6	11.1	3	5.6	29	53.7	23	42.6	14	25.9
Very high	6	11.1	8	14.8	2	3.7	12	22.2	3	5.6
<b>Total</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>	<b>54</b>	<b>100</b>

Table 4.20 indicates that during initiation phase, 18.6% of the respondents felt that the government participation was very low while majority of them 48.1% indicated that the participation was low. The rest of the respondents had a common percentage of 11.1% that indicated that there was no participation from the government, others indicated that there was high participation and others very high participation. In the planning phase, 7.4% of the respondents indicated that there was no participation while 24.1% said that it

was very low, 48.1% low, 5.6% high participation and 14.8% very high participation. In implementation phase; 7.4% indicated that there was no participation, 5.6% very low participation, 29.6 low participation, 53.7% high participation and 3.7% very high participation. In monitoring phase; 3.7% of the respondents indicated there was no participation, 13% very low participation, 18.5% low participation, 42.6% high participation and 22.2% very high participation. In the evaluation phase; 14.8% of the respondents indicated that there was no participation at all, 27.8% very low participation, 25.9% of other respondents indicated high participation and 5.6% indicated very high participation. These results show the government participation is highest during implementation, monitoring and evaluation phase but lowest at initiation and planning phases. These results show that the government doesn't intertwine itself with the relevant stakeholders during initiation and planning phases thus not knowing their discrepancies that ought to be addressed before implementation of any projects.

#### **4.7.2 Government Official Visits**

The study sought to establish government officials' official visits to the project site was necessary to gauge the level of sweat equity the government was willing to commit and invest towards the relevant projects. Table 4.21 shows the frequency of government official visits.

**Table 4.21: Government Official Visits**

<b>Government Official Visits</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	3	5.6
Least frequent	13	24.1
frequent	25	46.3
More frequent	13	24.1
<b>Total</b>	<b>54</b>	<b>100</b>

Table 4.21 indicates that there is great willingness and effort to participate in community based projects. A small aspect like visiting a project site portrays less apathy from the



government to participate in community based projects. A cumulative percentage of 70.4% of the respondents felt that government officials are making frequent visits to the project site, while 5.6% indicated that no visits were done, while 24.1% indicated that least frequent visits were made.

#### 4.7.3 Legal Framework and Government Policies on Projects

This research needed to establish the extent to which legal framework and government policies influence the implementation of community based food security related projects. The results will show whether there is an enabling environment for projects to be implemented. Table 4.22 shows the influence of legal framework and government policies on projects.

**Table 4.22: Legal Framework and Government Policies on Projects**

<b>Legal Framework and Government Policies on Projects</b>	<b>Frequency</b>	<b>Percent</b>
Strongly disagree	18	33.3
Disagree	16	29.6
Not sure	9	16.7
Agree	7	13.0
Strongly agree	4	7.4
<b>Total</b>	<b>54</b>	<b>100</b>

In Table 4.22 indicates a cumulative percentage of 62.9% of the respondents feel that the legal framework and government policies don't fully influence project implementation processes, only 16.7% not sure and 7.4% that do strongly agree. This means that, the legal framework and the government policies are there for formality and are set to meet legal requirement and ultimately they are never fully utilized.

#### 4.7.4 Efficacy of Strategy Work Plan

The study further needed to establish the efficiency of strategy work plan provided by the government. The main question would be, if the strategy work plan is followed and practiced to assure the success of the project. Table 4.23 shows the adherence of the strategy work plan.

**Table 4.23: Efficacy of Strategy Work Plan**

<b>Efficacy of Strategy Work Plan</b>	<b>Frequency</b>	<b>Percent</b>
Not effective	26	48.1
Effective	17	31.5
Very effective	9	16.7
Extremely effective	2	3.7
<b>Total</b>	<b>54</b>	<b>100</b>

Majority of the respondents 48.1% in Table 4.23 indicates that strategy work plan created is not ultimately effective during implementation of projects, 31.1% of the respondents feel is effective, 16.7% as very effective and 3.7% of the respondents feel that the strategy work plan is extremely effective during implementation of the projects. This means that there is no enhanced coordination and communication between the government and the implementers of the project. This discord will ultimately lead to mismanagement of unforeseen events.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

Chapter five covers the summary of the findings of the study, discussions, conclusions, recommendations and suggestions for further research

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

This section entails the general outline of the results obtained from the relevant respondents addressing the need to determine factors influencing implementation of community based projects: A case of food security projects in Mwala, Machakos County, Kenya.

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

The study affirmed that there were more male in the projects than female members with a percentage of 63% and 37% respectively, and the age bracket that is more active is between 31-50 years. The achievement indicators show that, the success or the failure rate of a project is moderate meaning it takes a small impetus for the project to succeed or collapse.

##### **5.2.2 Community participation**

The study affirmed that community participation awareness campaign is moderately done that is why the relevant stakeholders are not fully engaged in initiation and planning phases of the projects. Though there is good attendance of project meetings, there is less sense of project ownership that comes with a response rate of 61.1%, this means a lot need to be done for the members to feel they fully own the project by participating in as many avenues as possible. The study findings indicated that, community based projects are very useful to community members thus if executed properly, they will address the needs and wants of community members.

### **5.2.3 Management of Funds**

The study indicated that most projects don't frequently audit their financial records and on another case, disbursement of funds doesn't follow the right procedure in line with project's budget guideline. With such loop holes, the level of transparency and accountability is reduced and compromised. The study further revealed that, most projects have adequate resources allocated to them by their parent purveyor, the problem begins when it comes to handling and spending the funds or resources. There is a worrying trend where most members are not involved in approval of expenditure and being a signatory of the project's accounts. These two aspects are very important when it comes to the survival of a project.

### **5.2.4 Institutional Capacity**

The study unveiled that most of the project members are educated because majority of them have undergone through primary and secondary schools and 44.5% going to tertiary institutions. The study indicated that 64.8% of the respondents have not attended any form of training related to projects and 37% of those who attended said that the quality and relevance of knowledge and skills being offered is high. Most members got their training while performing their duties that is, on-job training thus lowering their chances to be good leaders because majority of the respondents 74.1% have only supervised less than 20 members.

### **5.2.5 Government Involvement**

The study revealed that the government is much active during implementation, monitoring and evaluation phases and less active during the first two crucial phases that is initiation and planning phases. This is evident with the frequency at which government officials conduct their visits at the project sites at a response rate of 70.4%. A cumulative percentage of 62.9% of the respondents feel that the legal framework and government policies don't fully influence project implementation processes. 48.1% of the respondents feel that the strategy work plan is not effective during implementation of the project. Thus, all these are created for the sake of formality and are set to meet legal requirements.

### **5.3 Discussions of Findings**

In regards to this study, the findings indicated that though the general attendance of project meetings (participation) with a cumulative response rate of high of 46.3% did not translate to project ownership where members felt that they did not own the project with a response rate of 61.1%. These findings don't coincide with (Tam, 1995) results where he argued that, community involvement in project processes may increase indigenous project ownership and enhance a sense of responsibility for maintaining services provided thus increases the sustainability of projects. Project members may be willing to participate in project activities but if other factors are not taken into consideration then, that feeling of owning the project will not be there. For an example, the findings indicated that, ideas and insights generated by the project members are not critically considered during the planning and the structuring of the project's processes.

The study also indicated that women participation in community based projects is low with a response rate of 37% and this is one element that causes community based projects to collapse. These findings coincide with a study that was done in Mali by (Nzau-Muteta, Nzeyimana and N'Quessana, 2005) and they noted that, partial participation by women exacerbated project failure. When women are fully integrated in food security related projects, they will be able to alleviate the situation and be able to feed the whole household with minimal shortcomings.

Vis-à-vis the study, the findings indicated that most projects had enough resources in terms of capital and labor yet the success rate of projects is very low. This is not accurate according to (Tshitangoni, Okorie and Francis, 2010) where they concluded that, in poverty alleviating projects the accessibility of funds proves to be the only measuring tool to determine the performance of a project; but one ought to know that there are other factors that comes to play, like lack of capacity and managerial skills to handle funds (Bhatt, 1995)

The study further revealed that, a cumulative percentage of 70.1% of projects doesn't follow the right disbursement procedures in line with project's guidelines due to poor fiscal managerial skills. These findings coincide with (Haider, 2009) conclusions that

showed that, procedures and structures set for disbursement of funds are very critical in counteracting transparency and accountability of the resources. The study is further supported by a research carried out in South Africa by (Ndou, 2012) and noted that continuous financing, transparency and accountability are key success factors of poverty alleviating projects; the same point is supported by (Bold and Fonseca, 2001)

Despite the study showing that 44.5% of the respondents going through tertiary institutions (colleges and universities) and 57.4% of them attesting that the quality and relevance of knowledge and skills offered being high, that doesn't directly translate to success of projects. These findings goes against the findings of (Kirksch, 2000: Little, 1993) who concluded that, good management skills and competencies should translate to technical and practicability needed to successfully implement a project. Those factors can never be assumed to automatically complement each other because other factors like Intelligent Quotient (IQ) and the ability/capability of one translating knowledge into practical skills has to be put into consideration. The study affirms that the latter doesn't translate to good leadership skills because 74.1% of the respondents have supervised less than 20 members, and this can be attributed to the fact that majority of projects 72.2% are short term and last between 1 to 4 years and majority of the respondents have not handled many projects therefore, they don't have the ultimate experience to be excellent leaders.

62.9% of the respondents felt that the legal framework and government policies don't fully influence project implementation processes and 48.1% felt that strategy work plan was not fully effective during the execution of the projects. These findings further reveals that the government is partially active during initiation and planning stages with a percentage of 11.1% and 7.4% respectively thus exacerbating project failures. These findings coincide with research done in Nigeria by (Maduagwu, 2001) and noted that generally governments tend to assume they know the needs and wants of the parent community members. This is why there is deliberate effort to engage the relevant stakeholders in amending the strategy work plan that will accommodate the diverse discrepancies and address the issues during the execution.

The study findings goes centrally with (Haider, 2009) conclusions where the scholar stated that government participation has the following paybacks; that the government contributes to the success of community participation and also it increases the probability of such projects being successful. It also true from his findings that, government involvement can lead to the following risks; the project being part of the government instead of being innovative and participatory approach and state officials overtaking the decision making process thus sabotaging community empowerment and the project as a whole.

#### **5.4 Conclusions**

Community based projects are very useful to the parent community members because it addresses their social and economic needs thus propelling the development status of each individual. It is up to this realization that project members are trying to be involved in such projects with the appropriate knowledge and skills to reap the maximum benefit from the project. Issues of transparency and accountability are being given the utmost attention to avoid the collapse of projects, members have realized that good management of funds and resources will lead to projects escalating to greater heights. Project members have realized the importance of education and especially equipping themselves with relevant knowledge and skills vis-à-vis project's requirements. Instruments of power "the government" should be used exhaustively so that it can anchor projects to achieve it's goal and purpose but if they continue with the trend as portrayed from the study, then it will be a contributing factor towards the exacerbation of demise of community based projects. The study revealed that factors influencing project implementation are varied and they include; project participation, management of funds, institutional capacity and government involvement. These factors influence the success rate and failure rate of community based projects at varied levels.

#### **5.5 Recommendations**

The recommendations based on the results are as follow;

1. Community participation is very critical as the relevant and concerned stakeholders will be able to purvey their needs and wants so that the project

endeavor will ultimately address their issues. Relevant agents and agencies whether governmental or non-governmental should strive in sensitizing the importance of community participation.

2. Good management of funds is paramount to success rate of any project. Purveyors of such projects and project members should put much emphasis on undertaking training on proper management of funds.
3. On institutional capacity; training on project related courses should be mandatory but at the same time easily accessible at a reduced fee, this means that many training institutions should be set up and many workshops and seminars should be conducted. This will enable members of a community to access and imbibe knowledge and skills that will later be of great benefit.
4. On government involvement; the government should involve itself fully during the first phases of a project. This will enable it to capture the discrepancies from diverse stakeholders and integrating it in its plan. When the government does this, the projects will be a success story and at the same time of great benefit to the entire community.

### **5.6 Suggestions for Further Research**

Based on the results, suggestions for further research are as follow;

1. In Kenya there are 47 counties, therefore similar research should be carried out in the rest of the counties for the sake of comparison and to explore other phenomenon.
2. Other studies should consider incorporating aspects like sustainability and technological factors to bring more knowledge and insight on board.
3. Further research should be undertaken on community participation, management of funds, institutional capacity and government involvement on how they influence implementation of community based projects with respect of changing the case study and considering other form of projects.



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## APPENDICES

### Appendix 1: Letter of Transmittal of Questionnaire

Mutua Francis Muthiani,

Frankmutuas@gmail.com,

Nairobi, Kenya

Tel:0721902064/0731033325

Dear Sir/Madam,

**RE: REQUEST TO PARTICIPATE IN FILLING QUESTIONNAIRE.**

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management and I am conducting a research on factors influencing successful implementation of community based projects: a case of food security projects in Mwala sub-county, Machakos County. The information collected will be treated with utmost confidentiality and it will only be used for academic purpose. Your assistance will be highly appreciated. Thank you in advance

Yours Sincerely,

Mutua Francis Muthiani

L50/79863/2015

## Appendix 2: Questionnaire for the Project Leaders

Tick in the Appropriate Bracket

### Section 1: Background Information

1. What is your gender?  
Female [ ]  
Male [ ]
2. What is your age group?  
21-30 years [ ]  
31-40 years [ ]  
41-50 years [ ]  
51-60 years [ ]  
Above 61 years [ ]
3. What position do you hold in the project?  
Chairperson [ ]  
Vice-chairperson [ ]  
Treasurer [ ]  
Secretary [ ]  
Vice-secretary [ ]  
Member [ ]  
Beneficiary [ ]
4. How long has the project been on existence?  
Less than 1 year [ ]  
1-2 years [ ]  
3-4 years [ ]

5-6 years [ ]

Above seven years [ ]

5. To what extent has the project implementation and completion been achieved?

Key; 1=Not at all, 2=least extent, 3=moderate extent, 4=great extent, 5=very great extent

	1	2	3	4	5
Project completed within scope.					
Project completed in time.					
Project completed on budget.					
Project achieved its goals and purpose					

## **Section 2: Community Participation and Implementation of Community Based Projects**

6. To what extent is community sensitization and awareness done in relation to project planning and management?

Not at all [ ]

Least extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

7. How useful are projects to the community members?

Not useful [ ]

Useful [ ]

Very useful [ ]

Extremely useful [ ]

8. To what extent do community members get involved in the following project phases?

Key; 1=Not at all, 2=least extent, 3=moderate extent, 4=great extent, 5=very great extent

	1	2	3	4	5
Initiation.					
Planning.					
Implementation.					
Monitoring.					
Evaluation.					

9. In your opinion do you think you own the project?

Yes [ ]

No [ ]

10. Do you think your contribution in terms of ideas, knowledge and skills are incorporated in the phases of the project?

Yes [ ]

No [ ]

11. If YES on the above question (10), indicate the phase in which it's being incorporated by ticking appropriately.

Initiation [ ]



Planning [ ]

Implementation [ ]

Monitoring [ ]

Evaluation [ ]

12. How do you rate the members' general attendance of project meetings?

Very poor [ ]

Poor [ ]

Fair [ ]

Good [ ]

Very good [ ]

13. To what extent do members follow policy and guidelines of a project?

Not at all [ ]

Least extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

### **Section 3: Management of Funds and Implementation of Community Based Projects**

14. How frequent are financial records frequently audited?

Not at all [ ]

Least frequent [ ]

Frequent [ ]

More frequent [ ]

15. How adequate is resource mobilization done to make sure project doesn't end prematurely?

Not at all [ ]

Least adequate [ ]

Adequate [ ]

Very adequate [ ]

16. To what extent does disbursement of funds follow the right procedures in line with project's budget guidelines?

Not at all [ ]

Least extent [ ]

Moderate extent [ ]

Great extent [ ]

17. To what extent do community members get involved in the following project phases?

Key; 1=Not at all, 2=least extent, 3=moderate extent, 4=great extent, 5=very great extent

	1	2	3	4	5
Financial record keeping.					
Funds mobilization.					
Budgeting.					
Approval of expenditure.					
Signatory of the project's accounts.					

#### **Section 4: Institutional Capacity and Implementation of Community Based Projects**

18. What level of education have you attained?

None [  ]

Primary[  ]

Secondary [  ]

College[  ]

University [  ]

19. Have you received any form of training on leadership or management skills before partaking the role?

Yes [  ]

No[  ]

20. If your answer is YES for the above question (19), indicate the area of training by ticking appropriately.

Project finance [  ]

Project monitoring and evaluation [  ]

Project planning, design and implementation [  ]

Project total quality and management [  ]

Others that are not listed [  ]

21. What is the quality and relevance of knowledge and skills being offered assist in project implementation?

Very low [  ]

Low [  ]

High [  ]

Very high [  ]

22. As a project leader, how many members do you supervise during project implementation?

Less than 10 [ ]

11-20 [ ]

21-30 [ ]

31 and above

23. How many projects have you implemented?

Less than 5 [ ]

6-10 [ ]

11-20 [ ]

21 and above [ ]

24. How many of the above projects have not successfully been implemented?\_\_\_\_\_

25. Where do you get your trainings from?

Workshop [ ]

Seminars [ ]

On-job [ ]

Training institutions [ ]

**Section 5: Government Involvement and Implementation of Community Based Projects**

26. To what extent does government get involved in the following project phases?

	Not at all.	Very low.	Low.	High.	Very high.
Initiation.					
Planning.					
Implementation.					
Monitoring.					
Evaluation.					

27. How frequent do government officials visit the project site?

Not at all [ ]

Least frequent [ ]

Frequent [ ]

More frequent [ ]

28. How frequent is monitoring and evaluation done?

Not at all [ ]

Least frequent [ ]

Frequent [ ]

More frequent [ ]

29. Does legal framework and government policies influence project implementation?

Strongly agree [ ]

Agree [ ]

Not sure [ ]

Disagree [ ]

Strongly disagree [ ]

30. How effective is the strategy work plan being used during implementation of the project?

Not effective [ ]

Effective [ ]

Very effective [ ]

Extremely effective [ ]

**THANK YOU FOR YOUR TIME AND PARTICIPATION**

### Appendix 3: University Authorization Letter



**UNIVERSITY OF NAIROBI**  
**COLLEGE OF EDUCATION AND EXTERNAL STUDIES**  
**SCHOOL OF CONTINUING AND DISTANCE EDUCATION**  
**DEPARTMENT OF EXTRA-MURAL STUDIES**  
**NAIROBI EXTRA-MURAL CENTRE**

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus

Gandhi Wing, Ground Floor

P.O. Box 30197

NAIROBI

REF: UON/CEES/NEMC/26/87

23<sup>rd</sup> May, 2017

TO WHOM IT MAY CONCERN

**RE: MUTUA FRANCIS MUTHIANI - REG NO L50/79863/2015**

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Masters of Art in Project Planning and Management.

He is proceeding for research entitled "factors influencing implementation of community based projects." A Case of Food Security Projects in Mwala, Machakos County, Kenya.

Any assistance given to him will be highly appreciated.



**CAREN AWILLY**  
**CENTRE ORGANIZER**  
**NAIROBI EXTRA-MURAL CENTRE**

## Appendix 4: NACOSTI Authorization Letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. NACOSTI/P/17/71157/18644

Date: 21<sup>st</sup> August, 2017

Francis Muthiani Mutua  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.

#### **RE: RESEARCH AUTHORIZATION**

following your application for authority to carry out research on “*Factors influencing implementation of community Based Projects: A case of food security projects in Mwala, Machakos County, Kenya*” I am pleased to inform you that you have been authorized to undertake research in **Machakos County** for the period ending **21<sup>st</sup> August, 2018**.

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

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

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

Copy to:

The County Commissioner  
Machakos County.

The County Director of Education  
Machakos County.

# Appendix 5: Research Permit

## CONDITIONS

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



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation

RESEARCH CLEARANCE  
PERMIT

Serial No.A 15406

CONDITIONS: see back page

**THIS IS TO CERTIFY THAT:**  
**MR. FRANCIS MUTHIANI MUTUA**  
**of THE UNIVERSITY OF NAIROBI,**  
**65501-1 Nairobi, has been permitted to**  
**conduct research in Machakos County**

**on the topic: FACTORS INFLUENCING**  
**IMPLEMENTATION OF COMMUNITY**  
**BASED PROJECTS: A CASE OF FOOD**  
**SECURITY PROJECTS IN MWALA,**  
**MACHAKOS COUNTY, KENYA.**

**for the period ending:**  
**21st August, 2018**

**Permit No : NACOSTI/P/17/71157/18644**  
**Date Of Issue : 21st August, 2017**  
**Fee Received :Ksh 1000**

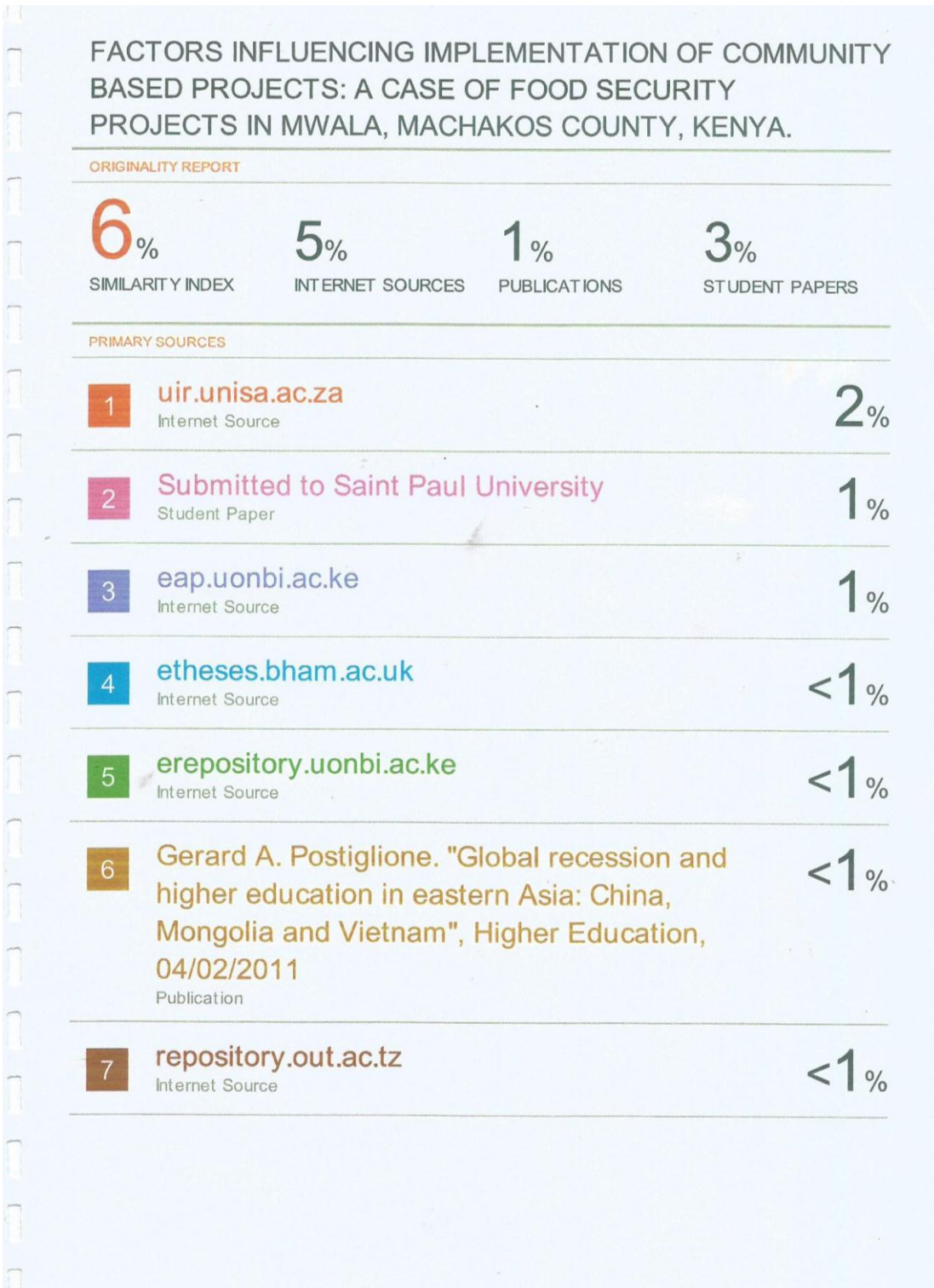


**Applicant's**  
**Signature**

**Director General**  
**National Commission for Science,**  
**Technology & Innovation**



## Appendix 6: Originality Turnitin Report



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