FACTORS INFLUENCING IMPLEMENTATION OF COMMUNITY BASED PROJECTS: A CASE OF GODEY IRRIGATION SCHEME, GARISSA COUNTY, KENYA

BY

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DECLARATION

This is my original work and has not been presented for any academic work in any university.

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This report has been submitted for examination with my approval as the university supervisor.

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To my family: Veronica, Mercy and Derrick

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First and foremost, I would like to thank the almighty God for giving me the strength to conduct my activities as per the scheduled time. Secondly, I would like to thank my project supervisor, Dr. Dorothy Kyalo, for the guidance she has been providing me in the course of my preparation of the project. I would also like to thank my entire family for the understanding they have had for during the period of preparation of this document. Special attributes goes to my parents whose prayers and blessings have brought me to this end in education process. Not to forget my colleagues without whom the entire studies would have been too much of a mountain to climb. Thank you all for the part you played in my life in the course of the studies leading to this project.

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ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organization
DC	District Commissioner
FGD	Focused Group Discussion
NGO	Non-Governmental Organization
PMI	Project Management Institute
PPOA	Public Procurement Oversight Authority
UNESCAP	United Nations Economic and Social Commission of Asia and the Pacific
UNDP	United Nations Development Programme
DANIDA	Danish International Development Agency

ABSTRACT

The various factors responsible for the success or failure of the implementation of a project are not well articulated, and may vary from one project to another. This study aims at establishing the factors responsible for the failure of the implementation of community based projects, with specific reference to Godey Irrigation Scheme. The study adopted descriptive survey design since descriptive research supports the development of precise measurements and reporting of characteristics of some population of phenomena (Neuman, 2003). The study was based at Raya Division in the outskirts of Garissa town. The project studied has been in existence since the early 2006. It has had several ups and downs, which can be used as a basis for determining reasons for project failure. A total of 170 respondents were targeted, including the farmers, their current leaders, former leaders, donors and non-governmental organizations that have interacted with Godey Irrigation Scheme. A total sample of 100 respondents was selected from the target population using stratified and systematic random sampling techniques, as well as sampling by availability method. Focused group discussion (FGD) guide, interview schedules, questionnaires and an observation schedule were developed and used to collect data. The instruments were validated through discussion with the researcher's supervisors and other lecturers. Split-half method together with the Spearman Brown Prophecy Formula was applied to calculate and determine the reliability of the instruments (Gay, 1992). Data from the study was analyzed by arranging and grouping them according to specific research objectives and tabulating them in a frequency distribution table. Descriptive statistics was used to analyse quantitative data while qualitative data was analysed by thematic discussion of themes arising. Excel computer program was used to generate graphs and diagrams for presentation of the analysed data. The study found that Godey Irrigation Scheme has had well defined objectives since its inception, but the implementation of the project has been fluctuating with time and leadership. It also found that the main influence of effective implementation of project activities have been group leadership dynamics, members' perception of the importance of the project as well as external stakeholders. The study therefore recommends that members of community based projects should always endeavour to perform project activities personally so as to ensure smooth running of project activities. Further, such members should always rope in external stakeholders as they are of major significances to project implementation.

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Today, many businesses have accepted the concept of projects as a mechanism for delivering change. However, all types of projects experience high rates of failure, leading to waste of the organization's revenue and human resource, and damaging the reputation of the project management profession. The success or failure of the implementation of a project depends on various issues at play in the project as a whole. These include the leadership style of the management team of the project, the people involved in the implementation of the project, stakeholders' perception of the value of a project, the nature of relationship within the project team, among others (Bourne & Walker, 2005).

Project failure is strongly related to the perception of stakeholders of the value of the project and the stakeholders' relationship with the project. As such, the project's success or failure is influenced by both expectations and perceptions of its stakeholders, and the capability and willingness of the project managers to manage organizational politics.

A project can be defined as an endeavour in which human, material and financial resources are organised in a noble way, to undertake a unique scope of work, of given specification, with constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives (Romano, Chen, & Nunamaker, 2002). These individual tasks generally cannot be accomplished routinely in conventional hierarchical line organisations. Project management includes organisational, methodical and interpersonal methods to improve, ease and control achievement of the defined project goals. These methods also allow keeping the costs

and effort low which have to be invested, although many people may be integrated in the project. Project management provides a nominal/actual value comparison and therefore allows intervening in good time if problems arise. Existing risks should be detected early so that it is possible to counteract with by according measures in time. To get the success factors like money, time, resources and quality under control and to harmonise them is the main focus of project management.

Godey Irrigation Scheme was started by a group of farmers in 2006, in order to pool resources together to perform some of the activities that they could not afford to perform individually. The members of the group owned neighbouring plots along the Tana River bed, which they merged to give a total of 800 acres of land that runs along Tana River, in Raya Division of Garissa District. The irrigation scheme has several economic activities that include the growing of fruits and vegetables like bananas, mangoes, pawpaw, water melon and sweet melon, tomatoes, onions, as well as vegetables that include *Sukuma Wiki*. Several heads of cattle, sheep, goats, donkeys and camels are also kept in the farm. The group also keeps local dairy animals that are fed by products from the farm. There are plans to develop the remaining part of the farm that is more than 400 acres, and expand the farm to accommodate the varieties of fruits they currently grow in order to engage in commercial horticulture. They would also like to start a fisheries project as well as a livestock rearing and marketing project.

Over the years, the group has been electing leaders to help lead the members achieve the various objectives that the irrigation scheme expects to achieve. However, most of these efforts have come to nought. In several occasions, the group has had donors providing some of the key

requirements for the many agricultural activities that the irrigation scheme is involved in, but after some time, the project retards to its initial form. The reasons for the failure of the Godey Irrigation Scheme have not been well articulated, though there have been claims of mishandling of donor property, communal farm property as well as misunderstanding between the members in the leadership committee. As such, while one of the objectives of the Godey Irrigation Scheme is to pool resources together in order to perform most activities communally such as transportation of goods from the farm to town, communal storage and even marketing, the group has never fully achieved any of their objectives. Many donors have come up previously to assist the members of Godey Irrigation Scheme, with some providing water pumps for the irrigation, helping in the building of channels to supply water to various parts of the farm, providing grade livestock to improve yield and breed, but the project has never attained its full capacity. This study therefore aims at identifying the circumstances that influence the implementation of community based projects with specific reference to Godey Irrigation Scheme.

1.2 The Statement of the Problem

The research problem to be addressed in this study is that despite the many efforts by members of Godey Irrigation Scheme, donors and other stakeholders of supporting the activities of the irrigation scheme, the project has not succeeded in attaining its objectives. The project leadership has, in many occasions, come up with elaborate plans, complete with the courses of action to be performed in order for the project plans to be implemented. However, these plans have often become a cropper, with many projections failing at their infancy. The study therefore aims to investigate causes of failure to implement the planned activities of the scheme, despite availability of funds from donors that are provided occasionally, the presence of project owners

willing to work on their farms and the presence of leadership and direction provided by the scheme's leaders.

1.3 The Purpose of the Study

The purpose of this study is to determine the factors influencing implementation of community based projects, with specific reference to Godey Irrigation Scheme. This would help the stakeholders increase the chances of successful implementation of the project by performing the right activities.

1.4 Objectives of the Study

The specific objectives of the study were as follows

(i). To evaluate the influence of stakeholders' participation on the implementation of objectives of Godey Irrigation Scheme

(ii). To determine the stakeholders' perception of Godey Irrigation Scheme

(iii). To determine the influence of leadership in implementation of Godey Irrigation scheme's activities.

(iv). To examine the influence of external players in the implementation of the objectives of Godey Irrigation Scheme

1.5 Significance of the Study

This study is significant in that it unearths the reasons for failure of community based projects not only at Godey Irrigation Scheme, but in other community based projects elsewhere. This is because most problems facing community based projects are similar, although there may also be specific problems for specific projects. As such, the determination and suggestion for alleviation of problems facing Godey Irrigation Scheme may help in alleviating problems facing other

similar projects elsewhere. Thus, the study identifies problems facing implementation of community based projects and come up with strategies for overcoming them. These strategies may be employed not only in the studied project, but in other similar projects elsewhere.

1.6 Research Questions

In order to find the circumstance impeding the implementation of the activities of Godey Irrigation Scheme, the project was guided by the following research questions:

(i). How does stakeholders' participation influence the implementation of Godey irrigation Scheme's activities?

(ii). What is the stakeholders' perception of Godey Irrigation Scheme?

(iii). What is the mode of election of the leaders of Godey Irrigation Scheme, and how does it influence the implementation of project activities?

(iv). What is the influence of external players in the implementation Godey Irrigation Scheme's objectives?

1.7 Limitations of the Study

This study was mainly limited by the language barriers between the researcher and the respondents to be studied. The membership of Godey Irrigation Scheme consists of all cadres of people, including both male and female, most of who are illiterate and can only communicate in their local dialect-in Somali language. Given the literacy level of most respondents, they can only be studied through interview either as individuals or group. This calls for one language of communication between the researcher and the respondents, a situation that is not the case as the researcher does not know the local language. As such, to overcome this hurdle, the researcher had to hire a local interpreter to translate information between the researcher and the

respondents. Although this method is expected to yield as much information as would be attained if the researcher communicated to the respondents directly, it is expected that some information may be diluted as it is translated from the translator to the researcher. However, through probing, the researcher expects to minimize translation errors as much as possible.

1.8 Research Assumptions

In this study, it was assumed that the majority of the members of Godey Irrigation Scheme are aware of the economic potential of the project as a whole, and would like to develop their project to the highest level possible so as to reap the maximum possible returns from their work. As such, any impediments to the implementation of the project activities would be matters beyond the control of the individual members of the project. In effect, the study assumes that every member plays his/her part as much as possible, but their efforts are undermined by factors beyond their control. Further, the study assumes that given the past failures of some activities of the project, the members would be in a position to provide the possible situations that led to the failure of the implementation of the projects.

1.9 Delimitations of the Study

The study was confined to the members of Godey Irrigation Scheme who were available on the specific days set aside to conduct the study on members only. Individual farmers who were not present on the specific days of conducting the study were not pursued for the study.

1.10 Operational Definition of Terms

Community A group of people; living together, sharing common norms, values, fears and challenges but struggling together to overcome them.

Community project An undertaking whose membership is drawn from the local community, whether registered or not, where members have control over key decisions in the implementation of and capital investments.

Farmers Individuals owning part of the farm in which Godey Irrigation Scheme is located, irrespective of the use of the farm.

Leadership The governance and management of a project. This includes management of project activities, guidance to members as well as conflict management.

Local politics The involvement of politicians, in the activities of the project either directly through advise, fundraising, participation or otherwise or indirectly by use of proxy.

Participation Involvement in the process of project implementation

Resource Financial and human resource, in reference to skills or non- skilled service as well as expertise

Social capital Features of an organization such as: trust, norms, networks, homogeneity among other things which form an important part of its organizational culture and enhance co-working and partnership.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews information relating to community based projects. The chapter starts by reviewing information relating to the various understandings of the term "project", then discusses information regarding members' participation in projects and project implementation. The chapter then reviews information relating to project success or failure, in which the various possible circumstances that can lead to success or failure are discussed. The relationship within project stakeholders-the members, leaders as well as external stakeholders is then reviewed before finally considering the effects of leadership and management on implementation of community based projects.

2.2 Stakeholders' Participation and Project Implementation

The principles of participation are rooted in Paulo Freire's psychosocial methods in which people discussed their own life situation, identified their problems and planned for transformation, and the Mahatma Gandhi's principles of self help (Mulwa, 2008a; Mansuri and Rao, 2004). The principles require developers to focus on creating situations and finding out what to do with its inadequacies, planning for collective action to transform whatever is undesirable, acting to change the situation and finally identifying failures and successes from actions taken so that it informs the next plan of action (Mulwa, 2008a). It is a reversal from the top down to bottom up, from centralized standardization to local diversity, and blue print to learning process (Chambers, 1994).

A community's members are a rich source of knowledge about their community and of energy and commitment to that community. Genuine participation by community members, including

youth, is the key to effective project implementation (Cheetham, 2002). According to Bhatnagar (1992), experience has demonstrated that people can devise their own alternatives if they are allowed to make their own decisions. If implemented properly, community participation can be effective for a number of reasons.

Communities have different needs, problems, beliefs, practices, assets, and resources related to sexual health. Getting the community involved in program design and implementation helps ensure that strategies are appropriate for and acceptable to the community and its youth.

Community participation promotes shared responsibility by service providers, community members, and youth themselves for the sexual health of adolescents in the community.

When communities "own" adolescent sexual health programs, they often mobilize resources that may not otherwise be available. They can work together to advocate for better programs, services, and policies for youth. Community support can change structures and norms that pose barriers to sexual health information and services for youth and can increase awareness regarding youth's right to information and treatment. Community participation can increase the accountability of sexual health programs and service providers. Participation can empower youth within the community.

There is no single definition of participation by communities but, rather, a potpourri of definitions varying mostly by the degree of participation. "Participation" ranges from negligible or "co-opted"—in which community members serve as token representatives with no part in making decisions—to "collective action"—in which local people initiate action, set the agenda, and work towards a commonly defined goal.

Capra (1996) sees members' participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges. It also embraces the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment. It further builds the tendency to associate, establish links, live inside each other and cooperate as well as bring about sustainability of community efforts as a result of interdependence, partnership, flexibility and diversity (Capra, 1996).

The other factor, which is seen as the most important by Mansuri and Rao (2004), is the involvement of members in the project design and implementation. That is, the incorporation of local knowledge into project decision process. This, they say, is important because it helps in building social capital which is extremely important for project success.

According to Mansuri and Rao (2004) members' participation builds the social capital that could improve efficiency by facilitating co-ordinated action, and also strengthens the ability of individuals to build bonds within their groups. It builds bridges to other groups and strengthens the belief that the quality and quantity of group activity are key sources of community strength and ability to work to its own betterment. This further enables the project to build stock from which people can draw to improve their incomes and which can be built to facilitate economic growth and development (Bastalaer, & Grootaert, 2001).

A form of participation can be traced to 1940s in Nigeria where a colonial senior District Officer in charge of community development wrote frequently about how self help development could

transform the capacity of Nigerians to identify their own needs and strengthen their abilities to improve their own conditions (UNESCAP, 2009).

2.3 Stakeholders' Perception of the Value of a Project

The subject of perception in literature often refers to the way an object or issue or personality appears in the eyes of the beholder (Robbins, 1998). Perception is the way man gives interpretations to sensory stimuli (Wilson & Hanna, 1990). The perception of an object depends on the object, the beholder and the environment (Hodgets, 1984). Some factors often combine to determine how an issue or object is perceived and those factors include the experience of the beholder, the expectation of the beholder, the environment or context of the situation and the object itself. As a consequence, no two perceptions can be same (Weaver, 1981). Perceptions can be subjective and individualistic impressions formed over time; yet man's decisions and reactions on issues is a function of perception. Some authors have opined that perceptions influence decision making (Prapatpaow & Ogunlana, 2002). This view is further reinforced by the proposition of Smith and Nagle (1995) who argued that, in marketing, buyers frequently form frames of reference when making buying decisions and these frames in turn influence how they respond to price and product information. Smith and Nagle (1995) locate this behaviour in the prospect theory, which integrates the psychology of decision evaluations with the economic theory of the consumer. The theory argues that gains and losses are valued differently.

Perceptions, whether right or wrong, have been argued to affect responses, decisions and market behavior and customer patronage. Perceptions may be subjective and intangible, yet they have the power to influence objective reality and the tangible (Weaver, 1981; Smith & Nagle, 1995).

A stakeholder in an organization is defined as 'any group or individual who can affect or is affected by the achievement of the organization's objectives' (Freeman, 1984). Even though the

stakeholder concept has been widely accepted among researchers and practitioners, very few studies have examined the incompatibilities between stakeholders' perceptions and expectations with the project goal, especially in the case of external stakeholders; and assess the stakeholders' conflicting interrelationship in a development project (Pouloudi and Whitley 1997, Orlikowski and Gash 1994, Gallivan 2001, Lederer and Mendelow 1990). These are important issues since individual stakeholder cannot be viewed as a single entity in a project. Rather, it is the interrelations among different stakeholders that constitute one of the most appealing mechanisms of stakeholder behaviour (Pouloudi and Whitley 1997). Furthermore, these issues have yet to be explored as potential contributing factors to organizations' practice of project abandonment.

Project success factors can be divided into two major categories: those that deal with things and those that deal with people (Parviz & Ginger 2002). The "things" success factors include quantification of performance of planning procedures, cost management, schedule management, scope management, risk management policies, change management and integration efforts. The people issues are the feelings, priorities and perceptions. It is important that people issues receive the necessary attention. It has been reported that a degeneration of any of the items related to people issues impacts the things issues in an indirect but profound way (Parviz & Ginger 2002).

Poor understanding and management of the key stakeholders affect the perception of the stakeholders about the value and potential of the project. Perception of lack of success, or lack of importance, can cause the key stakeholders to either no longer support the project objectives or actively work against their successful delivery (Bourne & Walker, 2005). Major causes of project failure involve key stakeholders: the withdrawal of support or advocacy for the project

and the perception that the project had failed to deliver expected outcomes. Delivering value requires managing project relationships and managing risks by ensuring that the expectations of all stakeholders are met with regard to what is delivered as well as when and how (Parviz & Ginger 2002). Managing the perceptions and understanding the expectations of key stakeholders build robust relationships and improve the chances of project success.

Poor public perception can damage or stop a project as surely as can bad ground or shortage of labour. If a project exists in adverse public opinion, the project team would spend much of its time fighting a rearguard action rather than simply getting on with the job (Lemley 1996).

2.4 Leadership and Project Implementation

Digging deep into the history of scholarship in this area illustrates the efforts of various scholars in understanding the concept of leadership. Classical scientific management theorists like Mintzeberg saw a project manager as the chief executive, the leader and diplomat while Fayol saw it in terms of planning, controlling, organizing and directing (Franks and Curswoth, 1993).

Management puts into consideration people who are not only subordinates, but also the essential resources available to managers for transforming ideas, inspirations, materials, capital and technical competence and account for why some projects are more successful than others (Franks & Cursworth, 1993). The extent to which the leaders are able to organize the people, ideas and resources to achieve the objectives of the project determines the implementation of the project. If the leaders are able to mobilize the three factors effectively, there are higher chances of successful implementation; otherwise, there would be higher chances of project failure.

According to Anschutz (1996), a community based organization leader has a role in networking with authorities, carrying out education and awareness (among the members), enhance membership behaviour control and engage in community mobilization. If the leader or the entire

management committee of an implementation committee succeeds in providing the necessary networking and member mobilization, there are higher chances of successful project implementation. The converse is true since the membership will lack a leader to lead them from the front. Every member's activity will be disjointed from those of the rest and, even though they may be contributing to the total project implementation, the fact that there would be little convergence in their efforts would lead to haphazard process with little synchrony. This is a euphemism for the entire project failure despite the positive intentions of the individual members of the project team.

According to Public Procurement Oversight Authority (2009), the project management has a responsibility to ensure that risks are identified and managed appropriately; objectives and benefits are achieved within budget and time, and to the required quality. This is because, they bring together resources, skills, technology and ideas to achieve business objectives and deliver business benefits.

Franks and Cursworth (1993) observe that a project can succeed or fail because of lack of strong management and leadership that often accompanies it, the cultural misfit of project objectives and activities within the environment and lack of local knowledge and understanding leading to rejection of the project by intended beneficiaries. They further note that such a project will succeed if it builds on the existing strengths and reduces duplication of effort (Franks and Cursworth, 1993).

2.5 Influence of External Stakeholders on Project Implementation

Stakeholders are individuals or organisations that are actively involved in the project or whose interest may be affected as a result of project execution or project completion (PMI, 2004). Phillips (2003) considers three main stakeholders' attributes (power, legitimacy and urgency) in an effort to define a "stake", and defines a stakeholder as having possession of one or more of these attributes. McElroy and Mills (2000) propose an alternative definition of a project's stakeholders stating that they are a person or a group of people who have vested interest in the success of a project and the environment within which the project operates.

There are two kinds of stakeholders in any undertaking. These are internal and external stakeholders. Internal stakeholders can be defined as those who are formally connected with the project (e.g. owners, customers and employees), whereas external stakeholders are those affected by the project in some way (Gibson 2000). The present research is concerned primarily with external stakeholders. Henecke & Olander (2003) show that the influence of external stakeholders is an important aspect to consider in a variety of different projects. Community based projects, independent of their size, can become embroiled in a process of controversy and conflict with external stakeholders. Conflicts between external stakeholders and the developer of a facility depend to a large extent on their perceptions of each other. If the developer fails to acknowledge the concerns of external stakeholders, an environment of distrust would surely be the outcome (Olander, 2006). As such, project managers need to identify and interact with key institutions and individuals in the project system's environment. An important part of the management of the project system's environment is to organize the process in order to be able to

identify and to manage the probable stakeholders in that environment and determine how they will react to project decisions (Cleland 1999).

Mitchell et al. (1997) propose a set of stakeholder attributes for assessing potential stakeholder influence of power, legitimacy and urgency. A stakeholder can have the power to impose its will on the relationship. The power of stakeholders may arise from their ability to mobilise social and political forces, as well as from their ability to provide or withdraw resources from the project organization (Post et al. 2002). Legitimacy can be defined in terms of stakeholders who bear some sort of risk in relation to the organisation, be it beneficial or harmful. The dynamic character of stakeholder influence is covered by the term urgency, which is defined as the degree to which claims (or stakes) call for immediate attention. At any given time, some stakeholders will be more important than others (Jawahar and McLaughlin 2001). Concerns and priorities change over time, new classes and configurations of stakeholders appearing in response to changing circumstances.

Based on the possession of one or more of the attributes described above (power, legitimacy and urgency), Mitchell et al. (1997) divide stakeholders into seven different classes. Dormant stakeholders in principle possess the power of imposing their will on the organization (or project), but their power remains unused through their having no legitimate relationship or urgent claim. Dormant stakeholders thus have little or no interaction with the project). However, their potential to acquire a second attribute means that project managers should remain aware of them and their potential impact on the project. Discretionary stakeholders, in the other hand, possess the attribute of legitimacy, but have no power to influence the project and have no urgent claims.

The key point regarding these stakeholders is that, in the absence of power and urgent claims, there is absolutely no pressure on managers to engage in an active relationship with them, although they may well choose to do so or even ought to do so. Demanding stakeholders have urgent claims but have no power or legitimacy. When stakeholders are unable or unwilling to move their claim into a position of more salient status, the 'noise' of urgency is insufficient to move a stakeholder claim beyond latency. Dormant, discretionary and demanding stakeholders are labeled by Mitchell et al. (1997) as latent stakeholders, where stakeholder salience is low.

Dominant stakeholders expect and receive much of a manager's attention, but they represent by no means the complete set of stakeholders to whom managers should relate. Dangerous stakeholders are characterized by the possession of urgency and power, but they have no legitimacy. Such stakeholders can be coercive and possibly violent making them, literally, dangerous to the project. The actions of these stakeholders can be dangerous to the stakeholder-manager relationship and to the individuals and entities involved.

Dependent stakeholders are those who lack power, but have urgent and legitimate claims. They are labeled dependent because of their depending on other stakeholders for the power necessary to carry out their will. Dominant, dangerous and dependent stakeholders are labeled by Mitchell et al. (1997) as expectant stakeholders, their stakeholder salience being moderate.

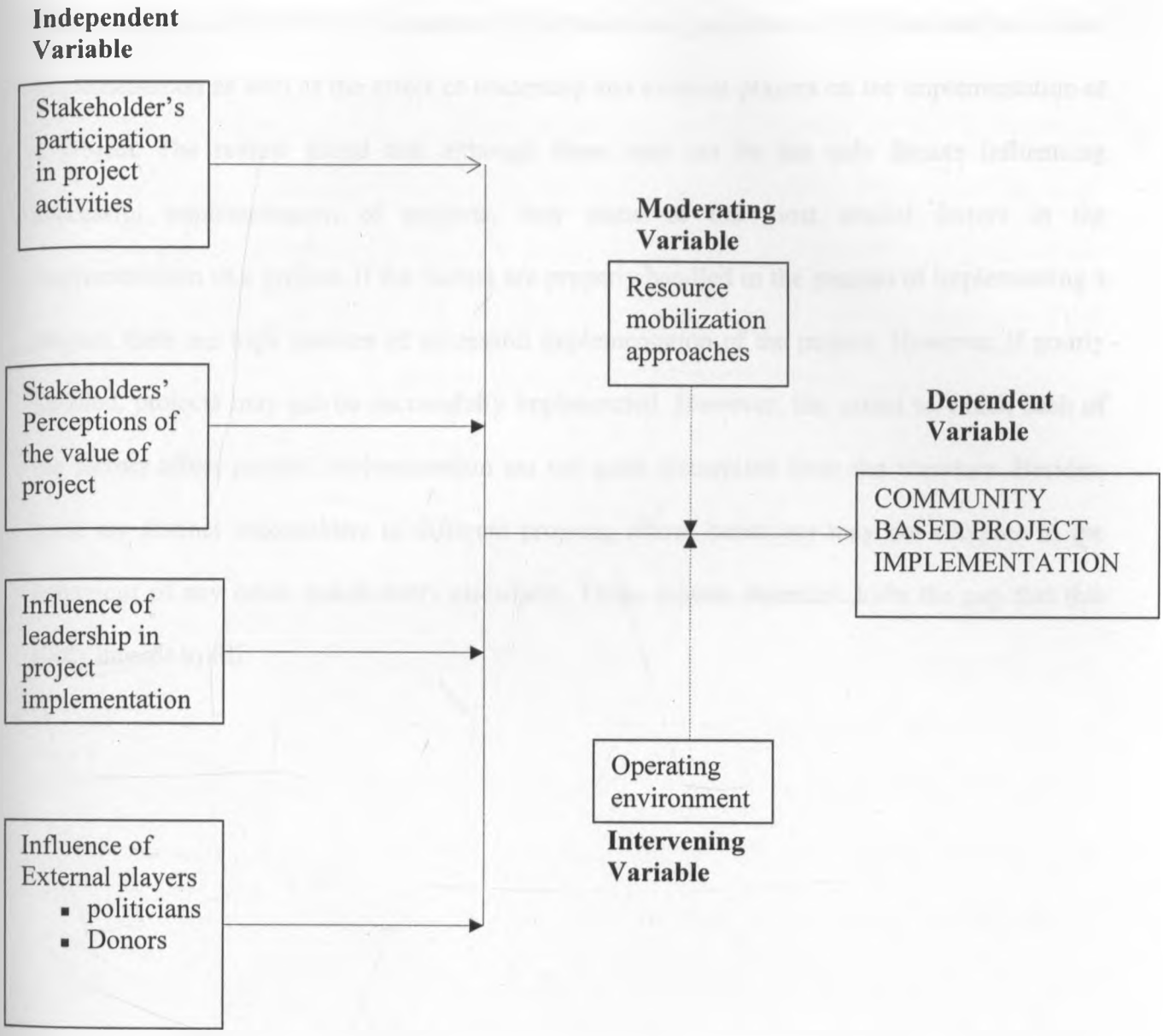
The final stakeholder class is definitive stakeholders. Here, stakeholder salience is high because of their possession of all stakeholder attributes, i.e. power, legitimacy and urgency. When a stakeholder who possesses both power and legitimacy has an urgent claim, managers have a clear and immediate mandate to attend to, and give priority to, that stake holder's claim.

The third problem related to the analysis of the influence of external stakeholders to consider, apart from the vested interest impact index and stakeholder attributes, is that of the position each stakeholder has towards the project, in the sense of being an opponent or a proponent (Cleland 1986; Winch and Bonke 2002). McElroy and Mills (2000) propose there to be five different levels concerning the position a stakeholder can take towards a project: active opposition, passive opposition, not committed, passive support and active support. The position that each stakeholder takes towards the project determines the direction of the impact this stakeholder has on the project decision-making process. The position taken is mainly due to concerns from stakeholder needs in relation to the project and on how these have been treated by the project manager.

2.6 The Conceptual Framework

The conceptual understanding of this study is that various factors, circumstances and situations combine together to influence the implementation of community based projects. These factors include the stakeholders' participation in project activities, the nature of leadership that the project has, the stakeholders' perceptions of the value of the project, the nature of relationship between the project members, resource mobilization approaches, influence from external players as well as complexity or simplicity of activities of a project. If these issues manifest themselves positively, the project is successfully implemented. If, however, the circumstances manifest themselves negatively, especially through the influence of various players in the project, the project activities cannot be successfully implemented. These project implementation factors are interrelated as depicted in the following figure:

Figure 1.1: The Conceptual Framework



2.7 Review Summary

The review was on the effect stakeholder participation and perception of a project and the project implementation as well as the effect of leadership and external players on the implementation of a project. The review found that although these may not be the only factors influencing successful implementation of projects, they some of the most crucial factors in the implementation of a project. If the factors are properly handled in the process of implementing a project, there are high chances of successful implementation of the project. However, if poorly handled, projects may not be successfully implemented. However, the extent to which each of the factors affect project implementation are not quite discernible from the literature. Besides, there are distinct stakeholders in different projects, whose behaviour may not compare to the behaviour of any other stakeholders elsewhere. These aspects therefore form the gap that this study intends to fill.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the procedures and strategies that were used in the study. It describes the design of the study under which the research was carried out, the location of the study, the target population and the procedure for selecting sample for the study. The chapter also describes the research instruments that were used in the study, the way the instruments were administered and also explains how the collected data was organized and analyzed.

3.2 Design of the Study

This study adopted descriptive survey design. Descriptive research supports the development of precise measurements and reporting of characteristics of some population of phenomena (Neuman, 2003). Descriptive research is often used as the next step in exploratory research, which attempts to clarify and explore an idea, event or poorly understood phenomena, or to develop propositions for further enquiry (Saunders, Lewis & Thornhill, 2000). Descriptive studies construct paradigms that offer a more complete theoretical picture through either qualitative or quantitative data (Sekaran, 2000). Orodho (2004) further observes that descriptive survey designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret them for the purpose of clarification. Since this study aims at providing a clear picture of issues that lead to failure of community based projects, the design is deemed the most appropriate one for the study.

3.3 Location of the Study

This study was located in Raya Division in the outskirts of Garissa town, some 10 kilometres from the town centre. The location was chosen due to the fact that the project to be studied, Godey Irrigation Scheme, has been in existence for quite a long time as it was incepted in the early 1990s. It has had several ups and downs, having been funded by various donors during the period but, in nearly all cases, the donor funded projects failed midway during implementation. The project therefore has a rich history of operation, and is therefore a good project to provide the possible causes of failures at various stages. Besides, the researcher works within Garissa town, and can therefore easily access the members of the target population based at this project with ease. This is in accordance with Singleton et al. (1988), who states that the ideal setting for any study should be easily accessible to the researcher.

3.4 The Target Population

The study had four categories of target population. The first group constituted about (100) hundred farmers, the owners of Godey Irrigation scheme. The second group constituted (10) ten current leaders of the group while the third was about (30) thirty former leaders of Godey Irrigation Scheme no longer holding leadership positions. The final target group was (20) twenty non-governmental organizations (the donors to the group) in Garissa Town. As such, the target population is estimated to be at least 180 respondents from which samples were selected.

The farmers are targeted in the study since they are the people directly involved in the implementation of project activities as they benefit directly from any project undertaken in the farm. They are therefore in a position to explain possible reasons for failure to implement any previous projects of the scheme. The leaders, on the other hand, are the people expected to

provide the right direction so that the people they lead can follow. As such, they were expected to explain how their subjects behave in relation to the leaders' instructions, and their subjects' behaviour that may have led to failure of the implementation of proposed projects. The former group leaders, on the other hand, were expected to give an account of circumstances that led to the failure of the previous projects undertaken during their tenure. The donors and/or NGOs, on the other hand, were asked their views with regard to possible reasons that led (and continue to lead) to the failure of full implementation of projects they were involved in at Godey Irrigation Scheme. Their experiences in any other projects they have been involved in were also sought.

3.5 Sample Size and Sampling Procedures

3.5.1 Sampling Procedure

Four sampling techniques were employed to pick each of the four categories of respondents. A combination of stratified and systematic random sampling techniques was employed to sample the group of farmers. The farmers were divided into two groups (strata) of males and females, from where 50% of each category was selected. This is in accordance to Gay (1992), who states that the proportion of respondents selected increases with decrease in the number of respondents. For a target population of 100 people, 50% of them is considered fair enough given the limitations explained by Gay (1992) and Nwana (1981). As such, systematic random sampling was used to extract 50% of males and a further 50% of females using the membership record of farmers kept by the officials.

All the (10) ten members of the current leaders of Godey Irrigation Scheme were included in the study given that they are far below 30 people, yet Nwana (1981) asserts that all members of a target population in which the members are 30 or less, should be studied. To balance this

number, a further (10) ten people were sampled from former office holders who do not have any substantial position at the moment. This category of respondents was sampled on availability. In this respect, former members of the organizing committee who were available on the specific day of conducting the study were studied. Finally, purposive sampling was employed to select ten NGOs from where three officials were sought and studied. These officials were sampled according to their positions in their organizations. Specifically, officials in such organizations responsible for external activities such as sponsorship, public relations and other such like positions were sought and included in the study.

3.5.2 Sample Size

From the sampling techniques described in the previous sub-section, it is evident that the study had a total sample of 100 respondents. The respondents were distributed in four distinct categories of the target population, as summarized in the following Table 3.1:

Table 3.1: Study Sample Summary

Sample Category	Population Size	Percentage Required	Sample Size
Farmers	100	50	50
Current leaders	10	100	10
Former leaders	20	50	10
NGO leaders	60	50	30
Total			**100**

3.6 Research Instruments

According to Kathuri and Pals (1993), interview schedules are the most suitable instruments for conducting research as they enable the researcher to get information without omissions or distortion of facts. However, when the study sample is large, it is difficult and very expensive to conduct interviews and other methods such as the use of questionnaires and focused group discussion become necessary (Orodho 2004). Nkapa (1997) states that the use of questionnaires is a very popular method of data collection in education and in behavioural sciences in general, due to the relative ease and cost effectiveness with which they are constructed and administered to large samples, while Walker (1985) observes that the use of questionnaires offers considerable advantages in administration, and presents an even stimulus to large numbers of people simultaneously, providing the investigator with a relatively easy accumulation of data.

Five sets of instruments were developed and used in this study. These were a focused group discussion (FGD) guide for farmers, Interview schedules for current and former leaders, questionnaires for leaders of NGOs and an observation schedule.

3.6.1. Farmer's Focused Group Discussion Guide

This instrument was suitable since most of the farmers who are owners of Godey Irrigation Scheme are illiterate or semiliterate and therefore cannot respond effectively to questionnaires. The instrument was suitable to save time that would otherwise be spent if the selected 5o farmers were to be interviewed. At the same time, the selected sample was too big to be interviewed within manageable period.

3.6.2 Leaders' Interview Schedule

Two distinct sets of interview schedules were prepared. One was used to get information from the current leaders while the other was and used to collect data from former leaders of Godey Irrigation scheme. This category of respondents has people of mixed academic level, many of whom cannot respond to questionnaires. At the same time, their number was too large as to make it difficult to interview them. As such, interview schedule is the most suitable for data collection from the group.

3.6.3 NGO Heads' Questionnaire

Data from leaders of non-governmental organizations was collected through questionnaires. The leaders, by virtue of their offices, must be people learned enough (at least up to form four) and are therefore in a good position to respond to questionnaires. Besides, their number is rather prohibitive for conducting a one on one interview on them.

3.6.4 Field Observation Schedule

Finally, the study had an observation schedule. This instrument was used to observe parts of projects that could have been started and left half way, or other parts of the irrigation scheme that needed attention, yet was not being taken care of. In other words, the instrument was used to observe the general condition of the project to notice any evidence of failure to attain full implementation.

3.7 Piloting of Research Instruments

According to Mugenda and Mugenda (1999), random sampling for piloting instruments should depend on the size of the sample, and should range from 1% to 10% of study sample, depending on the sample size. Besides, not all instruments require piloting. Piloting is performed in order to detect ambiguity in the instruments, check errors, omissions as well as the determination of

validity and reliability. Wiersma (1985) states that interview schedules and focused group discussion guides are verbal instruments that do not require piloting since any discrepancy in responses can be detected by the researcher during data collection, who would then rephrase the question accordingly. However, questionnaires have to be piloted since they are used in the absence of the researcher. In this study, questionnaires were piloted by being administered to other groups of donors and NGOs who have not necessarily been involved in the support of Godey Irrigation Scheme. These respondents did not feature in the main study as the main study only involved donors and NGOs that had supported Godey Irrigation Scheme at one time or another.

3.7.1 Validity of the Instruments

Validity is the degree to which results obtained from the analysis of data actually represent the phenomenon under study (Mugenda & Mugenda, 1999). Punch (1988) argues that an indicator is valid to the extent that it empirically represents the concept it purports to measure. In this study, the instruments were validated using content validity. Content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept (Mugenda & Mugenda, 1999). Punch (1998) notes that content validity focuses on whether the full content of conceptual description is represented in the measure. A conceptual description is a space, holding ideas and concepts, and the indicators in a measure should sample all ideas in the description (Neuman, 1994). Punch (1998) notes that there is no foolproof procedure to establish validity and the validation methods used depend on the situation. As such, the researcher assessed content validity through the use of professionals or experts as advocated by Mugenda & Mugenda (1999). In this respect, the researcher discussed the instruments with his supervisors and other lecturers, who were requested to advice on

whether the instruments accurately represent the concept under study. Their ideas were considered and incorporated.

3.7.2 Reliability of the Instruments

Reliability is concerned with how well a method provides a researcher with the same results if the method is repeated under the same circumstances (David & Tobias, 2006). If a method is not reliable, it also lacks validity, but high reliability does not necessarily mean high validity as it is possible to use a method that would provide a researcher with exactly the same results under different occasions without necessarily measuring what it was intended to measure (Yin, 2003). According to Denscombe (2003), the meaning of reliability is whether research instruments are neutral, and if doing a similar study, same results would be achieved. Gay (1992) asserts that reliability is the degree to which a test consistently measures what it is meant to measure, and is expressed numerically. It is the ability to consistently yield the same results when repeated. The goal of reliability is to minimize errors and biases in a study (Yin, 2006). Measurements are taken of the same subjects under the same conditions (Orodho, 2005). An additional approach to increase reliability in a study is to use triangulation (Bryman & Bell, 2007). In this study, Split-half method together with the Spearman Brown Prophecy Formula was applied to calculate and determine the reliability of the instruments (Gay, 1992). In this study, split half technique of correlation was applied for the respondents separately, whose formula is:

$$R_{\text{total test}} = \frac{2r_{\text{split half}}}{1+r_{\text{split half}}}$$

where $R_{\text{total test}}$ is the instrument reliability coefficient

The instruments were assessed and scores awarded for relevance of responses with respect to questions posed. Scores attained for odd numbered items were correlated with those attained for

even numbered items. The Spearman rank correlation coefficient (r) between scores for the odd and even numbered items was determined, which were used to determine the reliability coefficient (R in the above formula) to find the overall reliability coefficient for the entire test. A reliability value of 0.78 was attained, which was considered good enough for this study (Gay, 1992).

3.8 Data Collection Procedure

In order to collect data in this study, the researcher first sought a letter from the Department of External Studies of the University of Nairobi to help him secure a research permit from the National Council for Science and Technology. Thereafter the researcher informed the District Commissioner (DC) and other relevant authorities in Garissa so that they could issue letters to authorize the researcher to carry out the study and introduce him to the respondents. He then went to Godey Irrigation Scheme to seek its leaders. The researcher explained the purpose of the study and request the leaders to enable him access the relevant respondents for the study. A detailed arrangement was made with the leaders so as to ensure that the study was conducted successfully. Once all modalities had been agreed upon, the researcher made arrangements with all relevant respondents and seek the assistance of the current leaders to trace former leaders to respond to questions on the prepared in relevant instruments. The researcher asked the leaders for the names of all donors and NGOs who have at any one time supported activities of the project. These organizations were approached for to allow their officers to participate in data collection for the study. The researcher identified the target respondents, select them and issue questionnaires to the selected respondents. He then made arrangements on when he could return to pick the filled in questionnaires.

3.9 Data Analysis Methods

The data collected was arranged and grouped according to particular research objectives. For every objective, the responses were tabulated in a frequency distribution table. Quantitative data was analysed using descriptive statistics that include determination of the mean, frequency and percentage occurrences where applicable (Orodho, 2005). Excel computer program was used to generate graphs and diagrams for presentation of the analysed data. Qualitative data was analysed by thematic discussion of themes arising. In this respect, the data was discussed according to the themes from the responses. Finally, triangulation was performed on the data. Responses on similar themes or objectives, emanating from different respondents were compared to determine their convergence or divergence. Where certain sentiments from different respondents tend to converge (agree), that sentiment were considered to be a factor responsible for failure in implementation of community based projects. However, where there was divergence (disagreement) in views, possible reasons for the divergence were inferred from other information in the data.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study, analyses the data and discusses the results of the analysis. The findings are presented according to the research objectives of the study. The analysis was done by considering each of the research questions emanating from the objectives, presenting the results of the study on that particular question and then discussing the results. The results were presented in frequency tables, percentages and using graphs. Qualitative data was categorized into themes and the major themes discussed and reported.

4.2 Response Rate

The study targeted farmers, their current and previous leaders and leaders of NGOs. Data from farmers was collected through focused group discussion; farmers' leaders were interviewed while data was collected from leaders of non-governmental organizations through questionnaires. A sample of 30 leaders of NGOs was required. In order to ensure that this number was attained, 35 of them were issued with questionnaires. On collection, 28 filled-in questionnaires were received, giving a response rate of 80%. The leaders were interviewed until the required number was attained. In the same way, groups of farmers were formed so as to attain the sample size anticipated.

4.3 Influence of Stakeholders' Participation in Project Implementation

The first research question was: How does stakeholders' participation in project activities influence the implementation of the project? This question was posed to the farmers, current leaders as well as the former leaders of Godey Irrigation project. To get answers to this question, farmers, their current and previous leaders were asked about the objectives of Godey Irrigation

Scheme, the methods they have been using to achieve the objectives and whether they performed the project activities on their own or if they used hired workers. They were finally asked whether there is any difference in the performance of project activities when individual members performed activities personally or using hired workers. The objective of Godey Irrigation scheme was found to be quite clear to the members and their current and past leaders, though different discussion groups used different phrases to provide them. The following were identified as the objectives of the project.

Objectives of Godey Irrigation Scheme

i). To pool resources together and clear the thick bushes that could not be developed by individuals

ii). To develop a large tract of land as a group so as to reduce loss to wild animals incurred by individuals when they develop single pieces individually

iii). To plant a variety of similar products at the same time so that transport to market can be organized as a team.

iv). Prepare irrigation mechanisms as a team so that water can be drawn from Tana River to reach all farms

v). Seek donors as a group to assist purchase necessary farm equipment and machinery

vi). Prepare water channels that supply pumped water to all farms

vii). Form a pressure group that can advocate for fair prices of farm products they grow

viii). Find a means of acquiring processing plants for various products

ix). Organize means of transporting farm products to the local market at low transport costs

x). Find market, both local and external for the products from the farm

xi). Reduce poverty of the members through income from the farm

From the list of objectives provided by the respondents, it was clear that the farmers had clear objectives at the beginning of the project, though, as was explained, some of the objectives were decided upon in the course of project implementation. These objectives were got from farmers' spoken words during FGD, leaders' spoken words during interview and also from a copy of their recent constitution. The objectives outlined above were equally articulated by leaders of Godey Irrigation Scheme, as outlined in the Table 4.1.

Table 4.1: Leaders' Responses on Objectives of Godey Irrigation Scheme

Objective	Proportion of Respondents			
	Previous leaders (n = 10)		Current leaders (n = 10)	
	No.	%	No.	%
To clear the land of thick bushes as a group	10	100	8	80
To develop land together to reduce losses to wild animals	10	100	9	90
To plant and harvest similar products at the same time so that transport to market can be organized as a team.	8	80	7	70
Prepare irrigation mechanisms for all farms	9	90	6	60
Seek donors to assist on purchase of farm machinery	8	80	9	90
Prepare water channels to supply pumped water to all farms	6	60	8	80
Form pressure group to advocate for fair prices	4	40	8	80
Organize transport to the local market at low & at reduced costs	6	60	10	100
Find local and external market for farm products	7	70	9	90
Reduce poverty through income from the farm	8	80	8	80

According to Table 4.1, the leaders were quite conversant with objectives of the scheme. It is observed that more than 50% of respondents in each category were aware of the objectives of the project, except in one case where the objective of forming pressure groups was identified by 40% of the respondents. It is also observed that the previous leaders were more conversant with observable objectives of the scheme, especially those involving starting from scratch. Farmers explained that the land, before development, had a very thick forest with huge trees. To clear it

required massive human resource mobilization, a fact that became implanted in the minds of those who participated in clearing the bush. In this respect, it is observed that objectives of clearing the land, developing it together and preparing water channels that could transport water from the source (Tana River) to various parts of the farm were identified by all previous leaders except in one case where preparation of irrigation mechanisms was identified by 90% of the respondents. These three could therefore be identified as the key objectives of the scheme at initial stages. These objectives remained important even in later stages as they were identified by 80%, 90% and 80% of the current leaders, in that order. The planting of similar plants by all farmers was one of the key objectives at inception of Godey Irrigation Scheme.

When the scheme had taken off, other objectives developed, though the initial objectives remained. The study found that after the land had been cleared and land preparation started, the farmers faced a hurdle of extracting water from the Tana River bed to the level of the farm since the river bed was lower than the level at which the farms were. As such, the acquisition of a water pumping mechanism that could bring water to the surface and even beyond became very necessary. As such, leaders resorted to organize means of acquiring a water pump. Meanwhile, water pumps were hired for a certain number of days. This was, however, found to be very expensive to the farmers who were short of financial resources. As such, the acquisition of a water pump acquired a more urgent objective as indicated by responses from the current leaders. Since the members of Godey Irrigation Scheme could not purchase a generator on their own due to its cost, the leaders were mandated to seek donors to help in acquiring one. This objective was identified by all (90%) of the current leaders but 80% of the previous leaders.

Besides the acquisition of a means of a water pumping mechanism, other objectives that acquired new dimensions in the course of implementation of Godey Irrigation Scheme included organizing transport to the local market, finding local and external market for farm products and formation of a pressure group to advocate fair prices. The study found that Godey Irrigation Scheme was located about ten kilometres from Garissa town centre, where most of the products were transported to for sale using carts. The distance was considerably far for transporting bulk goods, and more so for the case of bananas. As such, farmers petitioned their leaders to organize for bulk transport mechanism which they could individually contribute to and therefore end up sharing the costs. In this way, farmers spent less on transport. It also emerged that whenever the farm products reached the market centre in Garissa town, farmers sold their products individually and separately, with many of them competing for the same buyers. Due to competition for customers, prices of goods dropped, thereby robbing farmers of profit. It therefore became necessary that farmers get organized to sell the goods sent to the market as a team. Besides, the same farmers could advocate for fair prices through their organization, which could also rope in other farmers who were not necessarily members of Godey Irrigation Scheme since all farmers needed good prices for their goods. It is observed that more of the current leaders identified the three objectives than the previous leaders. This, it was explained, is because some of the leaders were voted out before the emergence of the new issues that necessitated new objectives.

Other objectives outlined by members and leaders of Godey Irrigation Scheme included planting of similar products at the same so that they are harvested together and transported together to the market, thereby reducing transportation costs, reduce poverty of the farmers by starting an income generating activity and the preparation of water channels to supply water to all parts of

the farm for irrigation purposes. These objectives, though identified by both categories of leaders, had different weights to each of them given the relative number of respondents in each category that identified them.

The objective of advocating for fair prices was given little priority, probably because the farmers had nothing to sell at the time. The priority of the project however changed after it started running. However, clearing and developing the farm remains important objectives of the project since a large portion of the land is not yet developed due to a variety of reasons.

The study found that at initial stages, members performed project activities on their own. With time, however, some members got engaged in other duties and could no longer perform their duties personally. They therefore engaged other people, some of whom were also members of the project, while others whose relationship with the project was purely monetary in terms of the wages agreed between them and the people who engaged them. The study found that the performance of hired hand was not similar to that of those who personally engaged in project activities personally. Three scenarios therefore emerged: good and complete work, partial or roughly performed work and work that was clearly not done or done in a hurry and therefore incomplete. It was found that the entire Godey Farm was divided into plots and individuals allocated plots according to the size of the land they contributed to the entire farm, without minding the exact location of individuals' parcels of land. The individuals were then required to work on their plots in all activities whether it involved clearing the field, preparing the farm or digging water channels that would transmit water to their section of the plots.

The study found that plots whose owners were personally involved in the activities were complete or in general good order, majority of those whose members engaged colleagues to perform their duties on behalf were partially done, though the sections prepared were in good order. However, most of the farms whose owners engaged non-members to perform duties on their behalf were mostly incomplete, the job poorly performed or in some cases, the activity had not even been started. The results of enquiries in this respect according to the former and current leaders are given in the following Table 4.2.

Table 4.2: Condition of Plots Prepared by Various Implementers

	Response category On plot condition (n = 20)					
	1		**2**		**3**	
Project implementer	No.	%	No.	%	No.	%
Personal involvement	14	70	5	25	1	5
Hired colleagues	3	15	11	55	6	30
Hired non-members	1	5	7	35	12	60

Key:

1: Well performed or completed

2: Fairly performed or partly done

3: Poorly performed or not yet done

From Table 4.2, it is clear that various project implementers gave rise to different results of the performed activity. Out of the twenty former and current leaders of the Godey Irrigation Scheme project, 14 of them (70%) reported that projects performed personally by the members themselves were well performed and complete. 25% of them said that activities performed by members were fairly performed while only 5% said that such activities were poorly performed or

even not done. Projects performed by hired colleagues were said to be well performed by only 15% of respondents while majority of them (55%) said that such implementers only performed the work partially or, in cases where they were completed, the job was only fairly done and not as good as those performed personally by the members themselves. With regard to projects implemented by hired people who were not members of the group, the study found that 60% of respondents said that such projects were either poorly performed or were not done at all.

From Table 4.2, it is clear that projects performed by personal involvement of the people concerned were well done while those implemented by hired people outside the group were quite poorly done. Those done by hired people within the group were mainly fairly done or, in most cases, partly done. However, the parts that were personally implemented were well done.

The situation depicted by Table 4.2 and Figure 4.3 were further corroborated by the farmers themselves during observation. Sections of the farm that were found to have been started and abandoned were found to belong to farmers who were either not attending to their farms in person, or were only available in some days while in most of the times they hired other people to work for them. Thus, stakeholder involvement affects project implementation.

4.4 Stakeholders' Perception of Godey Irrigation Scheme

The second research question was: What is the stakeholders' perception of Godey Irrigation Scheme? This question was posed to all stakeholders of Godey Irrigation Scheme – the donors, the members and their leaders. To get responses to the question, the farmers were asked about the importance of the project to them, how the returns of the project sustain their daily requirements and what alternative economic activity they would be doing if Godey Irrigation

Scheme project did not exist. Leaders, on the other hand, were asked how they rated the project and how they think the members rated the project. They were also asked how they think the project assisted members to attain their daily requirements. In response, all members of discussion groups agreed that the project was very important to them as it provided them with both subsistence needs as well as economic benefits. The farmers explained that the project has been providing for their daily requirements of milk, fruits, vegetables, cereals as well as occasional meat, which went directly into their daily family meals. Besides, there was always something to sell, ranging from mangoes, oranges, lemons, bananas, onions, guava, pawpaw and tomatoes. This ensured continuous flow of cash since the fruits matured at different times. At the same time, they did not need to buy fertilizers since the livestock kept in the farm gave enough of it. With regard to what they could do if the project did not exist, the farmers explained that their general lifestyle would change completely since they were then used to earning from the project. While the farmers maintained that they had not abandoned their traditional lifestyle of rearing livestock and would continue with it had Godey Irrigation Scheme not existed, they explained that the project had not only improved their economic capacity, but that of the neighbours as well. Therefore, as much as they may continue with the traditional livestock rearing, they would greatly miss the monetary aspect of the project. They will have to do without fruits as they may not afford them any longer, yet they were used to getting them for free.

The leaders of Godey Irrigation Scheme had a lot of positives to talk about the project. Their sentiments were no different from those given by the members they had been leading or those they currently lead. According to the leaders, the project had many positives and nearly no negative apart from the fact that the project involves physical activity which, if not properly

done, could lead to failure of crops. The importance of Godey Irrigation Scheme according to the former and current leaders of the scheme, are portrayed in the following Table 4.3.

Table 4.3: Importance of Godey Irrigation Scheme

Importance	Proportion of Respondents			
	Previous leaders (n = 10)		Current leaders (n = 10)	
	No.	%	No.	%
Source of income to the farmers	10	100	10	100
Source of fruits	10	100	7	70
Source of vegetables	8	80	6	60
Creates employment	9	90	10	100
It's a good alternative to livestock rearing only	6	60	5	50
Provides avenue for socialization	5	50	4	40
Keeps one busy, hence little mischief	4	40	3	30

From Table 4.3, it is evident that according to the former leaders of the group, the main importance of Godey Irrigation Scheme is that the project is a source of income for the farmers, as well as a source of fruits. These two issues were reported by all the former leaders of the Godey Irrigation Scheme. They were followed in importance by the creation of employment and its importance as a source of vegetable. The least important aspect of the project, according to the former leaders, was the sentiment that it keeps one busy, thereby avoiding mischief. The current leaders, on the other hand, saw the provision of income and the fact that the project creates employment as the two most important aspects of the project. They were followed in importance by the provision of fruits. The least important aspect of the project, according to the

current leaders was the assertion that the project keeps one busy, thereby avoiding mischief. The last sentiment was provide by only 30% of the current leaders, who were in agreement with the former leaders that the aspect of keeping one busy as being the least important.

On average, the most important aspect of Godey Irrigation Scheme project was the fact that it provides income to the farmers and it creates employment. The least important of them all was the assertion the project keeps one busy. In general, all farmers, together with their leaders stated that the project was very important to them as it was a major source of income to them and it also had helped them save funds they would have been using for purchasing fruits.

Apart from the aspect of socialization and that of keeping members busy, all the other aspects of the project were identified by 60% and above of the respondents, on average. This is an indication that the farmers view the project with a lot of esteem. Specifically, the fact that the farmers are able to earn as a result of the project is held quite highly given that there are very few other economic activities in the environment. Also, the project provides farmers with free fruits from their farms, which they would otherwise have been buying. Thus, the project was found to be very important to the members of Godey Irrigation Scheme project.

4.5 Influence of Leadership on Implementation of Project Activities

The third research question was: What is the mode of election of the leaders of Godey Irrigation Scheme, and how does it influence the implementation of project activities? This question was posed to members of Godey Irrigation Scheme and their current as well as former leaders. According to members of the project, there were several methods that had been used to get leaders of the project.

It was found that leaders had been elected in three different ways in the past. In the earliest method, leaders were nominated from among the various clans that constituted the membership of Godey Irrigation Scheme Project. In this method, the members from different clans were asked to nominate three representatives and forward them to the entire group membership so that they are presented as the elected leaders of the project. This gave rise to a total of 18 members that was then given the mandate to lead the group in various activities that the group members wanted to undertake in order to implement objectives of the project activities. The leaders elected in this first batch guided the group in clearing the farm and initial cultivation and development of the cleared portion. They also initiated the preparation of water channels that could transport water to the farm. However, the group could not achieve the main objective of irrigating the farm with water from Tana River as there was no pump to raise water from the river bed to the level of the farms and beyond. This batch of leaders served the group for two years. Although they did not acquire water pump mechanism, they sought donors to provide the same and by the time they were replaced by the next office, the process of acquiring a generator from one of the NGOs was in an advanced stage.

According to the members of Godey Irrigation Scheme who were present at the time, the first group of leaders elected through nomination were quite active. They were personally engaged in all activities that the group members were required to perform. There was a general agreement that the first group of leaders led the members successfully in the various duties that project members were supposed to do.

The second group of leaders, according to the members, were elected three years from the first elections. This was done in 2009 when the membership of the group had increased to its current

form. This time, the method used to elect leaders was different from the first in that a general meeting was called and members asked to elect their representatives there and then. No consideration was given to the clan of members, nor was the issue of groups from where the individuals came from considered. In effect, members proposed people for specific positions and the people voted by raising their hands and counting. This was the initial method of election but, in the course of the elections, one post was so hotly contested that people supporting various candidates had to be separated into groups for easier enumeration. In all, the election was peaceful and all positions were eventually filled. However, after elections and immediately the new group of leaders took their positions, it emerged that there were too many leaders from the same clan, while some of the clans whose members were part of the project were not represented. Although nobody complained during the election process itself, the situation brought about a bit of resentment by members of clans who were not represented in the leadership. This tended to create some problems as some members of the project whose clans missed out on leadership positions tended to ignore leaders' instructions, as a way of expressing their disaffection with the group leadership. As such, this group of leaders was replaced after just one year in office as there seemed to be a lot of disorder in the group. This kind of disoriented the entire membership and therefore the group's objectives could not be achieved much. The second batch of leaders therefore had little achievements, possibly because most of what the leaders achieved was just follow-ups from what had been initiated by the first group of leaders. By that time, the leaders had been able to organize for transportation of goods to the market in such a way that a single vehicle was hired to the farm, which then carried all goods ready for transportation. Due to bulk transportation, farmers were able to save both time and money. Besides this achievement, the second group of leaders were able to organize farmers to

extend the water channels to farms lower down, though there was no means of pumping water from the river bed as yet. They were replaced within one year before the donors could provide any water pump.

After failing in achieving some of the objectives of Godey Irrigation Scheme due to lack of support from a section of members, the second batch of leaders was replaced through an election in August 2010. The mode of election was this time upgraded to secret ballot. Office holders of the time called a meeting of all members of Godey Irrigation Scheme to a general meeting in which they set an election date. The members were then given a period over which they could campaign and lobby their colleagues for election into office. However, in order to ensure that all clans had representatives in leadership positions and therefore avoid the misfortune that befell the second group of leaders, it was decided that the three clans first share out specific positions. Thereafter which every person was free to campaign for a position reserved for their respective clans only, though everybody was allowed to vote during the election exercise. The end result was that there was a peaceful election in which every member of the clan was satisfied by the position they got, and even the losers accepted their fate.

The current crop of project leaders has been credited with many achievements. Elected into office in August 2010, the group has helped the project grow from its previous level to the current level where the members are able to achieve several things collectively. For instance, the leaders were able to acquire a water pump from one of the donors, namely UNDP in the same year in which they were elected, 2010. They were able to acquire another a second water pump from DANIDA in 2011 and the members are now able to hire a tractor for ploughing their farms

as a group, thereby saving on the amount of money they would otherwise have spent had they hired the tractor individually to plough a small portion. Currently, the group is at a level of seeking markets for its products, both within and outside Garissa. The group has also been organizing its members to set specific prices of farm produce especially during harvest time, after which they lobby other farmers who are not members of the group to enforce the prices they have set.

From the foregoing, it is found that Godey Irrigation Scheme members have held three elections using three different modes. These modes have had different effects on the implementation of project activities in the sense that when the members were dissatisfied by the calibre of leaders elected, a section of them withdrew their support and, in some cases, literally disobeyed or ignored leaders' instructions. As such, project activities could not be carried out as planned, thereby leading to failure to achieve project objectives. When the members were satisfied with the leaders, they all cooperated with them in project activities, thereby leading to proper implementation of project objectives.

4.6 Influence of External Players on Project Implementation

The fourth research question was: What is the influence of external players in the project implementation? The external players that were of concern in this study were local politicians, NGOs or donors and the government. The study found that each of these had some influences on the implementation of project activities. To start with, it was found that local politics and politicians played specific roles during project implementation. These were both positive and negative, as illustrated in the following table 4.4.

Table 4.4: Influence of Local Politics on Project Implementation

Parameter considered	Role of politics	Number of respondents (n=20)	%
Election of group leaders	No role	3	15
	Local councillor preferred candidate to be chairman	5	25
	Local councillors advice members on whom to elect	12	60
Mobilization of external resources	Local MPs approached for assistance in needed resources	18	90
	Payment for hired labour for manual work e.g. field clearing	13	65
Provision of needed resources	Personal donation by local leaders	15	75
	Allocation of LATF	11	55
	Allocation of CDF	9	45
	Advice leaders on whom to approach for funding purposes	14	70
Seeking of donor funds	Personal involvement in seeking potential donors	16	80
	Payment of funding proposal specialist	17	85

From Table 4.4, it is evident that local politics and politicians played some roles in project implementation. The study found that politicians played major roles in providing resources for project implementation. Of all the positive roles played by politicians, provision of needed resources was the greatest of them. This sentiment was identified by 90% of respondents. The study found that local politicians were usually approached so that they either assist in providing a needed resource, or seek potential donors on behalf of members of Godey Irrigation Scheme. In many cases, the donors were found and they actually provided whatever was being sought. However, the assets were usually run down in a short while as a result of competition for the resource. In many cases, the donated resources were miss-handled, probably because nobody felt the pinch when the asset was being purchased. Other roles played by local politics were payment for the person who writes funding proposal for the group, seeking the right funding bodies,

payment for hired labour, in which case local politicians paid for workers who had been hired to perform communal duties such as clearing part of the land before subdivision between various individuals, advice on the right person to elect as chairman, and so on.

The only instance in which local politicians can be said to have been a liability to members of Godey Irrigation Scheme, according to table 4.4, is the assertion that politicians had preferred candidates whom they supported during elections. This factor was expressed by 25% of the leaders studied. A further 15% stated that politicians played no role in group activities. Since the proportion of respondents expressing these sentiments was relatively low, it implies that local politicians are assets to the group rather than a liability.

Another group of external players found to be interacting with Godey Irrigation Scheme was local non-governmental organizations (NGOs) or donors. Donors were found to play a very significant role in the implementation of the activities of Godey Irrigation Scheme. They acted as sources of funds, necessary resources and at times they provided technical assistance or experts. The following Table 4.5 represents the various roles played by NGOs as expressed by the leaders interviewed.

Table 4.5: The Role of NGOs in Project Implementation

Role of NGOs	Respondent proportion				
	Former leaders (n=10)		Current leaders (n=10)		
	No.	%	No.	%	Average %
Paying for communal activities	6	60	6	60	60
Provision of capital assets	9	90	10	100	95
Provision of technical assistance to farmers	7	70	6	60	65
Facilitating farmers' meetings	8	80	9	90	85
Provision of meeting venues for farmers	5	50	6	60	55
Organizing workshops to sensitize farmers	7	70	8	80	75

From Table 4.5, it is evident that non-governmental organizations worked closely with farmers to improve their capacity. This was done through provision of various items ranging from payment of wages for labourers performing activities that were beneficial to all members such as clearing of the land and preparing water channels, provision of capital assets to organizing workshops. According to Table 4.6, provision of capital assets was the most important role that the NGOs performed for Godey Irrigation Scheme project. This sentiment was identified by all the current leaders, and 90% of the former leaders, with an average response of 95%. The study found that, as much as the project needed a means of pumping water from the river bed to ground surface level and down the channels prepared, the group did not have a means of purchasing the mechanism, as such, NGOs were approached to assist in purchasing it. This came to fruition during the reign of the second batch of leaders. One of the NGOs provided one water pump in 2009 and another was provided in 2011. This has really boosted the performance of

Godey Irrigation Scheme as they were now able to get water from the river bed. The next key role of NGOs was facilitation of farmers' meetings and workshops. This role was identified by 85% of respondents on average. The study found that farmers engaged professionals to build their capacity in various farm practices. They then approached NGOs to facilitate such functions through payment of facilitation fees to the facilitators, as well as other necessary payments. Other roles performed by NGOs include provision of technical assistance to farmers, identified by 65% of the respondents on average, and provision of venues for farmers' meetings, a factor identified by 55% of respondents on average.

The NGOs provided the main resource necessary for irrigation, water pumps, and other physical and monetary resources. This function was followed in importance by the facilitation of farmers' meetings. The study found that NGOs facilitated farmers' meetings in various ways like providing meeting venues, paying for workshop facilitator's fees as well as paying for farmers' workshops. In effect, it is clear that NGOs worked hand in hand with farmers to ensure that the objectives of the project were implemented.

The other stakeholder that Godey Irrigation Scheme interacted with was the government. The government came into contact with members of Godey Irrigation Scheme in various forms. The main method of interaction with the government was through government agricultural officers who provided services to the farmers. These included veterinary officers who advised farmers on the right methods of performing specific activities. In some occasions, farmers interacted with the government through its officers in charge of government agricultural offices who provided tractor hiring services for ploughing. At other times, crop specialists took crop samples from the

farm for testing to identify any form of crop diseases that attacked crops in Godey Irrigation Scheme.

From the foregoing, it is evident that the interaction between the government and members of Godey Irrigation Scheme was mainly that of professional advice. In this respect, government specialists were engaged to help improve the level of production by preventing or eradicating both animal and plant pests and diseases. This action improved the yield in both plants and animals, thereby helping in improving the level of implementation of one of the project's activities. In effect, due to the cooperation between members of Godey Irrigation Scheme project, there was improvement in yields of both plants and animals, thus improving the implementation of project objectives.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the research findings, discusses them and draws conclusions based on the findings. The chapter also provides recommendations both on policy as well as on further research that should be carried out in order to make specific conclusions about implementation of community based projects. The chapter starts by enumerating the study findings then provides the conclusion of the study, based on the findings. It then provides both policy recommendations and recommendations for further research as the final section.

5.2 Summary of the Findings

Godey Irrigation Scheme has clearly defined objectives that have been pursued by members of the group from time to time, with different success levels. The objectives are well known by both the ordinary members as well as the leaders of the group. Their numbers have been increasing as the scheme grows in size, though the main objectives remain similar. However, not all objectives have been achieved for the period over which the project has been in existence.

Personal participation in project activities has major influences in the implementation of community based projects. The study found that whenever project members performed project activities in person, there were very high chances that the projects would be completed in time. However, whenever other people, more so those who were not members of the group were engaged to work on behalf of some members, the resulting performance was not up to date and, in most cases, below standard, thereby inhibiting implementation of the project. This finding is

in agreement with the findings of Cheetam (2002), who asserts that genuine participation by community members, including youth, is the key to effective project implementation.

Group leadership of community projects is a very crucial factor in project implementation. If the leadership is strong and has support of the majority of the members, the members' participation in project implementation is greatly enhanced. Further, the leaders' directives are obeyed and activities performed as desired. However, if the leadership is considered weak and with little authority over members, most of the group's activities are disjointed and lack coordination. The implementation of such a project is quite slow and inefficient. This finding is in agreement with that of Franks and Cursworth (1993), who averse that a project can succeed or fail because of lack of strong management and leadership that often accompanies it, the cultural misfit of project objectives and activities within the environment and lack of local knowledge and understanding leading to rejection of the project by intended beneficiaries.

Project member's perception of the importance of a project is crucial for the implementation of project activities. The study found that most members who viewed the project as being the only source of income performed their duties personally and in good time. However, members with other means of employment or with contrary perception did not bother much about the project, hence delayed implementation. This is in agreement with the view of Bourne & Walker (2005), who says that perception of lack of success, or lack of importance, can cause the key stakeholders to either no longer support the project objectives or actively work against their successful delivery.

The mode of election of leadership has major influences on project implementation. The study found that when leaders were elected using a method that was agreeable to majority of the members, there was smooth implementation of project activities as all members obeyed directives given by the leaders. However, when the members were not comfortable with the mode of election of members, they became rebellious, inhibiting the capacity of leaders to perform their duties, thereby disorienting the leaders. Project activities could not therefore be implemented.

The main determinant of leader performance, which has a direct influence on the implementation of project activities, was found to be the perception of every member that the leaders actually represented their personal interests. If this fact is eroded, the members tend to view leaders as illegitimate, withdraw support and then ignore to play their part. This obviously affects implementation of project activities, a fact that retards project implementation.

The role of external stakeholders is very crucial in project implementation. If there is goodwill on the side of external stakeholders, there are high chances that community based projects would be fully implemented and in good time. However, if there is a disconnect between external stakeholders and project implementers, a project cannot be implemented as it would have been had there been cooperation between the two.

Local politics have major influences on project implementation. The politicians, being external stakeholders, have the capacity to either accelerate project implementation or retard it. If there is goodwill for the project by local politicians, the politicians would go out of their way to support

the project. Political goodwill is therefore necessary for a smooth implementation of a community based project.

Non-governmental organizations play important roles in project implementation. They support community based projects in various ways, including provision of assets, facilitation of workshops for capacity building as well as for general support of community based projects. These activities aid in implementation of community based projects.

Various arms of government are important in the implementation of community based projects. The arms such as veterinary department and officials from the Ministry of Agriculture were found to play important roles in successful implementation of community based projects. This cooperation is necessary so that community based projects are implemented in properly since government officers advice project implementers on the right mechanisms for various activities.

5.3 Conclusion

From the findings of the study outlined above, it is evident that a combination of several factors has influence on the implementation of community based projects. Whenever these factors occur in the positive manner, project implementation is enhanced. If however, the factors manifest themselves in the negative sense, project implementation process is greatly hampered. It is therefore important that the personnel in charge of implementing projects, usually the leaders of community based projects, secure a combination of these factors that would enhance the project positively. Factors that may have negative effects on projects should be reduced as much as possible in order to ensure that projects are run according to the initial plan.

5.4 Recommendations

On the strength of the main findings and conclusions outlined in the previous sections, a number of recommendations are made, aimed at enforcing the activities that enhance implementation of project activities. The recommendations are given in two categories- policy recommendations and recommendations for further research.

5.4.1 Policy Recommendations

Members of community based projects should always endeavour to perform project activities personally so as to ensure smooth running of project activities. Projects are better implemented when performed by the direct beneficiaries as opposed to when performed by wage seeking employees.

An assessment of the perception of members towards a community based project should always be conducted before indulging on the implementation of a community based project. This is because if the members have low esteem towards a project, they would most probably choose to dissociate themselves from the project and even employ people to perform their part. This is a major recipe for failure of a community based projects since lack of personal participation was found to be a major hindrance to project implementation.

Stakeholders should always think of a method of electing leaders that would be supported by majority of the members. This is because, as much as the practice of democracy demands that secret ballot be applied, in certain instances other methods may be superior and should therefore not be ignored. The immediate stakeholders should be left to decide the most suitable method of

electing leaders rather than forcing particular methods on members as this would cause disgruntlement.

Implementers of community based projects should always consider roping in external stakeholders so that they become part of the implementing body. This would ensure that the implementers are able to seek assistance from a wide field of view, a factor that would enhance successful implementation of project activities.

None governmental organizations are very important stakeholders in the process of implementing community based projects. Project implementers should always bring them on board since these organizations work with the community and would therefore be willing to assist the community by giving back to them.

5.4.2 Recommendations for Further Research

This study was conducted within only one project in one location. As much as the project had a large number of people associated with it, the scope of the study was not large enough to justify generalization of the findings to other community based projects in other settings. Whatever was suitable for the studied respondents may not necessarily be true of other respondents in a different setting or background. As such, it is recommended that similar studies be conducted in various other backgrounds and in different settings in order to enable generalization of results. Related findings would then be countered using similar strategies, or reinforced for maximum effect if positive. For different findings, strategies to eradicate them or reinforce them would be developed depending on the requirement of various places.

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APPENDICES

Appendix I: Transmittal Letter

Robert Mutai
P.O. Box 495 -70100
Garissa.

Thro'
Department of Extra Mural Studies
Garissa Extra Mural Centre
Po Box 30197
Nairobi.

Dear Respondent

RE: RESEARCH QUESTIONNAIRE

I am a postgraduate student at the University of Nairobi, Garissa Extra Mural Centre. I am carrying out a research on "factors influencing implementation of community based projects, a case of Godey Irrigation Scheme in Garissa County." i therefore request you to help me acquire the right information that can lead to a successful study of the topic. All information provided will be treated with a high degree of confidentiality, and will not be used for any other purpose apart from for the purpose of this study only. Thank you in advance, for your cooperation in the study.

Yours Sincerely,
Robert Mutai.

Appendix II: Farmers Focused Group Discussion Schedule

1. When was Godey Irrigation scheme started?
2. What objectives does the project intend to achieve?
3. What activities does Godey irrigation scheme involve itself with?
4. Describe the processes through which Godey Irrigation Scheme has been implementing the objectives of the project
5. What role do members of Godey Irrigation Scheme play in the implementation of project objectives?
6. (a) Are members of Godey Irrigation Scheme allowed to hire people who are not members of the project to perform for them their duties?

   (b) If the answer in (a) above is "Yes", what difference dose it make between when members perform their duties on their own compared to when they hire people to work for them?
7. Of what importance is the project to you as members?
8. How do the returns from the project attain you in your daily requirements?
9. Suppose you did not have this project, what alternative activity would you engage in to attain the same things you get from this project?
10. Do you have leaders in this project?
11. What are your views regarding the way your leaders have been playing their roles?
12. How do you pick the people to lead you?
13. Are there external people who influence the kind of people you select to lead you?
14. (a) Compare the kind of leadership of your current leaders to that of those in the past, which kind of leadership would you prefer?

    (b) What are the reasons for choice of leaders in (a) above?

15. (a) Does the nature of the leaders you elect have any influence on implementation of project activities?

    (b) If the response above is "yes", what influence does the nature of leadership have on the implementation of project activities?

16. (a) Describe the nature of relationship between your leaders and the members of the project

    (b) What effect does the relationship described above have on project implementation?

17. Have you ever received any assistance in the implementation of your project activities by external players?

    (b) If your answer in (a) above is "Yes", describe the people who assisted you and the nature of the assistance.

    (c) How did the assistance affect the implementation of project activities?

18. (a) Are there any other ways in which external people influence the activities of Godey Irrigation Scheme?

    (b) If "Yes" in (a) above, describe the people and the nature of their influence on your activities.

19. From your experience in your project, what other issues do you think affect the implementation of project activities?

Appendix III: Interview Schedule for Current Leaders

1. When was Godey Irrigation scheme started?
2. For how long have you been a leader in Godey Irrigation Scheme?
3. Describe the processes that Godey Irrigation Scheme uses to pick its leaders
4. What objectives does the project intend to achieve?
5. What activities does Godey Irrigation scheme involve itself with?
6. Describe the processes through which Godey Irrigation Scheme has been implementing the objectives of the project
7. What role do leaders of Godey Irrigation Scheme play in the implementation of project objectives?
8. What role do members of Godey Irrigation Scheme play in the implementation of project objectives?
9. (a) Are members of Godey Irrigation Scheme allowed to hire people who are not members of the project to perform for them their duties? Yes ☐ No ☐
10. (b) If your answer in (a) above is "Yes", what difference dose it make between when members perform their duties on their own compared to when they hire people to work for them?
11. How do you think the members of Godey Irrigation Scheme rate the project?
12. How does the Godey Irrigation Scheme project help its members attain their daily requirements?
13. What is the role of Godey Irrigation Scheme leadership in the implementation of project activities?

14. Do you believe that you and other leaders have been successful in playing the role you have just described?

15. (a) What do you think are the shortcomings of previous leaders of Godey Irrigation Scheme?

(b) What have you and your team done to avoid such shortcomings?

16. what problems do you encounter in the process of implementing the activities Godey Irrigation Scheme

17. Describe the nature of relationship between your leadership and the members of the project

(b) What effect does the relationship described above have on project implementation?

18. Have you ever received any assistance in the implementation of your project activities by external players?

(b) If your answer in (a) above is "Yes", describe the people who assisted you and the nature of the assistance.

(c) How did the assistance affect the implementation of project activities?

19. (a) Are there any other ways in which external people influence the activities of Godey Irrigation Scheme?

(b) If "Yes" in (a) above, describe the people and the nature of their influence on your activities.

20. From your experience in your project, what other issues do you think affect the implementation of project activities?

Appendix IV: Interview Schedule for Previous Leaders

1. When were you a leader for Godey Irrigation Scheme?
2. How did you become a leader of the group?
3. At the moment, what methods are used to pick leaders for your group?
4. During the process of picking leaders of your group, are there any involvement of external groups in the processes?

   (b) If "Yes" in (a) above, what are the nature of the interferences?
5. For how long were you a leader of the group?
6. For the period in which you led the group, what can you say were your achievements?
7. What difficulties did you face during your period of leadership?
8. What can you say about the participation level of members of Godey Irrigation Scheme?
9. Were the members allowed to hire other people to work for them in their farms? Y/N
10. If "Yes" in 7 above, was there any difference between the work done by members themselves compared to that done by hired hands?
11. if "Yes" in 8 above, describe the differences between the work done by members working themselves and that done by hired people
12. In your view, how do the members value the project?
13. (a) Are there other better activities that members would be engaged in if they did not work in their farms?

    (b) If "Yes" in (a) above, what are these activities?
14. How was your relationship as a leader with the members of the project?
15. How did the nature of that relationship affect the implementation of the project activities?
16. Was the project ever assisted by funding or otherwise during your tenure?

17. If "Yes" above, how did the assistance help you in achieving the objectives of the project?
18. Did you always achieve the objectives of the activities you had set out to perform?
19. explain your response above
20. In your view, what are the possible reasons for failure to implement the activities of projects?

Appendix V: Donors and NGO Questionnaire

1. What are the main objectives of your organization?
2. It is understood that you have been assisting some of the local organizations in some of their activities that improve their welfare. Identify some of the organizations that your organization has offered some assistance to.
3. What are your experiences with regard to implementation of the activities for which you offered funding to?
4. (a) Godey Irrigation Scheme is one of the community based organizations in the locality that deal with the improvement of members' welfare. Have you ever assisted this organization in any way? Yes ☐ No ☐

   (b) If your response above is "Yes", in which ways has your organization assisted the group?
5. Among the organizations that you have assisted in some their activities, how do you assess the impacts of your assistance to the organizations? _____

   _____
6. (a) In your assessment of organizations' activities, do you view them to have been successfully implemented or not? Yes ☐ No ☐

   (b) What are the possible reasons for your observation in (a) above?
7. (a) With specific reference to Godey Irrigation Scheme, did they fully implement the activities for which you had funded them? Yes ☐ No ☐

   (b) What can you attribute to the situation observed in (a) above?
8. What, in your assessment, prevents the complete implementation of project activities of community based organizations even when they are provided with donor funds?
9. Suggest ways in which community based organizations can successfully implement their proposed activities with little failure.

Appendix VI: Project Observation Schedule

1. What is the proportion of tilled land compared to the part that is not tilled?
2. Check for the presence of patches of land that is not prepared for the prevailing level of preparation expected at the time
3. Check for incomplete water trenches leading to various farms
4. Check for specific sections that do not appear to have been prepared for long periods
5. Check for evidence of parts of the farm that have been prepared and left midway.
6. observe the general appearance of the prepared farms
7. Find out the people responsible for preparing the various parts of the farm, the well prepared sections as well as the poorly prepared ones.
8. Observe any other thing that is of interest to the study as a whole.

Observation Report

1. Tilled proportion of land slightly more than half that un-developed.
2. Several patches of land not properly prepared, or partially done.
3. Various water channels not completed, others blocked due to lack attention.
4. Some sections, initially part of the developed land, now lie idle.
5. Several parts of the farm prepared and left midway.
6. Some farms are well prepared with good crops, others partly done while others are in poor state.
7. People working on their farms do good job, those hired among members a fair job, but most parts done by non-members are in poor state.
8. Farmers working personally are always available in the farm.