

**FACTORS THAT INFLUENCE THE PERFORMANCE OF
CHURCH BASED PROJECTS IN KENYA: A CASE STUDY
OF SELECTED CHURCHES IN MVITA CONSTITUENCY,
MOMBASA COUNTY, KENYA**

BY

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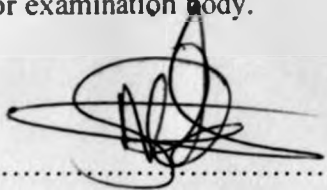
**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING
AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI**

2012

DECLARATION

This Research Project Report is my original work and has not been presented to any other institution or examination body.

Signature



Date.....

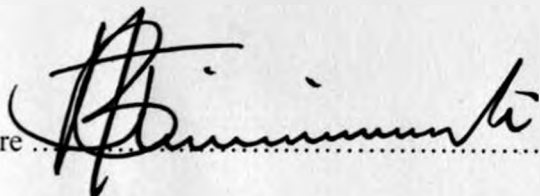
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DEDICATION

I dedicate this project to my parents Wambui and Kiundu.

ACKNOWLEDGEMENT

In such an undertaking, it is not possible to acknowledge the contribution of all. However, I will mention a few.

Special thanks to my supervisors Mr. Johnbosco Kisimbii and Dr. Otieno for their assistance and honest guidance in making the project work a success. May God bless you abundantly.

I also appreciate Rev. Gatimu, Ndegwa, lecturers, colleagues, friends, relatives and friends who assisted me in one way or the other to make this work a success.

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ABBREVIATION AND ACRONYMS

A.C.K	Anglican Church of Kenya
N.G.Os	Non Governmental Organizations'
P.C.C.S	Pwani Christian Community Services
U.K	United Kingdom
E.B.C	East Brolyne Churches
N.C.C	National Council of Churches
I.C.T	Information and Communication Technology

ABSTRACT

Many projects continue to fail despite the use of established project methods and techniques as governance, professionalism, resources, communication and servant leadership has been found lacking. Previous research has stopped short of identifying the church projects which are worthy of millions of money and the factors influencing their success. A project success is in part, contingent on effectively managing the constraints of time, cost and performance expectation. In order to achieve this, it is essential that the project manager possesses and displays appropriate leadership skills. Servant leadership is recognized as a model that could contribute to overcoming many of the challenges faced in running a project. Churches handle resources worth millions of money in their projects. Evidence indicates that, there are no reported cases on success of projects in Mombasa county churches. Most of the research done concentrates on Non Government Organizations (NGOs) and government projects. The study used purposive sampling technique to access people with specific knowledge, experience, skills and responsibility in the management of church affairs. The analysis involved a sample of 90 (100 percent) respondents that was involved in the process of data collection. The response rate was 80 (88.9 %) respondents who filled and returned the questionnaire. The data was obtained using self administered questionnaires and analyzed using Statistical Package for Social Sciences. Descriptive statistics was used to analyze data using mean, frequencies, standard deviation and percentage and the findings presented using tables. The research findings show that church governance and professionalism influence performance of church based projects. Similarly availability and utilization resources influence performance of church based projects to a great proportion.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The public role of the religious faiths has proved controversial because it is seen as moving faith from the private sphere back into the public realm, which it had assumed. This moved some sociologists to contemplate the desecularization of the West, Berger, (1996). There is criticism too, that the community has been hijacked to become a vehicle of policy while Etzioni (1993) calls for empowerment and empowered citizenship.

According to Dinham (2009), faiths are re-emerging in the public realm in three arenas: as contributors to welfare and social services; as contributors to community cohesion or as detractors from it through radicalism and violent extremism; and in extended forms of participatory governance. The UK Labour governments since 1997 emphasized the contribution of faith communities to a “communities” agenda and the Coalition Government since 2010 shows every indication of continuing of this. People of faith are seen as good citizens and as strong voluntary supporters of projects to the community Home Office (2005).

Faiths have a long tradition of working in communities (Prochaska, 2006; Bowpitt, 2007) and there is now a highly developed policy agenda which recognizes and seeks to work with this (CLG, 2009), which is likely to expand still further in the context of the coalition Government’s emphasis on big society.

There is considerable amount of grey literature on faith and social action. *Flourishing Communities* (Musgrave, 1999) examines churches’ engagement with the UK Government’s New deal for Communities programme. Finneron (2001) uses practical examples to analyze church-related community development. *Faiths, Hope and Participation*, (Lewis, 2001)

identifies faith groups' holism of view, their theological and practical motivations for change. *A Toolkit for Faith-Based Regeneration Practitioners* Ahmed et al. (2004), intended for theorists and practitioners analyses the methods and thinking behind effective faith-based regeneration and practice.

In the South East, *Beyond Belief* (March 2004) claims that there are at least two community action projects for each faith center in the region. In the East, *Faith in the East of England* (July 2005) identifies 180,000 beneficiaries of faith based community development. In London, *Neighbourhood Renewal in London: the role of faith communities* (May 2002) identifies 7000 projects and 2200 faith buildings in wider community use. In West Midlands, *Believing in the Region* (May 2006) reports that 80% of faith groups deliver some kind of service to the wider community. In the North West, *Faith in England's North West* (November 2003) shows that faith communities are running more than 5000 action projects.

In Yorkshire and the Humber, *Count Us In* (2000) shows that in Hull 90% of churches are involved in social action and action projects in churches. In the South West, Faith in Action (Patel, 2006) demonstrates that 165,000 people are supported by faith groups in the region by 4762 activities. In the East Midlands, Faith in Derbyshire (May 2006) claims that, on average, churches run nine community activities. These demonstrate a tendency to emphasize economic impacts.

In the year 2005, a study commissioned by the North West Development Agency estimated that faith communities in the Northwest generate between 90.7 million pounds and 94.9 million pounds per annum to the civil society in the region (North West Region Development Agency, 2005; NWRDA, 2009). Borrowing from economic analyses, others have sought to understand faiths' contribution in terms of social capital.

According to Mobey and Parker (2002), to increase the chances of a project succeeding is necessary for the organization to have an understanding of what are the critical success factors, to systematically and quantitatively assess these critical factors anticipating possible effects, and then choose appropriate methods of dealing with them. Once identified, the success of the project can be achieved.

According to Pinto (1986), the Project Implementation process is complex, and usually requires extensive and collective attention to a broad aspect of human, budgetary and technical variables. In addition, projects often possess a specialized set of critical success factors in which if addressed and attention given, it will improve the likelihood of successful implementation. On the other hand, if these factors were not taken seriously, it might lead to failure of the project.

Over the past 25 years, the perceptions of N.G.O accountability began as a by-product of the prevailing paradigm regarding the role of N.G.Os in development. Changes in the development paradigms have produced a corresponding shift in emphasis in N.G.O accountability discussions. From a by-product of better performance management in 1980s, accountability has become a hard issue at the centre of N.G.Os political and Organizational profile (Goodin, 2005).

Edwards (2000) explained that accountability in N.G.Os is weak and problematic since there is no single authority to which must report on their activities. He advocated for transparency and accountability. In any organization, be it governmental, Non governmental, Faith based governance and accountability is vital. Most of the organizations have collapsed due to lack of good governance and accountability (Hulme, 1995).

Edward and Hulme defined governance as how an organization steers itself and the processes and structures that are used to achieve its goals. It is about vision, oversight, process,

independence and accountability. Accountability means financial accountability, organizational capacity, efficiency and performance delivery of services (Edward & Hulme, 1995).

1.2 Statement of the Problem

Religious Based Organizations spend between \$15 and \$20 billion annually in privately raised funds on social services in addition to millions of volunteers' hours (Castelli and McCarthy, 1997). Thomas and Blake (1996) observes that Nehemiah's Project mounted by East Brolyne Churches (E.B.C), in 1981 built houses which it sold to families with average annual income of \$15000 to \$25000 less than the cost of construction. By 1996, Nehemiah Project had built and sold 2,300 single family row houses units (Thomas and Blake, 1996).

Catholic charities (1996) indicate that Catholic organizations sponsor more than 50,000 housing units serving more than 70,000 people most of them elderly. In 1994 in U.S., National Denomination such as Catholic, Lutheran, Salvation Army and United Jewish Federation contributed \$16 billion, which they assisted more than 60 million people (Castelli and McCarthy, 1997). A survey of section 202 projects in 1988 found that 49.7% had religious sponsors (Select Committee on Aging, 1989) they had produced an estimate of 161,000 housing units.

Interfaith Centre for Corporate Responsibility (ICCR) started early 1970's an affiliate of National Council of Churches (NCC) has taken lead in fostering faith based work on corporate responsibility and social investing (Nowak, et al, 1989). Today, ICCR oversees more than one billion dollars investments on behalf of 270 investors, including denominations, religious orders, pension funds, hospitals and other institutions. Between 5-6 million dollars are invested in community economic development. ICCR have approximately \$300 million invested in low income housing (Smith Interview, June 7, 1999).

Studies that have been carried out show that project success factors include transparency, resource availability, participatory (Kumar, 2002), good governance and competence. Whereas project failures include lack of transparency, lack of competence, lack of resources and failure to involve others (Pinto, 1986).

However, the studies have tended to concentrate on government and NGO's. Hence, this study wanted to investigate the factors that influence project performance in church based organizations, especially churches in Mvita Constituency, Mombasa County, Kenya.

1.3 Purpose of the study

The purpose of this study was to identify factors that influence the performance of projects undertaken by churches.

1.4 Objectives of the Study

This study was guided by the following objectives.

1. To establish the influence of governance in performance of church based projects.
2. To asses how professionalism influences the performance of a church based projects.
3. To examine how resources influence the performance of a church based projects.
4. To analyze how communication influence performance of a church based projects.

1.5 Research Questions

The study answered the following questions:

1. How does governance influence the performance of church based projects?
2. How has the professionalism influenced the performance of church based projects?

3. To what extent do resources influence the performance of church based projects?

4. How does communication influence the performance of church based projects?

1.6 Research Hypothesis

H₀ There is no significance between governance and performance of church based projects.

H₁ There is no significance between governance and performance of church based projects.

H₀ There is no significance between professionalism and performance of church based projects.

H₁ There is no significance between professionalism and performance of church based projects.

H₀ There is no significance between resource and performance of church based projects.

H₁ There is no significance between resource and performance of church based projects.

H₀ There is no significance between communication and performance of church based projects.

H₁ There is no significance between resource and communication of church based projects.

1.7 Significance of the Study

The study was of importance to various stakeholders;

Leaders of religious based projects by highlighting the factors that lead to performance of church based projects. It also revealed the hindrances which need to be avoided for the performance of the project. Policy maker in religious bodies in formulation and implementation of policies which would ensure success regarding church based projects.

The Management of non religious institutions in formulating strategies for successful execution and completion of projects.

Other researchers in carrying out literature review regarding successful implementation of church based projects.

1.8 Limitations of the Study

The study was limited to some extent by the following factors;

1. Financial constrain. The researcher utilized personal savings and sought financial assistance from family members.
2. Since the researcher was on full time employment, creating time for collection of data was a challenge. However, the researcher scheduled for annual leave to facilitate the collection of data. In addition, the researcher worked on weekends.
3. The respondents were reluctant to provide information due to fear that the information may be leaked to unauthorized persons. The researcher gave assurance to the respondents of confidentiality and that the information gathered in the research was to be used for academic purpose.

1.9 Delimitations of the Study

The study was restricted to cover the church based project in Mvita Constituency, Mombasa County. The extent to which this study finding can be applied to other religious based projects in the country will be an area which has to be confirmed by further research. The study focused on the topic of factors that influence the performance of church based projects.

1.10 Basic Assumptions of the Study

The study assumed that the respondents will be cooperative and give accurate reliable information.

The churches will be involved in one form of projects.

1.11 Definitions of significant Terms

Project: An activity with a starting date, specific goals and conditions, defined responsibilities, a budget, planning, a fixed end date and multiple parties involved. In the context of this study, it is church project.

Success factors: Inputs to the management system that lead directly or indirectly to the success of the project or business (Cooke-Davies, 2002).

Church leader: This refers to the pastor or any other title according to the structure of the church, who is in charge of the particular church.

1.11 Organisation of the study

the study sought to find out the factors that influence the performance of church based projects in Kenya. a case study of selected churches in Mvita constituency in Mombasa county. Chapter one has the background, the objectives of the study, statement of the problem, limitation and delimitation,. In chapter two it has the literature review. In chapter four data analysis, presentation and interpretation and chapter five summary of findings, discussions, conclusions and recommendations,

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to identify themes in the literature relating to factors that determine performance of church based projects in Kenya with the aim of illuminating the possible issues on increasing an organization's performance.

2.2 General Overview of Project Performance

One of the vaguest concepts of project management is project success. Since each individual or group of people who are involved in a project have different needs and expectations, it is unsurprising that they interpret project success in their own way of understanding (Cleland & Ireland, 2004). According to Lim & Mohamed (1999), project success is normally thought of as the achievement of some predetermined project goals.

Thomsett (2002) demonstrates of different perspective of successful project, the Sydney Opera House project, which went 16 times over budget and took 4 times more to finish than originally planned. But the final impact that the Opera House created was big that no one remembers the original missed goals. The project was a big success for the people and at the same time a big failure from the project management perspective.

Duncan (2004) claims that, project success requires quality conformance to the specifications and fitness for use. A combination of product success that is; service, result or outcome and project management success are essential. Atkinson (1999) observes that a successful project must bargain between the benefits of the organization and the satisfaction of end users.

According to Kerzner (2001), he suggests three criteria from the organization perspective in order for a project to succeed. First it must be completed with minimum or mutually agreed

upon scope of changes, even though Maylor (2005) observes that the stakeholders have different views about projects. Second, without disturbing the main work flow of the organization because the project has to assist organisation's everyday operations and try to make them more efficient and effective. Finally, it should be completed without changing the corporate culture, though Baguley (1995) argues that almost exclusively concerned with change. A project manager's main responsibility is to make sure that he delivers change only where necessary. Kerzner (2001) concludes that unnecessary changes would find resistance which would lead to project failure.

Wideman (1996) approached project success by categorizing four groups all of them time dependent. That is: Internal project objectives (efficiency during the project), Benefit to customer (effectiveness in the short term), direct contribution (in the medium term) and future opportunity (in the long term). The focus moves from the present success criteria to the future that a project can be unsuccessful during execution if it is judged by cost and quality, but in the long term it can be thriving.

Planning the project according to Bryde (2003) involves drawing out a plan to see if the proposed project is of any real benefit. If the project provides any, then it is approved, and a more detailed planning begins. An agreement over the business benefits, objectives requirements, governance and scope of the project, is also reached. The decision is made upon a project management methodology. The Project Manager has to prepare a detailed project schedule and task, and budget allocations.

Implementation or execution of the projects starts with asking the project stakeholders about the detailed requirements. According to Bryde (2003), the evaluation of a project helps to find out whether the project succeeded. At this stage, the findings are also referred to, and they are considered for any future projects. Three major questions are answered: was the

project completed on the time inside the budget and under all guidelines? Are the stakeholders satisfied? Were the expected benefits achieved?

Longman and Mullins (2004) observe that the implementers must identify their weaknesses and strengths before implementation. They also need to identify all the factors which may facilitate or hinder the accomplishment of the project. Meredith (1995) considers intensive planning for the activities of the project and project design phase which consists of the creation of system design comprising of application designing, database designing and the data communication design crucial.

Most of the literature concentrated on ICT software development, construction and product development. This study will discuss the literature review on factors that determine success of Religious based projects

2.3 Review of Related Literature

The literature concentrated on factors that influence the performance of church based projects. This includes Governance and projects, professionalism, Resources and communication.

2.4 Governance and projects

Edward (1995) defined governance as how an organization steers itself and the processes and structures that are used to achieve its goals, it is about vision, oversight, process, independence and accountability.

Governance can also be defined as the management framework within which project decisions are made. It is a critical element of any project since which the accountabilities and responsibilities associated with organization governance arrangements, an equivalent framework co exist to govern the development of is investment.

Governance provides a decision making framework that is logical and repeatable to govern an organization's capital investment. Project governance extends the principle of governance into both the management of individual project via government structures.

Renz (2007) observes that governments and regulatory authorities have amended laws and strengthened codes, to make responsibilities of governance more explicit, and to introduce new requirements and standards relating to the production of financial and other data. Today, many organizations are developing models for Project Governance Structures which defines accountabilities and responsibilities for strategic decision making across the project. When implemented well, it can have a significantly positive effect on the quality speed of decision making on significant issues on the project.

According to Patrick (2007), good governance assures that the projects are being managed well and in accordance to the requirements of governance across the enterprise. There is assurance that portfolio management is optimizing the return from corporate resource and maintaining alignment with strategic objectives. There is the assurance that the strategic projects are not exhibiting conditions of project failure. Governance has pillars in order to achieve the goals set. That is, accountability, transparency and participatory.

Edward (1995) defines accountability as the financial accountability, organizational capacity, and efficiency and performance delivery of services. The accountable person must hold sufficient authority within the organization to ensure they are empowered to make the decisions necessary for the projects success.

If the wrong person is selected, the project is no better placed than if no one was accountable for its success. It is important that when deliveries are made, the needs are met. The only sure way of ensuring that is done is the ownership of the project and the organization chart identifies who is accountable for the delivery of service (Renz, 2007).

Accountability is the key requirement of good governance not only governmental institutions but in all institutions. Organizations must be accountable to the public and their institutions stakeholders. Who is accountable to who varies depending on whether decisions or actions taken are internal or external to an organization or institution. Most of the projects that do not succeed are mainly failure to be accountable and there is no trust in the project.

Transparency according to Pinto (1986) means the decisions taken and their enforcement is done in a manner that follows rules and regulations. It also means that the information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable form and media.

According to Wiseman (2001) transparency is the clarity and openness of a communication process. Clear and open communication requires knowledge about the parties engaged in the discussion. He further defined knowledge as awareness or understanding of requisite information and actions to be competent. In the context of project implantation, transparent communication is essential in every step, from the conceptualization of the project.

Kirksey (2000) explains that one predictor of project success is when communications are kept honest and open between customer and vendor. His major indicator of project failure is when the project manager fails to correctly read warning signs that communication is breaking down. The result is a missed opportunity to correct the situation before it becomes too late.

According to Cohen (1997) participation is a means of developing aims, ideologies and a behavior resembling equity and democracy. He argues that people must have the opportunity of participation in all developmental processes.

The "Institutional Perspective" defines participation as the reach and inclusion of inputs by relevant groups in the design and implementation of a development project. The "Institutional Perspective" uses the inputs and opinions of relevant groups, or stakeholders in a community, as a tool to achieve a pre-established goal defined by someone external to the community involved. The development project, initiated by an activist external to the community involved, is a process by which problem issues in a community can be divided into stages, and this division facilitates assessment of when and to what degree a participatory approach is relevant (Amarya, 1999:4)

Participatory development employed in particular initiatives often involves the process of content creation. For example, UNESCO's *Finding a Voice Project* employs ICT for development initiatives. Local content creation and distribution contributes to the formation of local information networks. This is a bottom-up approach that involves extensive discussions, conversations, and decision-making with the target community. Community group members create content according to their capacities and interests. This process facilitates engagement with information and communication technology (ICT) with the goal of strengthening individual and social development (Thomas, 2009:6).

2.5 Professionalism

Having a project manager does not guarantee the success of a project. He/she must have a number of skills to use during the project to guide the rest of the team to successfully complete all the objectives. Recent research by Turner and Muller (2005) has concluded that competence of the project manager depends on the skills.

The project manager is expected to coordinate and integrate all activities needed to reach the project's goal. Gosselin (1993) describes the project manager as being responsive to the clients and the environment. Should identify and correct problems at an early stage, be able to make

timely decisions about tradeoffs between conflicting project goals and ensures that managers of the separate tasks that comprise the projects do not optimize the performance of their individual tasks at the expense of the total project.

Cleland (1983) argues that failure to have competent project manager, is failing the project. The project manager needs to understand the context of project management and the challenges. The project exists outside the established hierarchy. They threaten rather than support the status quo because they represent change. The project managers need to walk into their assigned role. They also need to have the ability to recognize project team conflict, analyze the nature of conflict and know how to handle. Identification of the principal stakeholders and their agendas is important.

According to Davidson (2003) the project manager should accept the political nature of organization and use it to his/her advantage. Should be able to use personal reputation, power and influence to ensure cordial relations with important stakeholders and secure the resources necessary to smooth adoption of the project. The leader should always lead from the front because is the focal point of the project. He/she should be the source of information and communication for external stakeholders.

Strong and effective leaders can go a long way toward helping a project succeed even in the face of a number of external or unforeseen problems. However, a poor, inflexible leader can ruin the chances of many important projects succeed. Professionalism is vital in success of a project.

2.6 Resource Availability

Lock (2003) defines resource as any person, object, tool, machine or sum of money needed for work on a project. When the resources are available it is possible to define the amount of time that the resources have to spend on a project. Walker (1987) explains that it is possible

to identify shortage that may face the project and reasonably change the deadlines and extend duration or identify unutilized resources.

Dennis (2003) classifies resources into three classes: Exhaustible, replenishable and re-usable resources. Exhaustible resources once has been used, it is no longer available for use on a project. Time is the most exhaustible resource, it needs planning and scheduling. These range from the simple day to day to the charting and critical path methods. The exhaustible resources feature in project feasibility. Replenishable resources are materials and components obtained through purchasing. For example, the phasing of materials deliveries to a construction site so that the quantities on the site match the rate of progress expected from the project critical path. The re-usable resources are assets that are required for use on project work but remain available for re-use after each task has been performed. Levels of re-usable resources tend to remain fairly stable over the longer term. People with particular skills and aptitudes are the most common re-usable resources.

2.7 Communication

Most of the managers are likely to spend their time engaged directly in some form of communication process. Accuracy in decision making depends on effective communication. If the communication process is faulty, then everything else can be affected. Experiments and research show that most people are far too optimistic about accuracy of the communication process. This applies not just to communication process within employing organizations but to life in general (Porter, 1996:162).

Developing skills for effective communication is a critical priority. Sometimes communication skills to be taken for granted and lack of skills is easily recognized in others than in oneself. Communication can be time intensive. There is need for prior preparation,

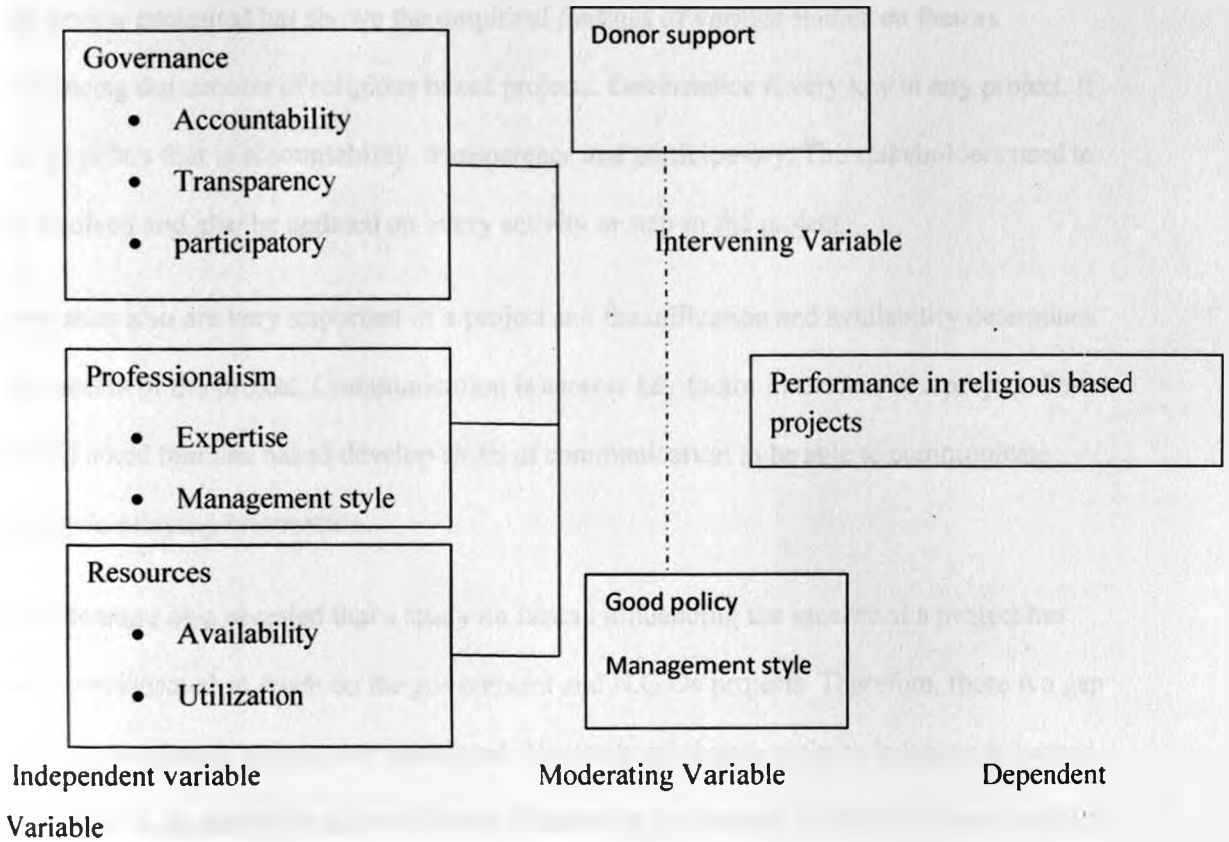
giving people to ask questions and the amount of time required. Time would be required to identify potential problems and ways of overcoming them.

Language differences can occur because of variations in technical understanding. The use of general vocabulary levels and the use of in-house terms that are not familiar with others can be a big obstacle. When communication is initiated, it is necessary for the initiator to consider both what is evidence is for their communication being defective. It can be very tempting to create an impression of understanding through silence. There are occasions when people say they have understood and yet they have not. This can happen because of fear of embarrassment, inability to understand the person giving instructions and impatience. People do not like showing their ignorance in positions of authority. The objective with communication needs to be seen that it is effective rather than being able to lay the blame on someone else if anything goes wrong (Rees,1996:167).

In any kind of communication be it oral or written it is important to have the right choice of words and language, be sure that the recipient has understood the message and no manipulation of the communication this would make the project to run well because there is feedback and understanding one another. According to Byars effective communication is a two way process. The information must flow back and forth between the sender and the receiver. A person must be able to choose the best method of communication (Byars, 2009: 55).

2.8 Conceptual Framework

Figure 1 Conceptual frame work



The Governance factors include accountability, transparency and participatory of the stakeholders. These have been found critical in project implementation.

Professionalism includes expertise, and management style. Failure to have persons who are expertise in project will lead to failure. Expertise handles and foresees dangers and knows how to manage that.

In resources the factors include availability and utilization. There is no project that can succeed without availability of the resources and also be utilized properly.

Communication factors include clear communication channels and frequent progress meetings. The presence of these factors enhances success of the project.

2.9 Summary of the Literature

The review presented has shown the empirical findings of various studies on factors influencing the success of religious based projects. Governance is very key in any project. It has its pillars that is accountability, transparency and participatory. The stakeholders need to be involved and also be updated on every activity or step in the project.

Resources also are very important in a project and the utilization and availability determines the success of the project. Communication is another key factor in success of a project. Porter (1996) noted that one has to develop skills of communication to be able to communicate clearly in relaying information.

The literature also revealed that a study on factors influencing the success of a project has been concentrated so much on the government and N.G.Os projects. Therefore, there is a gap as far as the church projects are concerned. The study on church projects in Kenya is limited. This study is an attempt to address factors influencing the success of religious based projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the methodology that was used in acquiring and analyzing the data. The elements discussed are, research design, target population, sample and sampling techniques, research instruments, validity, reliability, data collection procedures and data analysis techniques.

3.2 Research Design

Research design is a set of decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information Gay (1984). The research design was oriented towards a descriptive survey that describes the state of affairs as it exists. Orando and Kombo (2002) pointed out that descriptive studies are not only restricted to fact findings, but may often result in the formulation of important principles of knowledge and solution to significant problems. That involves measurement, classification, analysis, comparison and interpretation of data.

Mugenda and Mugenda (2004) stated that descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals in order to determine the status of that population in respect to one or more variables. It is used when collecting information about people's attitudes, opinions, habits and social issues (Orando and Kombo, 2002).

3.3 Target Population

The target population of this study was the heads of churches involved in the leadership of the projects in the Mombasa County, Mvita Constituency. Mvita constituency has thirty

churches which are registered in the social services. The research targeted thirty churches in the constituency and interviewed three in every church. The three included the pastor or minister of the church, treasurer and development chairperson depending on the structure of the church, as indicated on table 3.1 below.

Table 3.1: Target Population

NAME OF CHURCH	PHYSICAL LOCATION ON MOMBASA ISLAND	POPULATION
ACK MOMBASA MEMORIAL CATHEDRAL	NKRUMAH ROAD MOMBASA	3
HOLY GHOST CATHEDRAL	NKURUMAH ROAD	3
ACK ST LUKE'S MAKUPA	JOMO KENYATTA AVENUE	3
JESUS CELEBRATION CENTRE	BUXTON	3
CATHOLIC CHURCH MAKUPA	JOMO KENYATTA AVENUE	3

ELIM EVANGELISTIC CHURCH,	JOMO KENYATTA AVENUE MOMBASA	3
PCEA MAKUPA	JOMO KENYATTA AVENUE MAKUPA	3
WESLEY METHODIST CHURCH OF KENYA,	TONONOKA MOMBASA	3
DELIVERANCE CHURCH	MAKUPA	3
MOMBASA	JOMO KENYATTA AVENUE	3
PENTECOSTAL CHURCH		
PRAISE CHAPEL	NYERERE AVENUE	3
P.C.E.A. ST MARGARET	NYERERE AVENUE	3
SEVENTH DAY ADVENTIST	NYERERE AVENUE	3

AFRICAN INLAND CHURCH	TUDOR	3
CHRISCO	BEHIND NSSF	3
FULL GOSPEL CHURCHES OF KENYA	MOI AVENUE	3
A.C.K ST JOHN	BUXTON	3
FULL GOSPEL CHURCH	JOMO KENYATTA AVENUE	3
INTERNATIONAL CHRISTIAN CHURCH	MOI AVENUE	3
MOUNTAIN OF FIRE CHURCH	JOMO KENYATTA AVENUE	3
AFRICAN BROTHERHOOD	TUDOR	3
MOMBASA FRIEND CHURCH	OFF SWALEH NGURU ROAD	3

REDEEMED GOSPEL CHURCH	RONALD NGALA ROAD	3
WINNERS CHAPEL	TUDOR	3
LUTHERAN CHURCH	MAKUPA	3
NENO EVANGELISM	SABASABA	3
REDEEMED CHRISTIAN CHURCH	JOMO KENYATTA	3
SALVATION ARMY	DAVID KAYANDA ROAD	3
JESUS VICTORY TEMPLE	BUXTON	3
BREAKTHROUGH INT	MOI AVENUE	3
TOTAL		90

3.4 Sampling Procedures

The study used purposive sampling techniques to access people with specific knowledge, experience, skills and responsibility in the management of churches. The total population

used was 90 as shown on table 3.1 and the entire population was included in the study. Kerlinger (1986) explained purposive sampling as a type of non-probability sampling, which is characterized by the use of judgment and a deliberate effort to obtain representative samples by including typical areas or groups in the sample.

The researcher used purposive sampling method as discussed because of the following reasons:-

The researcher was able to judge the subjects that were typical or representative of the phenomenon being studied. The researcher was able to choose subjects that were knowledgeable about the research issue because of their own personal experience. The data collected could be very informative of this research.

3.5 Data Collection Methods

The researcher used two types of data in the study. These are the primary data and the secondary data. For primary data, the researcher collected first hand information from the members of the church in Mombasa County. The researcher used questionnaire to collect the primary data from the respondents. The data was both qualitative and quantitative. Quantitative data in form of figures was used to show trends of the subjects of the study. Qualitative data described the qualities/characteristics of the subject of study.

The secondary data was collected from reports from the churches. The researcher administered the questionnaires to the respondents. The main research instrument was questionnaire. Interviews consisted of oral questions by the interviewer and oral responses from the church leaders and the focus group discussion.

3.6 Validity of the research Instruments

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. Prior to the using of the questionnaires to collect data, they were tested by conducting a pilot survey of five leaders of the church that are not part of the study sample. The pilot study was checked on the appropriateness of the language used in the questionnaire and also to determine the difficulty of the items in the instruments. The researcher then made the necessary adjustments on the tools, thus improving the level of the instrument validity.

3.7 Reliability of the data collection instruments.

This is the extent to which the results are consistent over time and an accurate representation of the total population of the study. The data was collected using well tested and accepted procedures which yield consistent data if used similar studies. The test retest method was used to ascertain the reliability. Test retest measures consistency from one time to the next. In the piloting the research instrument was given twice to the same group of people. The results obtained were consistent and the instruments were found be suitable for usage.

3.8 Ethical consideration

The researcher adhered to all ethical standards in the course of the study by protecting the sources of the information which was critical or sensitive. The information obtained was meant to be used purely for academic purpose and for the benefit of the leader and indeed all other stakeholders in the industry.

3.9 Data Analysis Techniques

The study used descriptive statistics to investigate the factors that influence the success of a project. The evaluations were done using the mean score and standard deviation to measure

the spread. The mean scores were used to show the significant factors that influence the success of a project. The standard deviations were used to show variance in responses.

3.10 Operational definition of variables

Table 3.2: Operationalization of variables

Variables		Indicators	Measurement	Study design
Dependent	Independent			
Project performance	Governance	Accountability	Mean score, standard deviation	Descriptive
		Transparency		
		Participatory		
	Professionalism	Expertise	Mean score, standard deviation	Descriptive
		Management style		
	Resources	Availability	Mean score	Descriptive
		Utilization		
Communication	Clear communi- cation,	Mean score, standard deviation	Descriptive	
				Frequent progress meetings

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the analysis of data collected from respondents. It involves scrutinizing the acquired information from the survey and making inferences.

4.1.1 Respondent Demographics

In this section the researcher sought to establish the demographics of the respondent's in terms of gender, age and responsibility. This being a sample study, all the views from respondents were merged.

The data collected from the respondents has been presented and analyzed here below. The unit of analysis is based on the research objectives and covers the independent variables.

All the thirty churches were selected for inclusion in the study. The analysis involved a sample of 90 (100 percent) respondents that was involved in the process of data collection. The response rate was 80 (88.9 %) respondents who filled and returned the questionnaire while 10 (11.1 %) were non-response, implying that the response was good.

4.1.2 Gender.

The analysis in table 4.1 shows the distribution of the respondents by gender.

Table 4.1 Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	52	65.0	65.0	65.0
Female	28	35.0	35.0	100.0
Total	80	100.0	100.0	

Out the 80 respondents 52 (65 percent) respondents were male, 28 (35 percent) were female. This therefore shows a fair distribution in terms of gender parity.

4.1.3 Age.

The table 4.2 below shows the distribution of the respondents by age. Out the 80 respondents 15 (18.8 percent) respondents were between 20 to 30 years, 49 (61.3 percent) between 31 to 40 years and 16 (20 percent) between 41 to 50 years hence most of the respondents were adults and there view presumed to be true and factual.

Table 4.2 Age.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 to 30	15	18.8	18.8	18.8
31 to 40	49	61.3	61.3	80.0
41 to 50	16	20.0	20.0	100.0
Total	80	100.0	100.0	

4.1.4 Responsibility.

Table 4.3 Responsibility

	Frequency	Percent	Valid Percent	Cumulative Percent
Bishop	20	25	25	25
Assistant Bishop	15	18.8	18.8	43.75
Pastor/Priest	25	31.25	31.25	75
Treasurer	20	25	25	100.0
Total	80	100.0	100.0	

The analysis in table 4.3 shows the distribution of the respondents by responsibility. 20 (25 percent) were Bishops, 15 (18.8 percent) were assistant Bishops, 25(31.25 percent) Pastors and 20 (25 percent) were treasurers.

4.2 Governance in performance

The second part of the analysis was to determine the influence of governance in performance of church based projects.

4.2.1 Church projects

Table 4.4 Church project

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	80	100.0	100.0	100.0

The analysis in table 4.4 shows that 100 percent agreement that the respondents had a church project.

4.2.2 Time of completion

Table 4.5 below shows the analysis whether the respondents had expected time of completion of church projects.

Table 4.5 Expected time of completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	80	100.0	100.0	100.0

From table 4.5 above there was 100 percent agreement that all the respondents had expected time of completion of church projects.

4.2.3 Government regulatory authority

The analysis in table 4.6 shows that 64(80 percent) respondents observed government regulatory authority when implementing church projects.

Table 4.6 Regulatory Authorities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

4.2.4 Feedback

The analysis in table 4.7 gives the analysis on whether the respondents give feedback concerning the project to the congregation?

Table 4.7 Feedback in church projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

Table 4.7 shows that 64 (80 percent) of the respondents gives feed backs to church projects and 16 (20 percent) do not give feedbacks.

4.2.5 Audit reports

The analysis in table 4.8 below shows that 65 (81.3 percent) members of congregation given the audited report while 15 (18.8 percent) do not give audited reports.

Table 4.8 Audit reports

		Frequenc		Valid	Cumulative
		y	Percent	Percent	Percent
Valid	Yes	65	81.3	81.3	81.3
	No	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

4.2.6 Decision making

Table 4.9 below shows the analysis on whether the members of congregation are involved in decision making?

Table 4.9 Decision making

		Frequenc		Valid	Cumulative
		y	Percent	Percent	Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

The analysis shows that 64(80 percent) members being involved in decision making while 16(20 percent) are not involved in decision making.

4.2.7 Governance parameters

The respondents were requested to rate the options for governance elements using the 4 - point Likert scale. The questionnaire comprised 4 options which the respondents were required to rate. The options for governance elements were captioned as in the table 4.10 below.

Table 4.10 Governance Parameters

	N	Mean	Std. Deviation
Ability to give audited report	80	4.6125	.49025
Involving stakeholders in decision making	80	4.4125	.80652
Information is freely available	80	4.0375	1.25732
Clear objectives and scope	80	4.6125	.49025
Comprehensive contract documentation	80	4.6125	.49025
Valid N (listwise)	80	4.4575	

From table 4.10 the results obtained from the survey on the respondents level of agreement on governance elements show that the average mean response was 4.4.5 which implies a level of respondents acceptance given the scale range from 4 to 1, 4 very important while 1 being not important at all level of acceptance.

Means for each questions ranged from 4.6125 to 4.0375. Table 4.10 indicates that the Information is freely available was ranked lowest with a mean of 4.03 while Ability to give audited report, Clear objectives and scope and Comprehensive contract documentation were ranked the highest with means of 4.6125 respectively.

4.2.8 Governance and performance of church projects hypothesis testing

H_0 There is no significance between governance and performance of church based projects.

H_1 There is significance between governance and performance of church based projects.

One-Sample Test

Test value = 3

	t	df	sig.(2-tailed)	95% confidence interval of the difference		
				mean difference	lower	upper
(b) ability to give audited report	29.419	79	.000	1.61250	1.5034	1.7216
Involving stakeholders in decision making	15.665	79	.000	1.41250	1.2330	1.5920
Information is freely available	7.381	79	.000	1.03750	.7577	1.3173
Clear objectives and scope	29.419	79	.000	1.61250	1.5034	1.7216
Comprehensive contract documentation	29.419	79	.000	1.61250	1.5034	1.7216

The above output shows that the t- test output has a sig. (2 tailed) / p- value of .000. The null hypothesis is rejected (as the p-value is less than 0.05). The null hypothesis is rejected since the p-value is smaller than 0.05

4.3 Professionalism influences the performance of a church based projects

The respondents were requested to rate the professional influence on performance of churches based projects.

4.3.1 Manager skills

The analysis in table 4.1 shows the analysis on whether the project managers have skills to guide the rest of the team to successfully complete all the objectives.

Table 4.11 Managers skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	100.0	100.0	100.0

The analysis shows 100 percent level of acceptance that project managers have skills to guide the rest of the team to successfully complete all the objectives.

4.3.2 Problems in the project

Table 4.12 below shows 100 percent level of acceptance that there have been problems in the project?

Table 4.12 Problem in the projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	100.0	100.0	100.0

4.3.3 Manager being able to identify the problem

The analysis in table 4.13 shows the analysis whether the Project Managers were able to identify and correct problems at an early stage.

Table 4.13 Manager able to identify the problem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	81.3	81.3	81.3
	No	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

The analysis shows that 65 (81.3 percent) of the Project Managers were able to identify and correct problems at an early stage while 15 (18.8 percent) were not able to identify the project problem.

4.3.3 Manager reputation

The analysis in table 4.14 shows whether the Project Manager use his/her personal reputation, power and influence to ensure cordial relationship with the stakeholders.

Table 4.14 Manager Reputation

		Frequenc		Valid	Cumulative
		y	Percent	Percent	Percent
Valid	Yes	80	100.0	100.0	100.0

The analysis shows 100 percent level of agreement that Project Manager use his/her personal reputation, power and influence to ensure cordial relationship with the stakeholders.

4.3.4 Manager source of information

The analysis on whether the Project Manager was the source of information and communication to the external stakeholders was conducted as depicted in table 4.15 below..

Table 4.15 Source of information

		Frequenc		Valid	Cumulative
		y	Percent	Percent	Percent
Valid	Yes	31	38.8	38.8	38.8
	No	49	61.3	61.3	100.0
	Total	80	100.0	100.0	

The analysis in table 4.15 shows that 31(38.8 percent) agreed that project managers were the source of information and communication to the external stakeholders

4.3.5 Professionalism parameters

The respondents were requested to rate the options professionalism parameters using the 5-point Likert scale. The questionnaire comprised 4 options which the respondents were required to rate. The options for professionalism elements were captioned as in the table 4.16 below.

Table 4.16 Professionalism parameters

	N	Mean	Std. Deviation
Proper emphasis on past experience	80	3.8125	.39277
Awarding bids to the right designer	80	3.8000	.40252
Up to date technology utilization	80	3.1875	.39277
Multidisciplinary/competent team	80	3.8000	.40252
Valid N (listwise)	80	3.65	

From table 4.16, the results obtained from the survey on the respondents level of agreement on whether competence influences the performance of a church based projects show that the average mean response was 3.65 which implies a level of acceptance given the scale range from 4 to 1, 4 being very important while 1 being not important at all.

Means for each questions ranged from 3.1875 to 3.8000 .Table 4.16 indicates that up to date technology utilization and Proper emphasis on past experience were ranked the highest, with means of 3.1875 and 3.8125 respectively. While Awarding bids to the right designer and Multidisciplinary/competent team were ranked the lowest with means of 3.8000 respectively.

4.3.6 Professionalism parameters hypothesis testing.

H_0 There is no significance between professionalism and performance of church based projects.

H_1 There is significance between professionalism and performance of church based projects.

One-sample test

Test value = 3

	t	df	sig.(2-tailed)	mean	95% confidence interval of the difference	
					lower	upper
Proper emphasis on past experience	18.502	79	.000	.81250	.7251	.8999
Awarding bids to the right designer	17.776	79	.000	.80000	.7104	.8896
Up to date technology utilization	4.270	79	.000	.18750	.1001	.2749
Multidisciplinary/com parent team	17.776	79	.000	.80000	.7104	.8896

The above output shows that the t- test output has a sig. (2 trailed) / p- value of .000. The null hypothesis is rejected (as the p-value is less than 0.05). The null hypothesis is rejected since the p-value is smaller than 0.05

4.4 Resources influence the performance of a church based projects

The respondents were requested to examine how resources influence the performance of a church based projects.

4.4.1 Planning schedule

The analysis in table 4.17 shows the analysis on whether the respondents had planning and scheduling of the activities to take place.

Table 4.17 Planning schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
Total		80	100.0	100.0	

Table 4.17 shows that 64(80 percent) of the respondents had planning and scheduling of the activities to take place and 16 (20 percent) had no planning and scheduling of the activities to take place.

4.4.2 Construction materials

The analysis in table 4.18 below shows that 64(80 percent) of the respondents agreeing that the construction materials readily available when required, while 16(20 percent) disagreed that the construction materials were not readily available when required.

Table 4.18 Construction materials

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
Total		80	100.0	100.0	

4.4.3 Construction materials delivered at the right time

The analysis in table 4.19 below shows whether the construction materials delivered at the right time.

Table 4.19 Material delivered on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

The analysis in table 4.19 shows that 64(80 percent) of the respondents agreeing that the construction were delivered at the right time when required, while 16(20 percent) disagreed that the construction materials were not delivered on time when required.

4.4.4 Skills available for the project

Table 4.20 shows the analysis on whether people with required with skills available for the project.

Table 4.20 People with required skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

The analysis shows 100 percent level of acceptance that people with required with skills available for the projects.

4.4.5 Raising funds

The analysis in table 4.21 shows that 16(20 percent) of the respondents raise funds from donors for the projects while 64 (80 percent) raise funds from members of the congregation.

Table 4.21 Raising funds

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Donors	16	20.0	20.0	20.0
	Members of congregation	64	80.0	80.0	100.0
	Total	80	100.0	100.0	

4.4.6 Resources parameters

The respondents were requested to rate the options for resources parameters using the 4-point Likert scale. The questionnaire comprised 4 options which the respondents were required to rate. The options for resources elements were captioned as in the table 4.22 below.

4.4.7 Resources influence

Table 4.22 Resources parameters

	N	Mean	Std. Deviation
Availability of resources	80	3.8000	.40252
Adequate funding throughout the project	80	3.4250	.79197
Proper utilization of funds	80	3.8000	.40252
Funds channeled to the proposed project	80	3.1875	.39277
Valid N (listwise)	80	3.5531	

From table 4.22, the results obtained from the survey on the respondents level of agreement on whether resources influence the performance of a church based projects. The analysis shows that the average mean response was 3.553 which imply a level of acceptance given the scale range from 4 to 1, 4 being very important while 1 being not important at all.

Means for each questions ranged from 3.8000 to 3.4250 .Table 4.22 indicates availability of resources, Proper utilization of funds and adequate funding throughout the project were ranked the highest with means of 3.800 and 3.4250 respectively.

4.4.8 Resources influence hypothesis testing

H_0 There is no significance between resource and communication of church based projects.

H_1 There is significance between resource and communication of church based projects.

One-Sample Test

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Availability of resources	17.776	79	.000	.80000	.7104	.8896
Adequate funding throughout the project	4.800	79	.000	.42500	.2488	.6012
Proper utilization of funds	17.776	79	.000	.80000	.7104	.8896
Funds channeled to the proposed project	4.270	79	.000	.18750	.1001	.2749

The above output shows that the t- test output has a sig. (2 trailed) / p- value of .000. The null hypothesis is rejected (as the p-value is less than 0.05). The null hypothesis is rejected since the p-value is smaller than 0.05

4.5 Communication influence performance of a church based projects.

4.5.1 Language

The analysis in table 4.23 shows whether language used for communication was clear to everyone.

Table 4.23 Language

		Frequency		Valid	Cumulative
			Percent	Percent	Percent
Valid	Yes	65	81.3	81.3	81.3
	No	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

The analysis shows that 65 (81.3 percent) of the respondents agreeing that the language used for communication was clear to everyone, while 15(18.8 percent) of the respondents disagreed that the language used for communication was not clear to everyone.

4.5.2 Communication with right words

Table 4.24 below shows that 64(80 percent) of the respondents agreement that communication contain the right choice of words while 16(20 percent) disagreed that communication never had the right words.

Table 4.24 Communication with right words

		Frequency		Valid	Cumulative
			Percent	Percent	Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

4.5.3 Stake holder responding

The analysis on whether stakeholders do they respond to communication is depicted in table 4.25 below.

Table 4.25 Stake holder responding

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	31	38.8	38.8	38.8
No	49	61.3	61.3	100.0
Total	80	100.0	100.0	

The analysis shows that 31(38.8 percent) agreed that respondents responds to communication while 49 (61.3 percent) do not respond to communication.

4.5.4 Communication parameters

The respondents were requested to rate the options for resources parameters using the 4-point Likert scale. The questionnaire comprised 4 options which the respondents were required to rate. The options for resources elements were captioned as in the table 4.22 below.

Table 4.26 Communication parameters

	N	Mean	Std. Deviation
Frequent progress meetings	80	2.3875	.49025
Clear information	80	2.3875	.49025
Communication skills	80	2.3875	.49025
Valid N (listwise)	80	2.3875	

From table 4.26, the results obtained from the survey on the respondent's level of agreement on whether communication influence performance of a church based projects. The analysis shows that the average mean response was 2.3875 which imply a level of acceptance given the scale range from 4 to 1, 4 being very important while 1 being not important at all.

The means for each all questions was 2.3875 and all the options were equally rated.

4.4.5 Communication influence hypothesis testing

H_0 There is no significance between communication and performance of church based projects.

H_1 There is significance between resource and communication of church based projects.

One-Sample Test

	t	Df	Sig. (2-tailed)	Test Value = 3		
				Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper	
Frequent progress meetings	11.175	79	.000	.61250	.7216	.5034
Clear information	11.175	79	.000	.61250	.7216	.5034
Communication skills	11.175	79	.000	.61250	.7216	.5034

The above output shows that the t- test output has a sig. (2 trailed) / p- value of .000. The null hypothesis is rejected (as the p-value is less than 0.05). The null hypothesis is rejected since the p-value is smaller than 0.05

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the findings in relation to the research objectives. It also draws the conclusions, recommendations and suggests areas for further study.

5.2 Summary of findings and discussions

The research study sought to investigate the factors that influence the performance of church based projects in Kenya. Specifically the study explored the research objectives provided in chapter one. The study employed descriptive data analysis. The sample under study comprised three staff in management position. The study used primary and secondary data that was collected questionnaires that were served on the respondents and findings presented using tables.

The first part of the objective was to determine the influence of governance in performance of church based projects.

All the respondents agreed that all the churches had running projects with expected time of completion of church projects. A large number of churches observed government regulatory authority when implementing church projects, with respondents giving feedback concerning the project to the congregation?

There was a high level of agreement that members of congregation were given audited reports and members of congregation involved in decision making. Finally the respondents agreed that influence of governance in performance of church based projects was very important.

The second part of the analysis was to assess how professionalism influences the performance of church based projects. There was a unanimous level of acceptance that project managers had skills to guide the rest of the team to successfully complete all the objectives using personal reputation, power and influence to ensure cordial relationship with the stakeholders.

There was a high level of agreement that Project Managers were able to identify and correct problems at an early stage, were the source of information and communication to the external stakeholders.

Lastly there was a high level of acceptance that professionalism influences the performance of church based projects.

The third part of the analysis was to examine how resources influence the performance of a church based projects. There was a high level of acceptance that the respondents had planning and scheduling of the activities to take place, agreeing that the construction materials readily available when required, delivered at the right time. Majority of the respondents raise funds from members of the congregation.

The last part of the analysis was to analyze how communication influence performance of a church based projects. Majority of the respondents agreed that the language used for communication was clear to everyone, with communication containing the right choice of words and respondents responds to communication.

5.3 Conclusions

Church managers and other sectors should encourage the use of feedback as a way of regulating church projects.

5.4 Recommendations

The broad research questions relating to factors that influence the performance of church based projects in Kenya was studied and the finding analyzed so as to draw conclusions. Church managers should strive to embrace standard operating procedures to improve on spiritual nourishment and satisfaction.

Observe government regulatory authorities.

Projects planning needs to be rigorous and to combine technical expertise with engagement of the stakeholders

5.6 Suggestions for further Research.

This study has implications for future research. The limitations already discussed may justify further research. The first limitation is related with the predictive validity of the results, and these limitations can be addressed principally, replicating this research in different organizations, and with different stakeholders. Preferably, new studies should be conducted in other sectors to see if the results can be extended to them.

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APPENDICES

Appendix 1: Letter of Transmittal

Mary Michere Kiundu

P.O. BOX 85035 – 80100

MOMBASA.

20TH APRIL, 2012

TO WHOM IT MAY CONCERN

Dear Respondent,

RE: REQUEST TO RESPOND TO QUESTIONS

I am a student at University of Nairobi Mombasa Campus pursuing a Master degree in Project Planning and Management. As part of this course requirement, I am expected to carry out a research on factors influencing the performance of religious based projects with special reference to selected churches in Mvita constituency, Mombasa County.

I therefore, humbly request for your assistance and cooperation in responding to the questions attached herewith. The information given will be treated with utmost confidentiality and will be used only for the purpose of the study.

Looking forward for your response and cooperation

Yours faithfully,

MARY MICHERE KIUNDU

L50/65618/2010

APPENDIX 3: Research Questionnaire

Please respond to the following questions in part A, B and C to the best of your ability and as per the instructions in each part.

PART A: GENERAL INFORMATION

Please tick or write where appropriate.

1. Sex

Male []

Female []

2. Age

20 – 30 []

31 – 40 []

41 – 50 []

51 and above []

3. What is your responsibility in the church?

i Bishop []

ii Assistant Bishop []

iii Pastor/priest []

iv Treasurer []

v Development chairperson []

vi Others.....

PART B: GOVERNANCE

4. Do you have a church project?

Yes []

No []

5.If yes (above) do you have the expected time of completion?

Yes []

No []

6. Do you observe the government regulatory authorities?

Yes []

No []

7. Do you give feedback concerning the project to the congregation?

Yes []

No []

8. Are the members of congregation given the audited report?

Yes []

No []

9. Are the members of congregation involved in decision making?

Yes []

No []

10. Please tick in the appropriate box to indicate on a scale of 1 to 4, the extent to which you consider the following attributed as important to you in the evaluation of the success of church based projects.

- 1. Not important at all
- 2. Not important
- 3. Important
- 4. Very important

	Item	1	2	3	4
1	Ability to give audited report				
2	Involving stakeholders in decision making				
3	Information is freely available				
4	Clear objectives and scope				
5	Comprehensive contract documentation				

PART C: PROFESSIONALISM

11. Does the project manager have skills to guide the rest of the team to successfully complete all the objectives?

Yes []

No []

12. Has there been any problem in the project?

Yes []

No []

13. If yes (above) was the Project Manager able to identify and correct problems at an early stage?

Yes []

No []

14. Does the Project Manager use his/her personal reputation, power and influence to ensure cordial relationship with the stakeholders?

Yes []

No []

14. Is the Project Manager the source of information and communication to the external stakeholders?

Yes []

No []

15. Please tick on the appropriate box to indicate on a scale of 1 to 4 your agreement with each of the factors using the following key.

1. Not important

2. Neither important nor unimportant

3. Important

4. Very important

Item	1	2	3	4
Proper emphasis on past experience				
Awarding bids to the right designer				
Up to date technology utilization				
Multidisciplinary/competent team				

PART D: RESOURCE AVAILABILITY

16. Is there planning and scheduling of the activities to take place?

Yes []

No []

17. Are the construction materials readily available when required?

Yes []

No []

18. Are the construction materials delivered at the right time?

Yes []

No []

19. Are people with required with skills available for the project?

Yes []

No []

20. How do you raise funds for the project(s)?

Donors []

Members of congregation []

Others (Please specify)

.....

21. How significant are the following factors in influencing success of projects?

Please tick in the appropriate box to indicate on a scale of 1 to 4, your agreement with each of the factors using the key.

- 1. Strongly disagree
- 2. Disagree
- 3. Agree
- 4. Strongly agree

	1	2	3	4
Availability of resources				
Adequate funding throughout the project				
Proper utilization of funds				
Funds channeled to the proposed project				

PART E: COMMUNICATION

22. Is the language used for communication clear to everyone?

Yes []

No []

23. Does the communication contain the right choice of words?

Yes []

No []

24. When communication has been done to stakeholders, do they respond?

Yes []

No []

25. How significant are the following factors in ensuring successful implementation of projects?

Please tick on the appropriate box to indicate on a scale of 1 to 3, your agreement with each of the factors using the following key.

1. Least significant
2. Moderate
3. Most significant

	1	2	3
Frequent progress meetings			
Clear information			
Communication skills			

THANK YOU