INFLUENCE OF COMMUNITY PARTICIPATION IN PROJECT MANAGEMENT PROCESSES ONTHETIMELY COMPLETION OF CDF PROJECTS IN KANYEKINI WARD –KIRINYAGA COUNTY, KENYA

BY

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2014

DECLARATION

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

_____ _____

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REG. NO. L50/69597/2011

This ResearchProject has been submitted for examination with my approval as the University supervisor

_____ _____

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DEDICATION

This research projectis dedicated to my late parents, Muchiri Ngondo and Eunice Wanjiru Muchiri, especially my mother who had an exceptional deep passion for education, my wife Priscilla, my only daughter Catherine Wanjiru Ngondo and my three sons, Patrick, Jeremiah and Joseph. Mr. Lazarus M Mugo, who shaped my life by paying for my early education, deserves special dedication.

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TABLE OF CONTENTS

DECLARATION ii

DEDICATION iii

ACKNOWLEDGEMENT iv

TABLE OF CONTENTS v

LIST OF FIGURES viii

LIST OF TABLES ix

ABBREVIATIONS AND ACRONYMS x

ABSTRACT xi

CHAPTER ONE: INTRODUCTION 1

1.1Background to the study 1

1.2 Statement of the Problem 2

1.3 Purpose of the Study 3

1.4 The objectives of the study 3

1.5 Research Questions 3

1.6 Significance of the Study 4

1.7 Delimitations of the study 4

1.8 Limitations of the Study 4

1.9 Assumptions of the Study 5

1.10 Definitions of Significant Terms used in the study 6

1.11 Organization of the Study 7

CHAPTER TWO: LITERATURE REVIEW 8

2.1 Introduction 8

2.2 Background 8

2.3 Introduction to Constituency Development Fund Program in Kenya 10

2.4 Project Management Processes **10**

2.5 Theoretical Framework **15**

2.6 Conceptual Framework **18**

2.7 Knowledge Gap **19**

CHAPTER THREE: RESEARCH METHODOLOGY 21

3.1 Introduction **21**

3.2 Research Design **21**

3.3 Target Population **21**

3.4 Sample Size and Population Sampling Procedure **22**

3.5 Data Collection Instruments **23**

3.6 Methods of Data Collection **23**

3.6 Pilot study **24**

3.7 Validity and reliability **24**

3.8 Data Analysis Methodology **26**

3.9 Ethical Issues in Research **27**

3.10 Operational definition of Variables **27**

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION 28

4.1Introduction 28

4.1.1 Analysis of the Response Rate 28

4.2 Background Information 29

4.3 Project Identification and Timely Completion of Project 31

4.4 Project Implementation and Timely Completion of Project 33

4.5 Project Monitoring & Evaluation and Timely Completion of Project 36

4.6 Timely Completion of Project 41

4.7 Correlation Analysis 45

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS 47

5.1 Introduction 47

5.2 Summary of Findings 47

5.3 Discussion 50

5.3.1 Project Identification and Timely completion of Projects 50

5.3.2 Project Implementation and Timely completion of Projects 51

5.3.3 Project Monitoring & Evaluation and Timely completion of Projects 52

5.4 Conclusion 54

5.5 Recommendations 55

5.6 Suggestion for Further Studies 56

REFERENCES 57

APPENDICES 61

APPENDIX 1: Transmittal Letter **61**

APPENDIX 2. Questionnaire for Direct Beneficiaries of CDF Projects **62**

APPENDIX 3. Questionnaire for CDF Project Management Committee **68**

LIST OF FIGURES

Figure1. Agile Project Management Model ----------17

Figure 2.Conceptual Framework: ----------16

LIST OF TABLES

Table 3. 1: Project Stratification and Sampling Procedure 23
Table 3. 2: Reliability Analysis 26
Table 3. 3: Operationalization of Variables: 27
Table 4. 1: Response Rate 28
Table 4. 2: Age of the Respondents 29
Table 4. 3: Gender Composition of the Respondents 30
Table 4. 4: Academic Qualification of the Respondents.....30
Table 4. 5: Decision Making Methods used In Identifying the Projects.....31
Table 4. 6: Level of Agreement with Statements on Project Identification 32
Table 4. 7: Respondents direct approach to join CDF Projects Activity Teams 33
Table 4.8: Respondents offer skills and Time during the Implementation of CDF Projects 34
Table 4. 9: How Respondents Participation Was Valued 34
Table 4. 10: Level of Agreement with Various Statements on Project Implementation 35
Table 4.11: Presence of any Formal Meeting Held by the Project Implementation Team.....37
Table 4.12: Respondents Views concerning the progress of the CDF Projects 37
Table 4. 13: How Respondents Views, Concerns or Recommendations were valued 38
Table 4. 14: Respondents involvement in developing Resources List for CDF Project 38
Table 4.15: Respondents involvement in developing Resources Procurement Rules 39
Table 4.16: Level of Participation by the Community in Key Monitoring Activities.....39
Table 4.17: Level of Agreement with Statements on Project Monitoring and Evaluation 40
Table 4.18: Awareness of Respondents of the Initial Objectives of Most of the CDF Projects ...41
Table 4.19: Respondents involvement in setting the Goals for CDF Project.....42
Table 4.20: How well Goals of the Projects have been achieved.....42
Table 4.21: Respondents needs achievement by many of the CDF Projects initiated.....43
Table 4.22: Satisfaction in terms of Quality of Facility and Value for Money Spent 43
Table 4.23: Whether the Respondents would have answered differently 44
Table 4.24: Correlation Matrix 45

ABBREVIATIONS AND ACRONYMS

CDF	:	Constituency Development Fund
CDFC	:	Constituency Development Funds Committee
DPC	:	District Projects Committee
MP	**:**	Members of Parliament
NACCSC	:	National Anti-Corruption Campaign Steering Committee
PM&E	:	Participatory Monitoring and Evaluation
PMC	:	Projects Management Committee
PMP	:	Project Management Processes
TISA	:	The Institution for Social Accountability
IEA	:	Institute of Economic Affairs

ABSTRACT

The CDF initiative was intended to uplift the living standards of the Kenyan peopleat the grassroots level by introducing balanced development across the country; this has enabled Kenyans to experience the value of government money and resources. However, after several years of implementation of the model, it is evident that many CDF projects are not completed on time. This has resulted into wastage of public funds and the uplift of living standards of the Kenyan people not satisfactorily achieved. The purpose of this study was to investigate the influence of community participation in project management processes, as one of the contributors to timely completion of CDF projects in Kanyekini ward-Kirinyaga central constituency. This study used descriptive survey methodology. The target population was 32,333 direct beneficiaries where a sample of 100 project beneficiaries were selected using simple random selection method. Information from the target local communitywas collected through structured questionnaires and analyzed using descriptive statistics.The study found out that facilitated focus groups were the most used decision making methods in identifying the projects and that initiation helps identify the precise problem areas that need improvement. The study also found out that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding. The study found out that project beneficiaries had not been approached directly to join any of the CDF projects activity teams during the CDF projects planning and implementation, however, where participation occurred, their participation was valued fairly well and that during implementation deadlines are met to help stay within schedule, budget and credibility. The study concluded that there were no formal meeting held by the project implementation team to give an update of the progress of the project during the project implementation and that the views, concerns or recommendations of the project beneficiaries was not solicited concerning the progress of the CDF projects. The study also concluded that facilitated focus groups were the most used decision making methods in identifying the projects. The study finally concluded that participatory project implementation has the highest effect on timely completion of CDF projects, followed by participatory projects identification, while participatory project monitoring and evaluation has the lowest effect on the timely completion of CDF projects in Kanyekini Ward, Kirinyaga County. The study recommended that project managers together with project management team should come up with other methods and strategies of decision making to avoid bias problems. This study also recommends that strategies for monitoring and evaluation for good quality and feedback should be devised. The study further recommended that strict scrutinisation of project teams be done to ensure that members of the community are represented and a criterion for selecting projects activity teams be clearly outlined. The study finally recommended that project managers and their team should introduce frequent meetings with project beneficiaries and allocate time for them in their schedules. This will open an avenue for people to share their views and opinions regarding the projects at hand.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

According to Mayo (1975), the notion of community development owes a great deal to the efforts of colonial administrators, the administrators used the term out of their attempts to develop basic education, and social welfare in the UK colonies. For example, a 1944 report, *Mass education in the colonies*, placed an emphasis on literacy training and advocated the promotion of agriculture, health and other social services through local self-help (Midgley, 1986). This was a set of concerns similar to those surrounding the interest in rural development and educational extension in North America in the first two decades of the century.

Batten (1957) in his book,*Communities and their Development. An introductory study with special reference to the Tropics*states that, In the global south, community planning techniques drawing on the history of utopian movements became important in the 1920s and 1930s in South and Eastern Africa, where Community Development proposals were seen as a way of helping local people improve their own lives with indirect assistance from colonial authorities

In 1967, President Julius Nyerere of Tanzania introduced an African Model of Community Development called Ujamaa. In this model, he pointed out the need for an African model of community development. This became a success in assisting with the delivery of community projects, especially education services throughout rural areas in Tanzania (Hall and Kidd, 1978).

While former Tanzanian president, Julius Nyerere, did not succeed in carrying out the practice of people's participation, his prescient work prepared the ground for the full acceptance of the participatory development movement in the 1990s. Tanzanian researchers became catalysts worldwide in the participatory action research network. Tanzania's current government cooperates with development agencies and various citizens' groups using a participatory action model (Swantz, 2001).

The idea of community development projects in Kenya can be traced to 1965 where a conference was held in the then Ministry of Economic Planning and Development to discuss the ways of solving problems of rural development, education and employment.Several years later (1983),

District Focus for Rural Development emerged as the preferred development strategy. This new strategy had a number of aims which included making each district the focal point for the local community development.

To address community development at a lower level, Constituency Development Fund (CDF) was introduced in 2003.In this model, one of the CDF committees, the Constituency Development Fund Committee (CDFC), (appointed by the area MP), is the one responsible for the allocation of funds to various projects within the constituency and does so as it sees fit, at its discretion, it determines the installments with which to release monies to projects, and ranks projects in order of priority, with little or no participation from the local community (Top-Down Approach). However, experience in several countries has shown that excessive powers of the MP are often accompanied by very poor public participation in project prioritization and implementation (International Budget Partnership in Kenya, 2010). A Bottom-Up Approach, where the members of the local community (beneficiaries) , are encouraged to identify and plan the projects themselves, (with outsiders as facilitators only), has been found to be more successful in timely completion of development projects.

The Researcher has observed that the main contributor of the many problems facing CDF funded projects in Kanyekini-Kirinyaga Central Constituency, is lack of community participation in Project Management Processes, thiscontributes greatly to untimely completion of the CDF funded Projects.The purpose of this research is to test this hypothesis for either acceptance or rejection.

1.2 Statement of the Problem

According to IEA Research Paper Series No. 7, (2011), since its introduction CDF has funded 546 projects in Kanyekini Ward-Kirinyaga Central Constituency, 370 of these projects are either below 50% complete or stalled. Some of the delayed projects include, among others,Nduini Water Project which was first initiated in 2003,however, the project is only 36% complete, enquiries on the ground indicate that this project lacks ownership by the local community; this has led to vandalism of some of the already installed equipment and has virtually stalled. This project was intended to supply piped water for domestic use by the local community, however, there is an all season river nearby, conveniently located for general water supply, discussions

with this community concludes that, if the community was involved in the identification process, before implementation, the community would have identified another more pressing need, and hence another type of project initiated. Another CDF Project, Kiamwenja Dispensary, constructed in Ngaru, is not used by the local community; members prefer to use Kirinyaga District Hospital due to its proximity and better provision of medical facilities. It is evident that local communities are not sufficiently involved in the CDF projects decision making, leading to loss of funds, numerous incomplete, low quality and irrelevant project across the ward.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of community participation in project management processes on the timely completion of CDF projects in Kanyekini ward-Kirinyaga central constituency.

1.4 The objectives of the study

The objectives of the study were:

1. To establish how community participation in identification of CDF projects influence timely completion of the projects
2. To establish how community participation in implementation of CDF projects influence timely completion of the projects
3. To establish how community participation in monitoring and evaluation of CDF projects influence timely completion of the projects

1.5 Research Questions

1. How does community participation in identification of CDF projects influence timely completion of the projects?
2. How does community participation in implementation of CDF projects influence timely completion of the projects?
3. How does community participation in monitoring and evaluation of CDF projects influence timely completion of the projects?

1.6 Significance of the Study

The CDF funded development projects are meant to have immediate social and economic impact on the local community in order to uplift the lives of the community by alleviating and fighting poverty at the constituency level. Consequently, timely completion of these projects is paramount. This Research project investigated the reasons why the projects are not completed on time and hence not achieve the intended purpose. The study endeavored to suggest several recommendations, and if implemented, the local people benefit greatly from the CDF projects initiated in the different fields. The Ministry of Planning and Development will also draw useful conclusions from the outcome of the study and modify the current guidelines on project identification, implementation, monitoring and evaluation of CDF projects; furthermore the Tax Payers money will be used more effectively. The outcome of this studywill also form the bases of further research in future.

1.7 Delimitations of the study

The study was undertaken in Kanyekini Ward- Kirinyaga Central Constituency only. Projects being implemented in Kanyekini, but cut across other constituencies were not considered, this wasbecause the direct beneficiaries of the projects under study wereonly those within Kanyekini ward. Only those Projects whose budgets were fully funded, or funding commitment assured, were considered in this study. CDF funded Projects whose scope was not well defined before implementation was not considered for data collection.

1.8 Limitations of the Study

One of the limitations of the study was insecurity while accessing the respondents, to address this issue, data was corrected during the day only; local community security arrangements also were utilized during the data collection.

Time required for carrying out the survey was a major constraint, to mitigate this, carefully structured questionnaires were used to collect responses from the local community; direct interviews were used as few times as possible so as to minimize on the time taken to collect the field data. Time competition with other urgent tasks was also a constraint in the study, to mitigate this, careful and detailed time scheduling was developed, with the study occupying the top priority. The Researcher used field assistants for distribution and collection of the

questionnaires from the local community to minimize on the time required for data collection.

Suspicion and resistance from the local community during data collection while undertaking a research of this nature was a concern to the researcher, however, this was not encountered as the researcher was a member of this community.

Funds necessary to carry out the survey was a constraint during the study. To mitigate this, the researcher developed a detailed questionnaire that ensured adequate amount of relevant data was collected to draw significant conclusions from the study, without wasting resources by collecting extraneous, unnecessary, or excess data.

1.9 Assumptions of the Study

It was assumed that there would be availability of current information or data of the selected projects in the CDF offices. The researcher assumed that the respondents were willing to give out information regarding the study. The researcher also assumed that there was availability of reference material regarding the study.The researcher further assumed that the research would be completed on time.

1.10 Definitions of Significant Terms used in the study

Project Management Processes - These processes consist of Identification, implementation, Monitoring and Evaluation

Project Identification- Project identification is the process where the community identifies a need to be addressed and together with the Constituency Development Management Committee, a project is identified

Project Implementation - Project implementation involves securing community participation for launching the project and co-ordination of activities of the final product.

Project Monitoring - Monitoring is the process of routinely gathering information on all aspects of the project

Project Evaluation - Evaluationprocess is the measurement, appraisal, or making judgments on the outputand impactof the project in terms of the objectives, to examine the project's relevance, effectiveness, and benefits to the target community.

CDF Projects - This refers to all ongoing, delayed, stalled or completed projects financed by Kenya Government and funded through Constituency Development Fund (Amendment) Act 2007.

Approved Projects - This refers to all CDF Projects under implementation in Kanyekini Ward approved by the Constituency Development Funds Committee

Community participatory Identification - This is where community/beneficiaries are encouraged to identify and prioritize the projects themselves with or without outsiders.

Agile Project Management Method - The Agile Project Management Method uses incremental, iterative, and rolling wave planning to identify and prioritize requirements for community needs

Community participation in Project Monitoring - This is where community/beneficiaries are encouraged to participate in monitoring the projects together with outsiders

Community participation in Project Evaluation - This is where community/beneficiaries are encouraged to participate in e valuating the projects together with outsiders

Projects Timely completion -This is where projects are completed during the time scheduled, within the allocated budget, scope and quality. Also when evaluated the intended goal is achieved.

Top-Down Approach -This is where projects are identified based on demands from beyond the community

Bottom-Up Approach - The local community members are encouraged to identify and plan the projects themselves for implementation with or without outsiders.

1.11 Organization of the Study

Chapter oneoutlined the purpose of the study and introduced the statement of the problem. The specific objectives and significant of the study are also introduced in this chapter.

Inchapter two,theoretical literature review and previous research associated with the problem to be addressed in the study was covered. A Conceptual Framework, detailing the independent and dependent variables in the study was also examined

Chapter three outlinedthe research design and target population of the study, the methods that were used in the research in collecting and analyzing the data.

Chapter fourcontains data analysis and presentation based on the research objectives. Various tools of analysis were employed, based on the operationalization of the variables.

Chapter fiveconsists of a summary of the findings of the research, conclusions relating to the research objectives and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, literature review on early community participation in project management processes in development projects wasexamined; influence of community memberôs participation in project management processes activities ontimely completion of development projectswasexamined.Participatory projects identification, implementation, monitoring and evaluation were also examined, with great emphasis on Agile type of Project Management. A Conceptual Framework, detailing the independent and dependent variables in this study was also examined. An outline of the theoretical conceptual framework was included, outlining the concepts applied in the study.

2.2Community Participation in Project Management Processes

In the global north, around the 19th century, the work of the Welsh early socialist thinker, Robert Owen (1771ï 1851), sought to create a more perfect community. At New Lanark, and at later communities, such as Oneida in the USA, and the New Australia Movement in Australia, groups of people came together to create utopia or international utopia communities, with little or no success. In his journal, *The Peaceful Revolutionist,* Josiah Warren (1798 ï 1874),attributed this to lack of ownership of the communal activities. Communities were assembled, projects identified for them and implementation carried,without any participation in decision making when operationalizing the project management processes.

The Gulbenkian Foundation (1986) was a key funder of commissions and reports which influenced the development of Community Developments in the UK from the latter sixties to the 80's. This included recommending that there be a national institute or centre for community development, able to support practice and to advise government and local authorities on policy. This was formally set up in 1991 as the Community Development Foundation. In 2004 the Carnegie UK Trust established a Commission of Inquiry into the future of rural community development examining such issues as land reform and climate change. Carnegie funded over sixty rural community development action research projects across the UK and Ireland and

national and international communities of practice to exchange experiences. This included the International Association for Community Development.According to Spence, (1996), this model was tried with total failure in Kenya. Development projects were developed by the colonial government without any community involvement in the early stages of decision making, hence the failure of projects implementation.

In 1999 a UK wide organisation responsible for setting professional training standards for all education and development practitioners working within local communities was established and recognised by the Labour Government. This organisation was called PAULO - the National Training Organisation for Community Learning and Development. (It was named after Paulo Freire). It was formally recognised by David Blunket, the Secretary of State for Education and Employment. Its first chair was Charlie McConnell, the Chief Executive of the Scottish Community Education Council, who had played a lead role in bringing together a range of occupational interests under a single national training standards body, including community education, community development and development education. The inclusion of community development was significant as it was initially uncertain as to whether it would join the NTO for Social Care. The Community Learning and Development NTO represented all the main employers, trades unions, professional associations and national development agencies working in this area across the four nations of the UK.

Early operationalisation of community development models had challenges, White (1999,) notes that early results from among international development agencies funded projects, was such that, after the community had a requirement and the development aid given, then the development agency loses interest, leaving the program to collapse. This perception re-awakened interest in the notion of local management of resources and decisions. The participatory development movement led by Chambers (1983) and others was important in applying these ideas directly to small-scale development. Their focus was on finding methods that would allow the poor to be informed participants in developmental assistance, with external agents mainly acting as sources of funds and facilitation. Supporting this was the increasingly strong and articulate critique of Development from academic social scientists such as Escobar (1995) and Scott (1998) attempting to demonstrate how top-down perspectives were both dis-empowering

and ineffective. At the same time, projects like the Self Employed Womenôs Association in India, the Orangi slum improvement project in Pakistan, and the Iringa Nutrition project in Tanzania were acquiring fame because they were perceived as highly successful instances of community driven development (Krishna et al, 1997). It was believed that these approaches could provide important lessons for bilateral and multilateral donors. This gave birth to Community Driven Development.

2.3Introduction to Constituency Development Fund Program in Kenya

To address community development at the grassroot level, Constituency Development Fund (CDF) was introduced in 2003. The fund was designed to support constituency level development projects; it was aimed to achieve equitable distribution of development resources across the country. Constituency Development Fund schemes are initiatives which allocate funds from the central government budget to each constituency for expenditure on development projects intended to address particular local needs. The implementation of the fund is guided by the CDF Act 2003 as well as regulations and circulars released by the Ministry of Finance from time to time in order to streamline the operations of the fund.

Operationalisation of CDF model has been faced with myriad of problems. The implementation of CDF has been marred by repeated accusation of abuse of funds, patronage due to excessive powers of the MP, incomplete projects, a lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the fund. Wanjiru Gikonyo (2008), in her book, states that many CDF projects are not useful to the local communities in Kenya, due to lack of sufficient involvement of the local communities in the projects management processes.

This research study breached this gap by offering detailed recommendations based on a simpler, but more effective model.

2.4 Project Management Processes

Project management processes are the core processes that connect all other project activities together. These are designed to help manage the different elements of a project. These processes

ensure smooth and effective flow of the project activities throughout its cycle. Project Management Process form the backbone of the Project Implementation Plan

2.4.1 Identification and Timely Completion of Projects

Meredith and Mantel (2006) describes the importance of various stages of the project initiation process in the accomplishment of a project.The first stage for a formal participatory process for projects identification is the needs assessment. Prior to this community involvement exercise, a situational analysis is done, mostly by a person outside the community. The situational analysis aims at describing the community situation as it is currently, identifying and listing pressing problems being encountered by the community. Needs assessment follows immediately after this; needs assessment deals with the question: Who needs what as defined by whom.

Pimbert and Pretty (1994) propose several model participation typologies to describe degrees or levels of participation in initiating community projects development. Among the several typologies, Interactive Participation is more effective in community empowerment, as far as projects initiation is considered; this is where joint analysis to joint actions is practiced.

Kim (2007) shows the importance of project initiation process in the success of project accomplishment. He classifies the project life cycle, according to the PMBOK Guide, in the following way; initiating,planning, executing, monitoring & controlling, and closing, with the initiating stage as the first.

Hobbs (2008) also shows the project initiation process in relation to the successful completion of a project. However, his model is related to projects from the more development countries. He mostly emphasizes on the conducting of feasibility study before a project is initiated.

Marrie and Andrew (2009) in their journal, *Project Initiation for the corporate world*,state that the project initiation phase is the first phase within the project management life cycle, as it involve starting up a new project. Within the initiation phase, the business problem or opportunity is identified, a solution is defined, a project is formed, and a project team is appointed to build and deliver the solution to the customer. A business case is created to define the problem or opportunity in detail and identify a preferred solution for implementation.

Needs assessment is one of the critical stages in the project development process, reliable, accurate and usable information is needed that reflects the ideas articulated by representative groups of the target population and other stakeholders in the community (Chin Saik Yoon, (1996). Women and men should be consulted throughout the process so that both perspectives can be taken into account. Women's needs often are different from the men's needs and if not taken into account project planning has a false start. Moreover, consulting the people stimulate the sense of ownership when the project is implemented.

All identified needs cannot be addressed by one project. Therefore, priorities have to be set. This has to be done with all stakeholders concerned, men and women. Projects are then identified to address each need or needs. Each project is then planned for implementation

2.4.2 Implementation and Timely Completion of Projects

The Implementation phase of the Project Management Process puts the project into action. Stefano and Vrinda (2003) in their book, Development Corporation Handbook states that, project =implementationor execution,is the phase in which the plan designed in the prior phases of the project life cycle are put into action. The purpose of project execution is to deliver the project expected results or deliverable and other direct outputs. Typically, this is the longest phase of the project management lifecycle, where most resources are applied.

Eldin and Hamdy (1983) have suggested that project implementation should include the planning and execution of the project activitiesrequired towards achievement of the project deliverables. Most projects fail to be timely completed due to poor planning and uncoordinated execution of the relevant activities.

According to Kasule (1996), a manager must have vision, good planning, follow-up and follow-through for successful implementation. Successful implementation requires, in addition, proper knowledge and skill, clear well written goals (specific, flexible, realistic), clear priorities, a clear plan of action, and emphasis on quality control (QC), quality assurance (QA) and quality improvement (QI). An inadequate implementation plan is the final factor that can sabotage an otherwise successful project performance.

Projects are to be implemented in a specially designed organization (i.e. projectorganization) whose life span is synonymous with the life of the project. Since independence,project abandonment (partially complete or total abandonment) has been more predominant in the public sector, inspite of various attempts at project monitoring and implementation.Research has shown that in general, project possess a specialized set of factors which if favorable can make the project successful. These are called the key success factors orvariables by some authors Cousons (2008), Samaras and Yensuang (1989) in their works.

Pinto, Dennis and Slevin (1988) stated in their journal, *Project management journal,* that project implementation involves a number of activities, these activities or factors are sequenced to occur (or be considered) in a logical order instead of randomly or concurrently. The community, as the beneficiaries, must be involved in the sequencing and ultimate implementation of the project (Kasule, 1996*)*. Even the minimal hands-on implementation undertaken by the community is instrumental in providing the community with a feeling that this is their own project and they should support it. Among the major activities is encouraging the community to participate in launching the project, be involved in co-ordination of activities, monitoring, and taking care of contingencies. These activities are usually the responsibility of a project manager/ coordinator or a project management committee but the local community must be encouraged to take part or making decisions on the activities.

2.4.3 Monitoring and Evaluation and Timely Completion of Projects

Lawal and Onohaebi (2010) opined that monitoring of projects by relevant bodies is essential and of greatest benefit because of the improved insight they provide concerning project completion status. The best-laid project can go awry if not properly monitored. Through proper monitoring, delays can be readily identified, periodic reports that are made is also very helpful. There must be professionally qualified personnel appointed to monitor the progress of the project. Thus, project management, especially in the public sector involves monitoring and control techniques by project managers and supervisors, physical observation and assessment of work initiated and executed by the project managers.

A Project is considered to be successfully monitored and evaluated if it, among other things comes in on-schedule (time criteria), comes in on-budget (monetary criteria), achieves basically all the goals set for it (effective criteria), is accepted and used by the clients for whom the project is intended (client satisfaction criteria). Thus, for any project in the area to be considered successful, the criterion of time, efficiency, effectiveness and quality delivery among others are to be satisfied. It is a well known fact in Kenya that some county officials are in the habit of stage-managing the commissioning of projects whenever the President or senior Government officials are visiting their areas of jurisdiction for impressionistic purposes. This, according to Obasi and Ofuebe (1997) usually happens when in the name of meeting the deadline for completion and commissioning of projects, they overlook performance and execution standards or specifications and settle for completion. In some cases, the so called commissioned projects stop functioning after such hurried commissioning and the departure of the State Governors or Commissioner as the case may be.

According to Cracknell,(2000), the strongest challenge to standard approaches to aid evaluation in the last two decades has involved the elaboration and application of participatory approaches, These have aimed to involve beneficiary populations in project management, to assist them in taking responsibility for improving their own conditions and to incorporate them in more democratic processes of development decision making, Authors such as Korten and Chambers(2006) whom Bond and Hulme (2010) describe as ñpuristsò have sought to reorient the development enterprise to support the goal of empowerment. They have promoted an approach called ñM&E for empowermentò because it emphasizes learning at the local level, seeking to empower project beneficiaries by involving them in the evaluation process.

Monitoring is the process of routinely gathering information on all aspects of the project. Monitoring provides managers with information needed to analyse the current situation, identify problems and find solutions, discover trends and patterns, keep project activities on schedule, measure progress towards objectives and formulate/revise future goals and objectives. Decisions on human, financial, and material resources are made during monitoring.The local community, (men and women), should be involved in a participatory way, as much as possible, in gathering this information.

Flexibility is vital during this stage, continually monitoring progress against measurable criteria is necessary, comments from the local community must be incorporated and the project adjusted according to the dynamic needs of the beneficiaries and hence successfully manages the process for acceptable results delivery (Prologue Consulting Ltd / CYMAR Market Research Ltd)

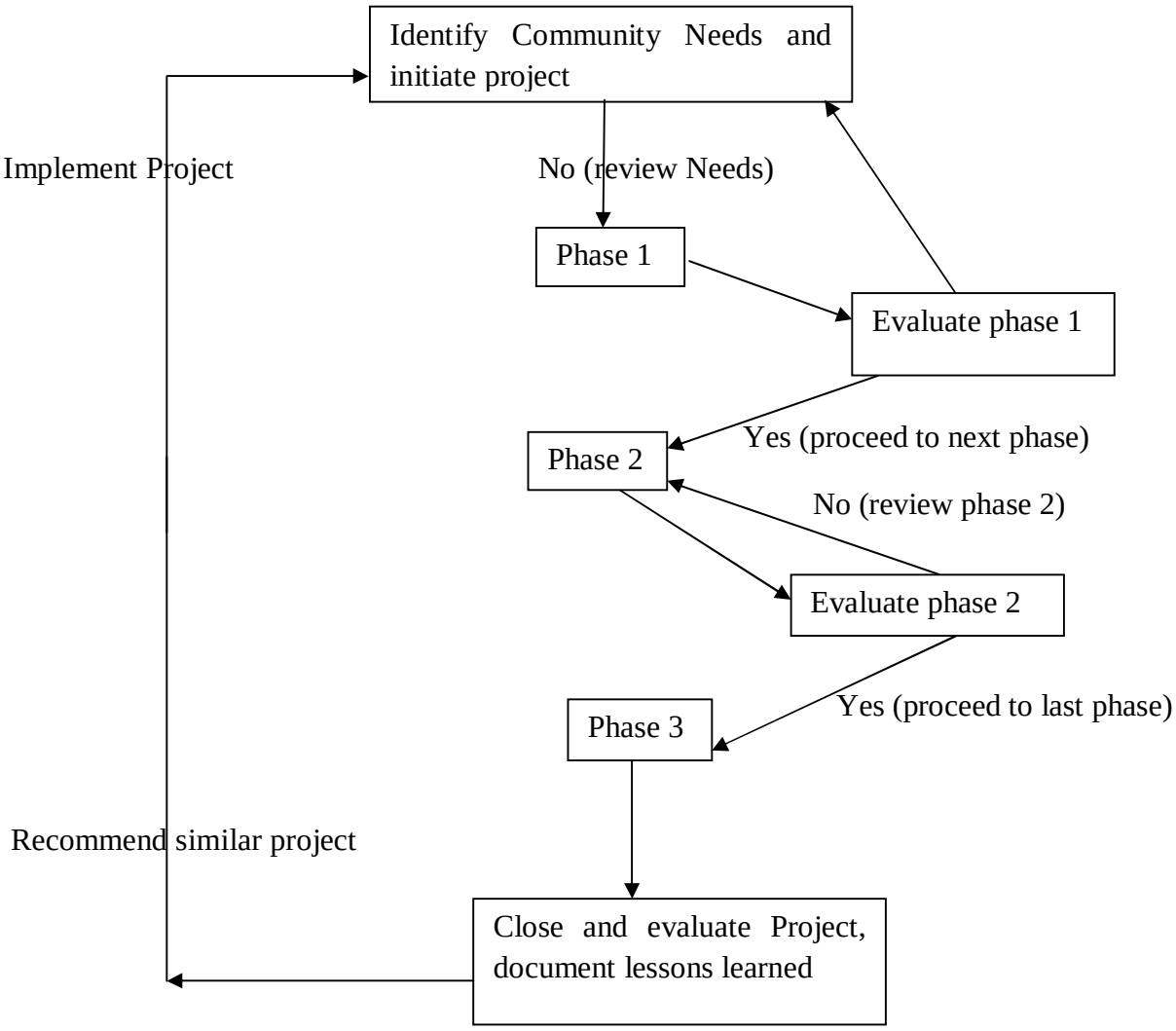
Process evaluation is basically an internal project review where the team conducts a periodic self - evaluation of the project, including a review of goals, strategies and work plans. One of the main purposes of an internal project review is to document progress and problems as a basis for planning the next phase of work. Some of the most important results of internal review are team building, improved communication, and re-planning of project goals.

During impact evaluation, measurement to establish whether or not a project achieved its goals and attempts to look at what impact the project had on its participants is carried out. The emphasis is on measuring if sustainable development has taken place as a result of the project. The scope of work should be agreed upon by the several parties who have the most at stake in the outcome. These "stakeholders" should normally include the main ministry representative, and the local CDF Project implementation committee (Project Management Committee). Very importantly, representation and participation of local (beneficiary) community should also be sought.

2.5 Theoretical Framework

Currently, CDF projects are implemented in sequential phases, where every phase of the project must be completed before the next phase begins. There is however, no evaluation of one phase before the next phase commences. It is proposed that in future, a different approach be employed to execute CDF projects in Kanyekini ward, Kirinyaga Central Constituency. The new approach is referred to as Agile Project Management as presented in Figure 1

Figure 1: Agile Project Management Model



Source: Project Management: *A managerial Approach,* Meredith, J R & Mantel, S J, (2006),

Finding the optimal way of managing, controlling and coordinating projects is a constant challenge (Tonnquist, 2006). Adjusting working methods, clarifying roles, simplifying project reporting or visualizing the project-status through new user-friendly management tools are examples of how this challenge can be met.

According to Johansson (2012), the traditional way of managing construction projects has been around for half a century and isstill the basis on which construction business relies. The way that

projects are actually conductedhas, however, changed. The gap between an old view on managing construction projects and anew way of actually conducting them creates an uncertainty and anxiousness within the businessand its employees. People in the construction business today are at times aware that they areworking in a way that is not always according to the managerial view, and might cause confusion. Toexamine and define the way projects are actually managed and conducted today ease theuncertainty and confusion.

Agile project management has its roots in the IT System development industry, and has developed and grown through empirical progress. This, however, does not mean that this methodologyôs uses are limited to that industry. The Agile methodology is a set of values, attitudes and principles, which can be embraced in other industries as well. Furthermore, the methodology includes different methods and tools to use when conducting a project, which aid in the mission to follow its values and principles

Agile Project Management Method approach is where the project is divided into a set of discrete tasks and assigned to selected groups, this is more effective and practical for CDF projects implementation, than the currently plan driven method. Agile Project Management Method is incremental, iterative, and uses rolling wave planning to identify and prioritize requirements. Whereas Agile Methodology was preliminary designed for IT Projects, the methodology has been successfully applied to non-IT projects, according to Jean-Loup Richet (Research Fellow at Institute for Strategic Innovation & Services). The Agile methodology is a set of values, attitudes and principles, which can be embraced in implementing CDF projects. Two main concepts within the agile methodology are adaption to change and collaboration between people (Agile Sweden, 2012). The end result is a product or project that best meets current community needs and is delivered with minimal costs, waste, and time, enabling the Government to achieve bottom line gains earlier than via traditional approaches. Members of the team are normally sourced from the local community, these are people who had previously worked in similar projects or have shown basic traits of leadership in the community. Agile methodology emphasises on short meetings, designed to address immediate problems and keep tabs on progress on a frequent basis.

The Team works on the requirements in priority order to deliver the highest value features as early as possible. A major shift from the traditional method of hierarchal-based responsibility and task assignment, in favor of the ñself-organizedò team-based approach is the key factor of the Agile Project Management Method.

Traditionally, the onus for project success has resided with the project manager by creating, communicating and executing a complete and linear project plan. In Agile, the whole team is responsible for success. Agile method encourages shared responsibility amongst the ñself-organizingò team, with just enough planning and scheduling to keep the team efficient, provide community value and produce demonstrable project deliverable. And rather than looking to a single project manager for task delegation and direction, the shift towards Agile Method encourages problem-solving and deliverables creation from multiple points of view.

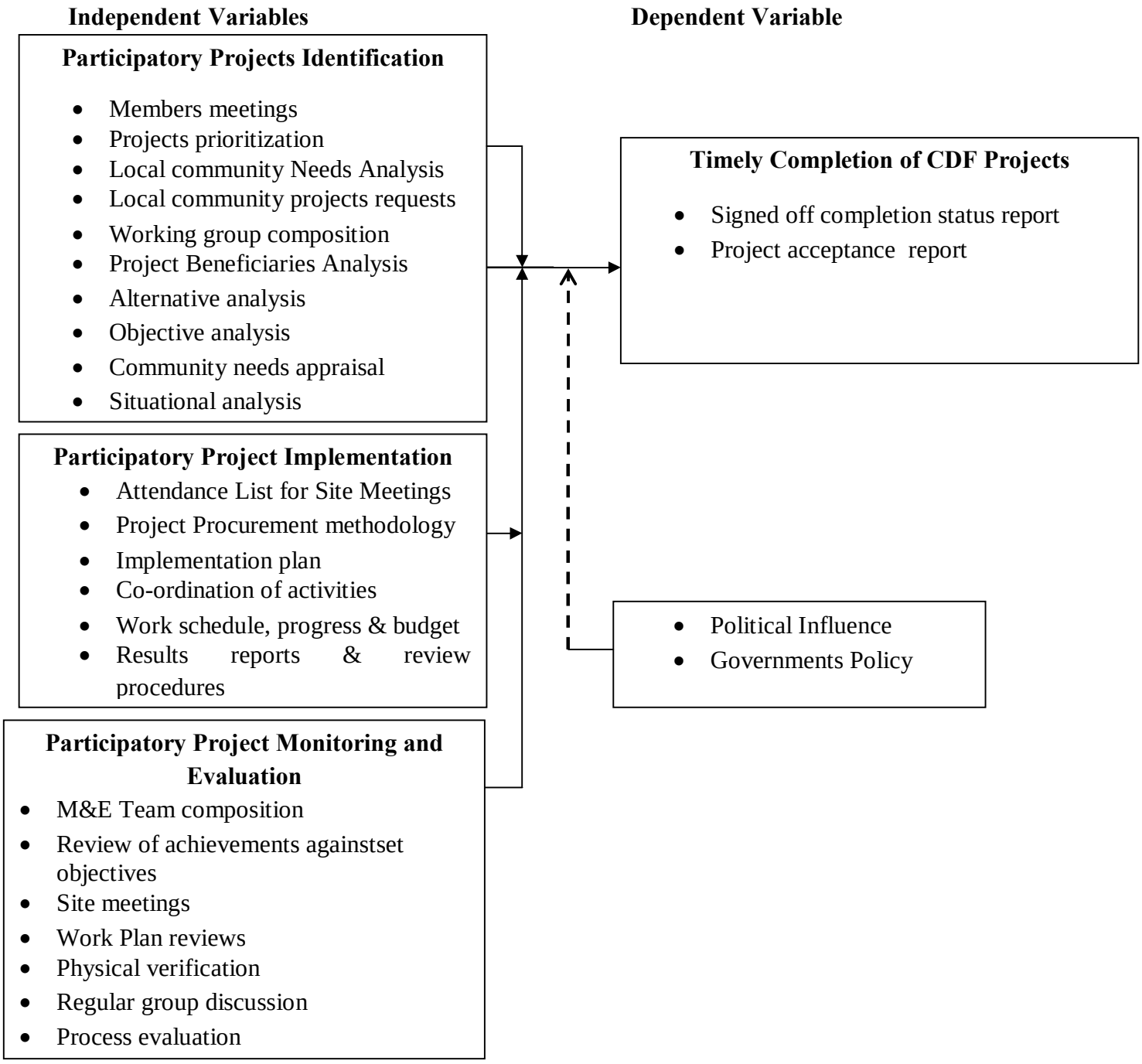
At a minimum, everyone in the workplace must be their own ñproject managerò in tracking individual tasks, duties, expectations and how this fits with others on the team and the overall project. Non-project managers and those without a formal project management training background instinctively tend towards what they want to accomplish over how it will get done. Agile Methodology provides the framework and guidelines for this approach, with enough true process providing boundaries, but not necessarily tools technique like Gantt charts.

A smaller team, with a collection of people all wearing and sharing the project management role, provides better product to the community faster.Recommendations were made for the integration of this model into the Ministry of Planning and National Development CDF Projects Implementation Policy.

2.6 Conceptual Framework

During the research, the framework to map the local community participation in project planning, project implementation, project monitoring and evaluation of timely completion of projects were the following;

Figure 2 Conceptual Framework



A participatory approach advocates actively involving ǵhe publicô in decision-making processes. Participatory decision-making is not only desired and demanded by citizens who wish to play a more active role in the governance of their society, Regional, National and Local Governments,

Development agencies and NGOs, Scientists and Companies are also increasingly eager to reap the benefits of actively engaging in decision-making processes diverse perspectives and those who will be affected by projects. In an effort to enhance participation in all project phases, from planning to evaluation, many different techniques have been devised and adapted. Some techniques aid analysis of the issues at hand, while others focus on facilitation and coordination of the group process itself. Many of these techniques, alone or in combination have not produced very satisfactory results (Mbondo & Ochieng, 2003)

In the ministry of planning and National Development, implementation of CDF projects lack participation by the local community in its design and stringent application, causing CDF projects to be poorly implemented. This view is supported by Gikonyo, (2008) who indicated in her Social Audit of CDF that monitoring and reporting should be strengthened and deepened in all CDF projects.

It is evident that; the methodology used in implementing the CDF projects in Kenya is ineffective.This research study breached this gap by offering detailed recommendations based on a model of project management, referred to as Agile Project Management Approach.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used in this research in collecting and analyzing the data. It discusses the research design, target population, sampling procedure, data collection methods, validity and reliability of the measuring instruments, definition of variables and Data Analysis Method.

3.2 Research Design

The study took the form of a descriptive research design. Burns and Grove (2001) states that, descriptive research design is a type of research method that is used when one wants to get information on the current status of a person or an object. It is used to describe what is in existence in respect to conditions or variables that are found in a given situation. Whereas descriptive research does not fit neatly into the definition of either quantitative or qualitative research methodologies, it can utilize elements of both, often within the same study. In this study, data was collected and analyzed to show why CDF projects are completed late in Kanyekini Ward, Kirinyaga Central Constituency.

3.3 Target Population

Kanyekini Ward in Kirinyaga Central Constituency covers an area of 132 Km^2 and a population of 32,333people,according to The GOK, National Censusof 2009;this formed the target population of the study, the population is further divided into 6 sub-locations. The Projects was stratified as shown on Table 3.1. Responses were solicited from the direct beneficiaries of these projects and hence formed the target population of the study.

3.4 Sample Size and Population Sampling Procedure

Random samples of this populationwere taken and the size determined by use of Yamane (1967) and D.Israel (2009) formula below.

$$n = N \div [1 + N(e^2)]$$

Where n = Sample size

N = Population size

e = Level of precision or margin of error.

A confidence level of 90%, and hence a margin error of 0.1, was used.

Therefore,

Let N= 32,333 (beneficiaries)

e = 0.1

Then

$$n = 32333 \div [1 + 32333(0.01)]$$

giving a sample size of 100 Project beneficiaries.

Table 3.1 has been developed using this procedure and the questionnaires were distributed as per the beneficiaries percentagedistribution shown on Table 3.1

Table 3. 1: Project Stratification and Sampling Procedure

Stratum / Sub-Location	Ongoing Projects (on schedule or delayed)				Direct beneficiaries	%
	Health	Education	Water	Security		
Kiaga	12	22	16	3	3,314	10
Kianjege	15	16	18	5	3,456	10
Kathare	15	24	19	8	3,103	10
Kanyei	14	13	16	4	2,684	8
Ngaru	22	24	20	3	8,900	28
Nduini	18	22	22	5	10,876	34
TOTAL	**96**	**121**	**101**	**28**	**32,333**	**100**

Source: The CDF Social Audit Report: A Communityôs Verdict Vol.2.2012: CEDGG

3.5 Data Collection Instruments

Structured questionnaires formed the data collection instruments; these were designed to collect data of the Beneficiaries on status of the CDF projects in the area. Questionnaires have, according to Sharp and Howard (1996) over the past century, become a common method of gathering information. It can be defined as a pre-formulated written set of questions to which participants record their answers, usually within largely closely defined alternatives (Sekaran, 1992).

3.6 Methods of Data Collection

The questioners were administered in two ways; personal interview and, administering the questionnaire to the participants (either personally or using field assistants), usually at the participantsô workplace or residence. This had the advantage of a faster response, as the researcher and his team could get the questionnaires completed quickly. Some local community members might not be able to read and write, and hence, field assistants were used to guide the

illiterate members of the local community through the questions where appropriate, also, personal contact with some of these types of participants elicited richer and more detailed responses, best for gathering brief responses on attitudes and beliefs regarding the CDF projects. For the selected literate local community, questionnaires were developed with close-ended questions; personal contact with these types of participants was not required, as this were administered in written form.

The questionnaire also included a number of attitudinal questions aimed at examining the beneficiariesô awareness and attitudes toward implementation of the CDF projects.

3.6 Pilot study

To ensure validity of the research instruments in this study, a pre-test was carried out in Karai sub-location, Kikuyu Constituency, Kiambu County. Sample of respondents was randomly selected and as the respondents were from a different county, was not included in the final research sample size. The pilot study was conducted on a sample size of ten (10) households to enhance validity of the questionnaires and to address the appropriateness, meaningfulness and usefulness of the instrument to be applied in this study.

3.7Validity and reliability

Validity and reliability of the measuring instrument used in this study was established before use. The validity and reliability of measuring instruments in a research are important, if the research is to be relied upon, in the formation of conclusions.

3.7.1Validity of the instrument

According to Joppe (2000), validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are, Validity is concerned with whether or not the questioner actually elicits the intendedinformation. Questionnaire items are valid if they are successful in eliciting true responses relevant to the information desired. If the response is to be valid, it is essential that the respondent understand the question as it is understood by those conducting the survey, also the respondent must be able to respond; he or she must have the information. If the respondent does not have the information, a "donôt know" category could still make the question valid. To ensure that the measuring instrument used in this

research, (survey questionnaire),was valid, a pilot survey was carried out in Karai ward, Kikuyu constituency, results analyzed and concluded from the analysis if the responses were as intended.

3.7.2Reliability of the instrument

The reliability of a measure denotes the consistency of measures obtained in the use of a particular instrument and is an indication of the extent of random error in the measurement method (Burns & Grove, 2001).

To ensure reliability of measurement in relation to the consistency, accuracy, and precision of the measures taken in the use of the research instrument and to ensure that there is no bias during the study, the data was collected with the assistance of trained research assistants.

The reliability of the measuringinstrument was determined by the pilot study that was conducted on the residents living near Karai, Kiambu County by application of the split ï half method where calculation of correlation coefficients for the sets of scores using the Spearman-Brown formula as indicated here below:

$$\text{Reliability of scores on total test} = \frac{2 \times \text{ reliability for ½ test}}{1 + \text{ reliability for ½ test}}$$

A pilot study was carried out in Karai ward, Kikuyu constituency to determine reliability of the questionnaires. The pilot study involved the sample respondents from the project beneficiaries. Reliability analysis was subsequently done using Cronbachôs Alpha which measures the internal consistency by establishing if certain item within a scale measures the same construct. Rousson, Gasser and Seifer (2002) established the Alpha value threshold at 0.6 thus forming the studyôs benchmarked. Cronbach Alpha was established for every objective which formed a scale. The table shows that the instruments were reliable as all the three measured variables indicated reliability values exceeded the prescribed threshold of 0.6 (Rousson, Gasser and Seifer, 2002)with a mean score of 0.948.

Table 3. 2: Reliability Analysis

Scale	Cronbach's alpha	Number of items
project identification	0.937	7
project implementation	0.966	11
project monitoring and evaluation	0.942	8
Average	**0.948**	**9**

3.8 Data AnalysisTechnique

The emphasis was on the stated experiences of the participants and on the stated meanings they attach to the CDF projects themselves and to their environment.When the data was collected, it was edited by examining the data for errors, categorized and coded following the variables in the study. The data was computed and analyzed using SPSS. To compute descriptive statistics, percentages and mean were used to help to understand and interpret variables. Analyzed data was presented using frequency tables. The qualitative data was analyzed by content analysis and presented in prose form. Pearson correlation analysis was conducted using SPSS in order to establish if a relationship existed between the variables. Correlation analysis measures the degree of a relationship between two variables and expresses the extent of this relationship by means of correlation (Bless & Kathuria, 1993). Boyd, Westfall and Stasch (1985) state that measures of correlation indicate both the strength and direction of the relationship between variables. The statistic calculated is the Pearson correlation coefficients (r) and varies between -1 and +1. The nearer the value of r is to zero, the weaker the relationship, and the closer to unity (- or +), the stronger the relationship. The sign of the Pearson correlation coefficient indicates the direction of the relationship, and its absolute value indicates the strength, with larger absolute values indicating stronger relationships. In this study, correlation coefficients represent the nature of the relationship between community participation in project management processes and timely completion of CDF projects in Kanyekini ward-Kirinyaga central constituency, whereby a coefficient of 0.5 and above represents a strong relationship, a coefficient of between 0.3 and 0.5

represents a moderate relationship while a coefficient of below 0.3 represents a weak relationship (Devore & Peek, 1993).

3.9 Ethical Issues in Research

The ethical issues that were considered in this research included; explaining to the participants in detail exactly what they were asked to do, consent was sort before any participation in the study questionnaires, no pressure was exerted on individuals to participate in the study, participant autonomy was observed throughout the research, anonymity and confidentiality of the participants was maintained all the time during the research,

3.10 Operational definition of Variables

An operational definition of a variable is that which defines the variable in terms of operations that are used to measure it, each of the variables must be operationalized in order to be measured; the variables of the research and their indicators are shown in figure 2. Nominal level of measurement was used in this research; the observations were inferred from the responses of structured questionnaires and scrutiny of various meeting minutes conducted during the project implementation.

Table 3. 3: Operationalization of Variables

Objectives	Variables	Indicators	Scale	Tools of analysis
1.To establish how community participation in identification of CDF projects influence timely completion of the projects	Community participation in identification of CDF projects	- Members meetingsMinutes - Working group composition -Project Beneficiaries Analysis Report - Alternative analysis report -Objective analysis - Minutes for Community needs appraisalMeetings -Situational analysis	Nominal	Frequency distribution tables & percentages
2.To establish how community participation in implementation of CDF projects influence timely completion of the projects	Community participation in implementation of CDF projects	- Members meetingsMinutes - Site meetings Minutes -Implementation plan -co-ordination of activities -Involvement inprocurement of goods & service -Voluntary offering skills and time -Work schedule, progress & budget -Results reports & review procedures	Nominal	Frequency distribution tables & percentages
3.To establish how community participation in monitoring and evaluation of CDF projects influence timely completion of the projects	Community Participation in PM&E	-Review ofachievements againstset objectives. -Site meetings Minutes - Work Plan reviews -Physical verification -Regular group discussion - Process evaluation	Nominal	Frequency distribution tables & percentages
	Timely completion of CDF Projects	Delivery schedule (time) Stakeholders satisfaction Meeting project objective(effective criterion) Technical specification Budget(monetary criterion) Performance and execution standards	Nominal	Frequency distribution tables & percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses data analysis, presentation and interpretation of the research findings in line with the objectives of the study. The data obtained was presented in tables to reflect different response rate amongst the respondents. Analysis of the response rate, general information and independent variables was conducted and the obtained data was subjective to quantitative and qualitative analysis.

4.1.1 Analysis of the Response Rate

The study targeted 100 respondents and to determine the actual number of the respondents who actively participated in the research study by filling and submitting back the questionnaires, the analysis of the response rate was conducted as follows.

Table 4. 1: Response Rate

	Frequency	**Percentage**
Responded	75	75
Not responded	25	25
Total	**100**	**100**

From the findings in Table 4.1, 75 out of 100 respondents filled in and returned the questionnaire amounting to 75%. Those that did not respond amounted to 25%. Response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This commendable response rate was made a reality after the researcher engaged research assistants to administer the questionnaires. This response rate is adequate for analysis and reporting.

4.2 Background Information

This section focuses on the bio-data of the respondents as a way of establishing their suitability in answering the questions by looking at their age, gender and academic qualification.

4.2.1 Age of the Respondents

The study sought to determine the age of the respondents. Findings are presented in table 4.3.

Table 4. 2: Age of the Respondents

	Frequency	**Percent**
18 to 25 years	12	16
26 to 35 years	28	37.3
36 to 45 years	21	28
46 to 55 years	10	13.3
56 and above years	4	5.3
Total	**75**	**100**

From the findings, 28 of the respondents (37.3%) were aged between 26 to 35 years, 21 of the respondents, (28%) between 36 to 45 years, 12 of the respondents, (16%) between 18 to 25 years, 10 respondents, (13.3%) between 46 to 55 years and the rest 4 respondents (5.3%) werebetween 56 and above years. This shows that majority of the project beneficiaries were youths.

4.2.2 Gender of the respondents

The Researcher sought to find out the gender composition of the respondents. Findings are as presented in table 4.4.

Table 4. 3: Gender Composition of the Respondents

	Frequency	Percent
Male	45	60
Female	30	40
Total	**75**	**100**

From the findings in table 4.3,45 of the respondents (60%) were male while 30 of the respondents (40%) were female. This shows that majority of the project beneficiaries were male as compared to female showing the problem of gender bias in project selection in the area.

4.2.3 Academic Qualification

The Researcher sought to establish the respondentsô highest level of education.

Table 4. 4: Academic Qualification of the Respondents

	Frequency	Percent
KCPE	4	5.3
KCSE	60	80
Certificate	7	9.3
Diploma	3	4
Bachelorôs degree	1	1.3
Total	**75**	**100**

According to the findings in table 4.4, 60 respondents (80%), had KCSE, 7 respondents (9.3%), had a certificate, 4 respondents (5.3%) had KCPE, 3 respondents (4%) had a diploma and 1

respondent (1.3%) had a Bachelorôs degree. This implies that the direct beneficiaries of the projects were not very educated hence their level of dependence.

4.3 Project Identification and Timely Completion of Project

The study sought to find out the decision making methods that were used in identifying the projects that the respondents had directly been involved in making decisions on whether to implement the project or not and the level of agreement with various statements on project identification. Findings are as presented in table 4.6 and table 4.7 respectively.

Table 4.5: Decision Making Methods used In Identifying the Projects

	Frequency	Percent
Drop-in centers	13	17.3
Facilitated focus groups	24	32.0
Administration community barazas (chief)	17	22.7
Informal neighborhood meetings	18	24.0
Others	3	4.0
Total	**75**	**100.0**

From the findings in table 4.6, facilitated focus groups were the most used decision making methods in identifying the projects as represented by 24 respondents (32%), 18 respondents (24%) indicated that informalneighborhood meetings were used,17 of the respondents (22.7%) said administration community Barazas (chief) were used, 13 respondents (17.3%) said drop-in centers were used and 3 respondents (4.0%) indicated that other methods were used such as MCA meetings, gathering information from the MPôs office and church announcements.

Table 4.7: Level of Agreement with Statements on Project Identification

	Mean	Standard deviation
Beneficiaries are fully aware of projects undertaken in the area	4.1467	0.95427
Beneficiaries are members of a working group	2.8267	0.89100
Beneficiaries are involved in needs appraisal/analysis	4.1067	0.93828
Beneficiaries are involved in financial analysis of the costs and benefits including budgets	3.9733	1.03940
Initiation of new projects is a collective responsibility that involves all community members	2.8533	1.03576
Initiation helps identify the precise problem areas that need improvement	4.7067	0.98328
Initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding	4.7600	0.97037

From the findings in table 4.8, the respondents strongly agreed that initiation helps identify the precise problem areas that need improvement and that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding as expressed by a mean score of 4.7067 and 4.7600 respectively. They agreed that they were fully aware of projects undertaken in the area, were involved in needs appraisal/analysis and in financial analysis of the costs and benefits including budgets as expressed by a mean score of 4.1467, 4.1067 and 3.9733 respectively. The respondents were neutral on the fact thatwere not a member of a working group and initiation of new projectswas not a collective responsibility that involves all community members as expressed by a mean score of 2.8267 and 2.8533 respectively.

The respondents also listed projects that they were aware of in Kanyekini Ward as follows; School buildings and toilets construction projects such as Mukinduri, Mutito and Kiaga secondary schools, Kiaga primary School, St Agatha Girls and Gitwe primary school projects; Water spring construction such as Nyakinyo, Kaitheri,Gatundu, Koromo-Ngaru, Mutito-Irate, Njatha , Kanugo, Kereti, Giatuma, Gakonyoro and Gitumbi, Kiathimbaru, Nyakingo, Keirigo,

kaitheri, Kenyori water projects and Kariara water bridge water projects; Youth polytechnics such as Kiamuthumbi youth polytechnic; Police posts and chief administration blocks projectse.g. -Kiamuthumbi police post, Kianjege chiefs camp andKiaga police post; Dispensary and hospital construction e.g.Gatama dispensary, Ngaru andKianjege hospitals; Floodlights project e.g.Muki Nduri floodlight which they said was not working and Osero health center; Fishery projects such as Kiagu fishery project(stopped due to water problems) and Orphan projects. The respondents indicated that they were directly involved in projects such as Construction of Gatundu water spring project, schools blocks construction projects ï Mukinduri, Kiaga and Mutito secondary school, Kanigo, Kireti, Ngaru and Mutito crate- water project, dairy goat project, construction of dispensary e.g. Kiaga dispensary, Mwereri orphan project and Kariara bridge project in which they were involved in making decisions on whether to implement the project or not based on their community immediate needs.

4.4 Project Implementation and Timely Completion of Project

The study sought to find out whether the respondents had been approached directly to join any of the CDF projects activity teams during CDF projects planning and implementation, whether they have offered voluntary their skills and time during the implementation of any CDF Projects around their area, how their participation was valued and the level of agreement with various statements on project implementation.

Table 4.9: Respondents direct approachto join CDF Projects Activity Teams

	Frequency	Percent
Yes	37	49.3
No	38	50.7
Total	75	100.0

According to the findings in table 4.10, 38 of the respondents (50.7%) indicated that they had not been approached directly to join any of the CDF projects activity teams during any of the CDF projects planning and implementation. 37 of the respondents (49.3%) said they had been

approached. To the 37 respondents(49.3%) who said yes, they indicated that their roles were;Part of the planning committee, part of the group that was overseeing the project commencement, headed the accounts section as the treasurer, monitoring the project, part of the discussion group left with the responsibility of overseeing that work was done accordingly, setting up the area to be constructed, part of the group that takes watch of the project, participate in the planning of the construction of the dispensary, overseeing that everything was done accordingly and involved in financial roles of the project.

Table 4.11: Respondents voluntary offer of skills and time during the Implementation of CDF Projects

	Frequency	Percent
Yes	39	52.0
No	36	48.0
Total	**75**	**100.0**

From the findings in table 4.8, 39 of the respondents (52.0%) indicated that they had offered voluntary their skills and time during the implementation of any CDF projects while36 respondents (48.0%) did not.

Table 4. 12: How Respondents Participation was Valued

	Frequency	Percent
Very well	13	17.3
Fairly well	41	54.7
Not at all	21	28.0
Total	**75**	**100.0**

According to the findings in table 4.9, 41 of the respondents (54.7%) indicated that their participation was valued fairly well,21 of the respondents (28.0%) said not at all and the rest 13 respondents (17.3%) said their participation was valued very well.

Table 4. 13: Level of Agreement with Various Statements on Project Implementation

	Mean	Standard deviation
During implementation, deadlines are met to help stay within the schedule, budget and to maintain credibility	4.8667	1.06965
Implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan.	4.8267	1.05745
Beneficiaries are involved in performing activities of projects in accordance with project management plan	4.0800	.94096
There is good coordination of activities during the project implementation	4.0000	1.00000
Implementation of new projects is a collective responsibility that involves all community members	3.8667	.96329
Project implementation is disciplined with coordinated and active human resource involvement	3.8133	1.06153
Beneficiaries are involved in checking the site of the projects	3.0800	1.12418
Beneficiaries are involved in procurement of goods & service	3.0800	.96926
We frequently review the project procedures	3.0533	1.02527
Beneficiaries voluntary offer skills and time in running the project	2.9600	.90703
An individual or group of people are given responsibility to drive success in project implementation	2.4600	.95634

From the findings in table 4.10, the respondents strongly agreed thatduring implementation deadlines are met to help stay within the schedule and budget and to maintain credibility, implementation process involves coordinating people and resources as expressed by a mean score of 4.8667 and 4.8267respectively. they also agreed on the fact that they were involved in performing activities of project in accordance with project management plan, there is good coordination of activities during the project implementation, implementation of new projects is a collective responsibility that involves all community members and that project implementation is disciplined with coordinated and active human resource involvement 4.0800, 4.0000, 4.0000,3.8667and3.8133 respectively. they were neutral on the fact that they were not involved in checking the site of the projects, they werenâ t involved in procurement of goods and services, they frequently did not review the project procedures and that they didnâ t voluntary offer skills and time in running the project as expressed by a mean score of 3.0800, 3.0533 and 2.9600 respectively. They disagreed on the fact that an individual or groups of people were given responsibility to drive success in project implementation as expressed by a mean score of 2.4600.

4.5 Project Monitoring&Evaluation and Timely Completion of Project

The study sought to find out whether during the project implementation there has been any formal meeting held by the project implementation team to give an update of the progress of the project, whether the respondents views, concerns or recommendations had been solicited concerning the progress of the CDF projects, how their views, concerns or recommendations were valued, whether the respondents had been involved in developing the resource list(materials and equipment) for any CDF project around the area, whether the respondents had been involved in developing resources procurement rules and regulations for any CDF project, the level of participation by the community in key monitoring activities (e.g. numbers attending project site meeting, progress review meetings etc.) and the level of agreement with various statements on project monitoring and evaluation.

Table 4.14: Presence ofany Formal Meeting held bythe Project Implementation Team

	Frequency	Percent
Yes	37	49.3
No	38	50.7
Total	**75**	**100.0**

According to the findings in table 4.11, 38 of the respondents (50.7%) indicated that there were no formal meeting held by the project implementation team to give an update of the progress of the project during the project implementation and the rest 37respondents (49.3%) said formal meetings were held.

Table 4.15: Solicitation of Respondents Views, Concerns or Recommendations concerning the progress of the CDF Projects

	Frequency	Percent
Yes	29	38.7
No	46	61.3
Total	**75**	**100.0**

According to the findings in table 4.12, 46 of the respondents(61.3%) indicated that their views, concerns or recommendations were not solicited concerning the progress of the CDF projects.29 of the respondents (38.7%) said their views, concerns or recommendations were solicited concerning the progress of the CDF projects.

Table 4. 16: How Respondents Views, Concerns or Recommendations were valued

	Frequency	Percent
Very well	11	14.7
Fairly well	43	57.3
Not met at all	21	28.0
Total	**75**	**100.0**

From the findings in table 4.13, 43 of the respondents(57.3%) indicated that their views, concerns or recommendations were valued fairly well, 21 of the respondents(28.0%) not met at all and 11 of the respondents(14.7%) very well.

Table 4. 17: Respondents involvement in developing Resources List for CDF Project around the area

	Frequency	Percent
Yes	25	33.3
No	50	66.7
Total	**75**	**100.0**

From the findings in table 4.14, 50 of the respondents(66.7%) said they were not involved in developing resources list for any CDF project around the area whereas25 of the respondents (33.3%) said they were involved.

Table 4. 18: Respondents involvement in developing Resources Procurement Rules and Regulations for CDF Project

	Frequency	Percent
Yes	25	33.3
No	49	65.3
Total	**75**	**100.0**

From the findings in table 4.15, 49 of the respondents (65.3%) indicated that they were not involved in developing resources procurement rules and regulations for any CDF project. 25 respondents (33.3%) said they were involved.

Table 4. 19: Level of Participation by the Community in key Monitoring Activities

	Frequency	Percent
Low	31	41.3
Moderate	41	54.7
High	3	4
Total	**75**	**100**

According to the findings in table 4.16, 41 of the respondents (54.7%) indicated that participation by the community in key monitoring activities was moderate, 31 of the respondents (41.3%) said low and 3 of the respondents (4%) said high.

Table 4.20: Level of Agreement with Various Statements on Project Monitoring and Evaluation

	Mean	Standard deviation
Beneficiaries are involved in work Plan review	4.0667	.87508
Monitoring and Evaluation projects is a collective responsibility that involves all stakeholders	4.0400	.82920
We conduct regular group discussions	3.9733	.78797
Monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets	3.8533	.91080
Beneficiaries are involved in review of project position against set objectives	3.0133	.83007
Beneficiaries are involved in identifying corrective actions to address issues and risks properly	3.0133	.83007
Outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid	2.8000	.78843
Frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized	2.6933	.92959

According to the findings in table 4.17, respondents agreed that they were involved in work plan review, monitoring and evaluation projects is a collective responsibility that involves all stakeholders, they conduct regular group discussions and that monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how

well they are achieving their targets as expressed by a mean score of 4.0667, 4.0400, 3.9733, and 3.8533 respectively. They were neural on the fact that they were not involved in review of project position against set objectives , in identifying corrective actions to address issues and risks properly; outside facilitator did not conduct the project audit ensuring confidentiality thus didnôt allow the team members and other stakeholders to be candid and frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project had not been realized as expressed by a mean sore of 3.0133, 3.0133, 2.8000 and 2.6933 respectively.

4.6 Timely Completion of Project

The study sought to establish whether the respondents were aware of the initial objectives/purpose of most of the CDF projects, whether they have ever been involved in setting the goals for any CDF project around the area, how well goals of the projects have been achieved, how well respondents needs have been met by many of the CDF projects initiated in Kanyekini Ward, level of satisfaction in terms of quality of facility and value for money spent on the project and whether respondents would have answered differently if they were fully engaged in all (or most) decision-making from identification to completion of the project.

Table 4. 21: Awareness of Respondents of the Initial Objectives/Purpose of most of the CDF Projects

	Frequency	**Percent**
Yes	32	42.7
No	43	57.3
Total	**75**	**100.0**

From the findings in table 4.18, 43 of the respondents (57.3%) indicated that they were not aware of the initial objectives/ purpose of most of the CDF projects whereas 32 of the respondents (42.7%) said they were.

Table 4. 22: Respondents involvement in setting the Goals forCDF Project

	Frequency	Percent
Yes	32	42.7
No	43	57.3
Total	**75**	**100**

From the findings in table 4.19, 43 of the respondents (57.3%) indicated that they have never been involved in setting the goals for any CDF projects. 32 of the respondents (42.7%) said they were involved in setting the goals for any CDF projects such as Mukinduri secondary, Mutito water project, Gitumbi domestic water project,Ngaru primary toilets and water project, Ngaru primary toilets, Mwereri orphan project, Kiaga secondary project and dispensary, Gakonyoro water project,Nduini water project and Gitwe primary school construction.

Table 4. 23: How well Goals of the Projects have been achieved

	Frequency	Percent
Very well	19	25.3
Fairly well	50	66.7
Not at all	4	5.3
Total	**75**	**100**

From the findings in table 4.20, 50 of the respondents (66.7%) indicated that goals of the projects were achieved fairly well, 19 of the respondents (25.3%) said very well and 4 of the respondents (5.3%) said they were not at all achieved. The respondents also listed projects that had been completed on time for example; Mukinduri secondary construction,Mutito water project,

Gitumbi domestic water project, Gitwe primary school blocks, Ngaru primary school toilets, Kariara bridge project, Kiaga Mwendi Omenyu dairy goat self-help group, construction of Kiaga dispensary, Gakonyoro water project, Gitumbi power project and Nduini Phase 2 Water Project.

Table 4. 24: Respondents needs achievement by many of the CDF Projects initiated in Kanyekini Ward

	Frequency	Percent
Very well	12	16.0
Fairly well	59	78.7
Not met at all	4	5.3
Total	**75**	**100.0**

According to the findings in table 4.21, 59 of the respondents (78.7%) indicated that their needs had been met by many of the CDF projects initiated in Kanyekini Ward fairly well, 12 of the respondents (16%) said very well and 4 of the respondents (5.3%) said they were not met at all.

Table 4. 25: Satisfactionin terms of Quality of Facility and Value for Money spent on the Project

	Frequency	Percent
Not satisfied	1	1.3
Very dissatisfied	1	1.3
Dissatisfied	8	10.7
Satisfied	53	70.7
Very satisfied	12	16.0
Total	**75**	**100.0**

Regarding level of satisfaction in terms of quality of facility and value for money spent on the project, the findings in table 4.22 show that 53 of the respondents (70.7%) showed that they were satisfied, 12 of the respondent (16.0%) said they were very satisfied, 8 of the respondents (10.7%) were dissatisfied, 1 of the respondents (1.3%) were very dissatisfied and the remaining 1 of the respondents (1.3%) were not satisfied.

Table 4.26: Whether the Respondents would have answered differently if they were fully engaged

	Frequency	**Percent**
Yes	56	74.7
No	19	25.3
Total	**75**	**100.0**

From the findings in table 4.23, 56 of the respondents (74.7%) indicated that they would have answered differently if they were fully engaged in all (or most) decision-making from identification to completion of the project and 19 of the respondents (25.3%) said they wouldnôt. The respondents also gave opinions on what should be done to improve CDF project outline such as; community as a whole should take control of the CDF projects and not the ward leaders, all individual in the location should be involved in order for all of them to participate in the decision making and that powers should rest with the people, projects should be handed to the people on the ground to increase efficiency of work being done, information on projects should be broadly announced to increase awareness and people should be trained on how to create project proposals, job opportunities like construction and paint work should be offered to the youth group in the ward, leaders should involve themselves more with the people to help projects to be identified and completed with ease, more projects should be introduced into the ward, identification of projects should be done by the community who know what exactly is not developed in the location, more money should be allocated to increase the projects and that the

committee should be formed to carry out more research on possible projects to be carried out in the ward.

4.7 Correlation Analysis

Table 4.27: Correlation Matrix

		Timely Completion of CDF Projects	Participatory Projects Identification	Participatory Project Implementation	Participatory Project Monitoring and Evaluation
Timely Completion of CDF Projects	Pearson Correlation	1			
	Sig. (2-tailed)	.			
Participatory Projects Identification	Pearson Correlation	.638	1		
	Sig. (2-tailed)	.029	.		
Participatory Project Implementation	Pearson Correlation	.764	.523	1	
	Sig. (2-tailed)	.017	.016	.	
Participatory Project Monitoring and Evaluation	Pearson Correlation	.622	.743	.597	1
	Sig. (2-tailed)	.031	.012	.028	.

The data presented before on participatory projects identification, participatory project implementation, participatory project monitoring and evaluation were computed into single variables per factor by obtaining the averages of each factor. Pearsonôs correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table 4.24 indicates the correlation matrix between the factors (participatory projects identification, participatory project implementation, participatory project monitoring and evaluation) and timely completion of CDF projects. According to the table, there is a positive relationship between timely completion of CDF projects and participatory projects identification, participatory project implementation and participatory project monitoring and evaluation of magnitude 0.638, 0.764 and 0.622 respectively. The positive relationship indicates that there is a correlation between the factors and the timely completion of CDF projects. This infers that participatory project implementation has the highest effect on timely completion of CDF projects, followed by participatory projects identification, while participatory project monitoring and evaluation has the lowest effect on the timely completion of CDF projects in Kanyekini Ward, Kirinyaga County.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapterpresents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn focuses on addressing the objective of the study.

5.2 Summary of Findings

The study sought to establish the influence of community participation in project identification, project implementation, project monitoring and on timely completion of CDF projects.

5.2.1 Project Identificationand Timely completion of Projects

The study deduced that facilitated focus groups were the most used decision making methods in identifying the projects as represented by 24 respondents (32%). It was strongly agreed that initiation helps identify the precise problem areas that need improved and that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding as expressed by a mean score of 4.7067 and 4.7600 respectively. The project beneficiaries agreed on the fact that they were fully aware of projects undertaken in the area, were involved in needs appraisal/analysis and in financial analysis of the costs and benefits including budgets. They also listed projects that they were aware of in Kanyekini Ward as follows; School buildings and toilets construction projects such as Mukinduri, Mutito and Kiaga secondary schools, Kiaga primary School, St Agatha Girls and Gitwe primary school projects; Water spring construction such as Nyakinyo, Kaitheri, Gatundu, Koromo-Ngaru, Mutito-Irate, Njatha , Kanugo, Kereti, Giatuma, Gakonyoro and Kitumbi, Kiathimbaru, Nyakingo, Keirigo, kaitheri, Kenyori water projects and Kariara water bridge water projects; Youth polytechnics such as Kiamuthumbi youth polytechnic; Police posts and chief administration blocks projects e.g. -Kiamuthumbi police post, Kianjege chiefs camp and Kiaga police post; Dispensary and hospital construction e.g. Gatama dispensary, Ngaru and Kianjege hospitals; Floodlights project e.g. Muki Nduri

floodlight which they said was not working and Osero health center; Fishery projects such as Kiagu fishery project(stopped due to water problems) and Orphan projects. The respondents indicated that they were directly involved in projects such as Construction of Gatundu water spring project, schools blocks construction projects ï Mukinduri, Kiaga and Mutito secondary school, Kanigo, Kereti, Ngaru and Mutito crate- water project, dairy goat project, construction of dispensary e.g. Kiaga dispensary, Mwereri orphan project and Kariara bridge project in which they were involved in making decisions on whether to implement the project or not based on their community immediate needs.

5.2.2 Project Implementation and Timely completion of Projects

The study established that project beneficiarieshad not been approached directly to join any of the CDF projects activity teams during any of the CDF projects planning and implementation as indicated by 38 of the respondents (50.7%) and those that were approached indicated their roles as part of the planning committee, part of the group that was overseeing the project commencement, headed the accounts section as the treasurer, monitoring the project, part of the discussion group left with the responsibility of overseeing that work was done accordingly, setting up the area to be constructed, part of the group that takes watch of the project, participate in the planning of the construction of the dispensary, overseeing that everything was done accordingly and involved in financial roles of the project.

The study also found out that most of the project beneficiary (41 of the respondents**,** 54.7%) participation was valued fairly well. It was strongly agreed that during implementation deadlines are met to help stay within the schedule and budget and to maintain credibility and that implementation process involves coordinating people and resources as expressed by a mean score of 4.8667 and 4.8267 respectively. It was also agreed on the fact that they were involved in performing activities of project in accordance with project management plan, there is good coordination of activities during the project implementation, implementation of new projects is a collective responsibility that involves all community members and that project implementation is disciplined with coordinated and active human resource involvement.

5.2.3 Project Monitoring&Evaluation and Timely completion of Projects

The study found out that there were no formal meeting held by the project implementation team to give an update of the progress of the project during the project implementation as indicated by 38 of the respondents (50.7%)and that the views, concerns or recommendations of the project beneficiaries was not solicited concerning the progress of the CDF projects according to 46 of the respondents (61.3%) and that they were valued fairly well as expressed by 43 of the respondents (57.3%).Project beneficiaries were not involved in developing resources list, procurement rules and regulations for any CDF project around the area.

The study also found out that participation by the community in key monitoring activities was moderate as indicated by 41 of the respondents (54.7%). It was agreed that project beneficiaries were involved in work plan review, monitoring and evaluation projects is a collective responsibility that involves all stakeholders, they conduct regular group discussions and that monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets as expressed by a mean score of 4.0667, 4.0400, 3.9733, and 3.8533 respectively.

5.2.4 Timely Completion of Project

The study established that project beneficiaries were not aware of the initial objectives/ purpose of most of the CDF projects as indicated by 43 of the respondents (57.3%) and indicated that they have never been involved in setting the goals for any CDF projects (43 of the respondents, 57.3%). In addition, they indicated that goals of the projects were achieved fairly well as indicated by 50 of the respondents (66.7%) and listed projects that had been completed on time for example; Mukinduri secondary construction, Mutito crate water project, Kitombi domestic water project, Gitwe primary school blocks, Ngaru primary school toilets, Kariara bridge project, Kiaga Mwendi Omenyu dairy goat self-help group, construction of Kiaga dispensary, Gakonyoro water project, Kitumbi power project and Nduini water project.They also said that their needs had been met by many of the CDF projects initiated in Kanyekini Ward fairly well. Project

beneficiaries were satisfiedin terms of quality of facility and value for money spent on the project as indicated by 53 of the respondents (70.7%).

The study further found out that project beneficiaries would have answered differently if they were fully engaged in all (or most) decision-making from identification to completion of the project (56 of the respondents, 74.7%).Opinions on what should be done to improve CDF project outline such as; community as a whole should take control of the CDF projects and not the ward leaders, all individual in the location should be involved in order for all of them to participate in the decision making and that powers should rest with the people, projects should be handed to the people on the ground to increase efficiency of work being done, information on projects should be broadly announced to increase awareness and people should be trained on how to create project proposals, job opportunities like construction and paint work should be offered to the youth group in the ward, leaders should involve themselves more with the people to help projects to be identified and completed with ease, more projects should be introduced into the ward, identification of projects should be done by the community who know what exactly is not developed in the location, more money should be allocated to increase the projects and that the committee should be formed to carry out more research on possible projects to be carried out in the ward were also highlighted.

5.3 Discussion

This section sought to discuss the influence of community participation in project identification, project implementation and project monitoring on timely completion of CDF projects in the light of previous studies done.

5.3.1 Project Identification and Timely completion of Projects

The study found out that facilitated focus groups were the most used decision making methods in identifying the projects.It was strongly agreed that initiation helps identify the precise problem areas that need improved and that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding. The project beneficiaries agreed on the fact that they were fully aware of projects undertaken in the area, were involved in needs appraisal/analysis

and in financial analysis of the costs and benefits including budgets. These findings are in line with Meredith and Mantel (2006) who describes the importance of various stages of the project initiation process in the accomplishment of a project. The first stage for a formal participatory process for projects identification is the needs assessment. Prior to this community involvement exercise, a situational analysis is done, mostly by a person outside the community. The situational analysis aims at describing the community situation as it is currently, identifying and listing pressing problems being encountered by the community.The findings also correlate with Marrie and Andrew (2009) in their journal, *Project Initiation for the corporate world*, which state that the project initiation phase is the first phase within the project management life cycle, as it involves starting up a new project. Within the initiation phase, the business problem or opportunity is identified, a solution is defined, a project is formed, and a project team is appointed to build and deliver the solution to the customer. A business case is created to define the problem or opportunity in detail and identify a preferred solution for implementation. The findings also correlate with Kim(2007) who stresses the importance of project initiation process in the success of project accomplishment.The findings are also in line with Chin Saik Yoon, 1996) who emphasize that needs assessment is one of the critical stages in the project development process, reliable, accurate and usable information is needed that reflects the ideas articulated by representative groups of the target population and other stakeholders in the community. Therefore involvement in needs analysis is essential to projects identification and timely completion of projects.

5.3.2 Project Implementation and Timely completion of Projects

The study deduced that project beneficiaries had not been approached directly to join any of the CDF projects activity teams during any of the CDF projects planning and implementation and those that were approached indicated their roles as part of the planning committee, part of the group that was overseeing the project commencement, headed the accounts section as the treasurer, monitoring the project, part of the discussion group left with the responsibility of overseeing that work was done accordingly, setting up the area to be constructed, part of the group that takes watch of the project, participate in the planning of the construction of the dispensary, overseeing that everything was done accordingly and involved in financial roles of

the project. The study also found out that most of the project beneficiary (54.7%) participation was valued fairly well. This correlate with Pinto, Dennis and Slevin (1988) who argues that even the minimal hands-on implementation undertaken by the community is instrumental in providing the community with a feeling that this is their own project and they should support it. Among the major activities is encouraging the community to participate in launching the project, be involved in co-ordination of activities, monitoring, and taking care of contingencies. Therefore valuing their participation is essential towards successful project implementation. The findings also contradict Kasule, (1996*)* who argues *the* community, as the beneficiaries, must be involved in the sequencing and ultimate implementation of the project. Even the minimal hands-on implementation undertaken by the community is instrumental in providing the community with a feeling that this is their own project and they should support it. Among the major activities is encouraging the community to participate in launching the project, be involved in co-ordination of activities, monitoring, and taking care of contingencies.

The study further found out thatit was strongly agreed that during implementation deadlines are met to help stay within the schedule and budget and to maintain credibility and that implementation process involves coordinating people and resources. It was also agreed on the fact that they were involved in performing activities of project in accordance with project management plan, there is good coordination of activities during the project implementation, implementation of new projects is a collective responsibility that involves all community members and that project implementation is disciplined with coordinated and active human resource involvement. These findings are in line with Pinto, Dennis and Slevin (1988) who says that project implementation involves a number of activities, these activities or factors are sequenced to occur (or be considered) in a logical order instead of randomly or concurrently. The community, as the beneficiaries, must be involved in the sequencing and ultimate implementation of the project.

5.3.3 Project Monitoring& Evaluation and Timely completion of Projects

The study revealed that there were no formal meeting held by the project implementation team to give an update of the progress of the project during the project implementation and that the views, concerns or recommendations of the project beneficiaries was not solicitedconcerning the

progress of the CDF projects and that they were valued fairly well. This finding contradicts Korten and Chambers (2006) who argues that decisions on human, financial, and material resources are made during monitoring. The local community, (men and women), should be involved in a participatory way, as much as possible, in gathering this information. Flexibility is vital during this stage, continually monitoring progress against measurable criteria is necessary, comments from the local community must be incorporated and the project adjusted according to the dynamic needs of the beneficiaries and hence successfully manages the process for acceptable results delivery (Prologue Consulting Ltd / CYMAR Market Research Ltd). Project beneficiaries were not involved in developing resources list, procurement rules and regulations for any CDF project around the area. This finding contradicts Cracknell (2000) who states that the strongest challenge to standard approaches to aid evaluation in the last two decades has involved the elaboration and application of participatory approaches. These have aimed to involve beneficiary populations in project management, to assist them in taking responsibility for improving their own conditions and to incorporate them in more democratic processes of development decision making.This finding also contradict Kasule (1996) who says that a manager must have vision, good planning, follow-up and follow-through for successful implementation. Successful implementation requires, in addition, proper knowledge and skill, clear well written goals (specific, flexible, realistic), clear priorities, a clear plan of action, and emphasis on quality control (QC), quality assurance (QA) and quality improvement (QI). An inadequate implementation plan is the final factor that can sabotage an otherwise successful project performance. The findings also contradicts Lawal and Onohaebi (2010) who argued that monitoring of projects by relevant bodies is essential and of greatest benefit because of the improved insight they provide concerning project completion status thus not taking into considerationviews and recommendations of beneficiaries would hinder successful completion of projects.

The study also found out that participation by the community in key monitoring activities was moderate. It was agreed that project beneficiaries were involved in work plan review, monitoring and evaluation projects is a collective responsibility that involves all stakeholders, they conduct regular group discussions and that monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving

their targets.This finding is in line with authors such as Korten and Chambers (2006) whom Bond and Hulme (2010) describe as ñpuristsò have sought to reorient the development enterprise to support the goal of empowerment. They have promoted an approach called ñM&E for empowermentò because it emphasizes learning at the local level, seeking to empower project beneficiaries by involving them in the evaluation process. Very importantly, representation and participation of local (beneficiary) community should also be sought.

5.4 Conclusion

The study concludes that facilitated focus groups were the most used decision making methods in identifying the projects. Asstrongly agreed, initiation helps identify the precise problem areas that need improved and that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding.

The study further concludes that project beneficiaries had not been approached directly to join any of the CDF projects activity teams during any of the CDF projects planning and implementation and that their participation was valued fairly well. As strongly agreed, during implementation deadlines are met to help stay within the schedule and budget and to maintain credibility and that implementation process involves coordinating people and resources.

The study concludes that there were no formal meeting held by the project implementation team to give an update of the progress of the project during the project implementation and that the views, concerns or recommendations of the project beneficiaries was not solicited concerning the progress of the CDF projects and were valued fairly well. Project beneficiaries were not involved in developing resources list, procurement rules and regulations for any CDF project around the area and that participation by the community in key monitoring activities was moderate. It was agreed that monitoring and evaluation projects is a collective responsibility that involves all stakeholders and that monitoring is important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets, project beneficiaries were involved in work plan review and they conduct regular group discussions.

The study finally concluded that participatory project implementation has the highest effect on timely completion of CDF projects, followed by participatory projects identification, while participatory project monitoring and evaluation has the lowest effect on the timely completion of CDF projects in Kanyekini Ward, Kirinyaga County.

5.5 Recommendations

From the conclusion, facilitated focus groups were the most used decision making methods in identifying the projects. Therefore this study recommends that project managers together with project management team should come up with other methods and strategies of decision making to avoid bias problems. This study also recommends that strategies of evaluating whether feedback is of good quality or not should be devised.

It was clear that project beneficiaries had not been approached directly to join any of the CDF projects activity teams during any of the CDF projects planning and implementation. Therefore this study recommends that strict scrutinization of project teams to be done to ensure that members of the community are represented. This will ensure that various needs of the community are addressed. A criterion for selecting projects activity teams should be clearly outlined. The study also recommends that participation should be rewarded.Implementation process involves coordinating people and resources. Therefore, this study recommends that project management team should ensure that resources are utilized maximally and in the right way through conducting continuous audits and writing reports on the same.

From the conclusion, there were no formal meeting held by the project implementation team to give an update of the progress of the project during the project implementation and that the views, concerns or recommendations of the project beneficiaries was not solicited concerning the progress of the CDF projects, this study recommends that project managers and their team should introduce meetings with project beneficiaries and allocate time for them in their schedules. This will open an avenue for people to share their views and opinions regarding the projects at hand. This will ensure that defects and faults are minimized which will in turn facilitate faster completion of projects. The study also recommends that views and opinions

suggested in these meetings should be encouraged, not criticized.Involvement and consultation of community members should be the driving factos to successful completion of projects.

5.6 Suggestion for Further Studies

Another study should be done to investigate the effect of community participation in project management processes on the timely completion of CDF projectsin otherCounties. Further studies should be done on effectiveness of CDF projects in the community. A study should also be conducted on the effect of community ownership on CDF project performance

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APPENDICES

APPENDIX 1: Transmittal Letter

31st January, 2014.

Duncan M. Ngondo,

P.O. Box 64203 ï 00620,

NAIROBI.

Dear sir/Madam,

RE: **INFLUENCE OF COMMUNITY PARTICIPATION IN PROJECT MANAGEMENT PROCESSES ON THE TIMELY COMPLETION OF CDF PROJECTS IN KANYEKINI WARD –KIRINYAGA COUNTY**

I am carrying out a research study on the above referenced project. Attached hereby are questionnaires that shall enable me collecting the data relevant to this study. I humbly request that you spare your little time to truthfully fill out all the questions for a reliable conclusion and eventual recommendations.

Your responses were treated with UTMOST confidentiality and used for academic purposes only.

Thanking you in advance and in anticipation for a positive cooperation.

Yours faithfully,

Duncan M. Ngondo

L50/69597/2011

APPENDIX 2. Questionnaire for Direct Beneficiaries of CDF Projects

RESPONDEDT No……

The purpose of this questionnaire is to help collect data for an MA project in the University of Nairobi.

All respondents and information provided will be treated as confidential.

No respondentôs name or National ID will be written or appear anywhere in this Questionnaire, The respondent will only be identified by the serial no. of the Questionnaire.

A. Background of Respondent;

Please answer the following questions by placing a tick [ã] where necessary in the spaces provided;

1) What is your age in years?

   (i) 18 ï 25 [ ](ii) 26 ï 35 []

   (iii (36 ï 45 [ ](iv) 46 ï 55 [ ]

   (v) 56 and above [ ]

2) What is your gender?

   (i) Male [ ] (ii) Female [ ]

3) What is your highest academic qualification?

   (i) KCPE [ ] (ii) KCSE [] (iii) Certificate [] (iv) Diploma [ ]

   (v) Bachelors Degree [ ] (vi) Post Graduate [ ]

B. Project Identification

4) List 5 projects that you are aware of in Kanyekini Ward.

   (i)----------

   (ii)----------

   (iii)----------

   (iv)----------

   (v)----------

5) Which of the 5 projects you listed above, were you directly involved in making decisions on whether to implement the project or not, based on your community immediate needs?

Project No.1----------

Project No.2----------

Project No.3----------

Project No.4----------

Project No.5 ----------

None of the above Projects----------

6) Which of the following decision making methods was used in identifying the projects you listed in (B) above?

(i) Drop-in Centers [ ]

(ii) Facilitated Focus Groups [ ]

(iii) Administration Community Barazas (Chief) [ ]

(iv) Informal Neighborhood Meetings [ ]

(v) Other (please specify) [ ]

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7) What is your level of agreement with the following statement on project identification? Use a scale of 1-5 where 5 = strongly agree and 5 = strongly disagree.

	1	**2**	**3**	**4**	**5**
I am fully aware of projects undertaken in the area					
I am a member of a working group					
I was involved in needs appraisal/analysis					
I am involved in financial analysis of the costs and benefits including budgets					
Initiation of new projects is a collective responsibility that involves all community members					
Initiation helps identify the precise problem areas that need improved					
Initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding					

C. Project Implementation

8) Have you been approached directly to join any of the CDF projects activity teams during any of the CDF Projects planning and implementation?

(i) Yes [ ] (ii) No [ ]

9) If óYesô to above, please state briefly what your role was;

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D. Project Monitoring

13) During the project implementation, has there been, in the best of your knowledge, any formal meeting held by the project implementation team, to give an update of the progress of the project?

(i) Yes [ ] (ii) No [ ]

14) Have your views, concerns or recommendations been solicited concerning the progress of the CDF projects?

(i) Yes [ ] (ii) No [ ]

15) If óYesô above, how were your views, concerns or recommendations valued?

(i) Very well [ ] (ii) Fairly well [ ] (iii) Not met at all [ ]

16) Have you, in the best of your knowledge, been involved in developing the resources list (materials and equipment) for any CDF project around your area?

(i) Yes [ ] (ii) No [ ]

17) Have you, in the best of your knowledge, been involved in developing resources procurement rules and regulations for any CDF project?

(i) Yes [ ] (ii) No [ ]

18) In general, what is the level of participation by your community in key monitoring activities (e.g. numbers attending project site meeting, progress review meetings, etc)?

(i) High [ ] (ii) Moderate [ ] (iii) Low [ ] (iv) No participation [ ]

19) What is your level of agreement with the following statement on project monitoring and evaluation? Use a scale of 1-5 where 5 = strongly agree and 5 = strongly disagree.

	1	**2**	**3**	**4**	**5**
Monitoring and Evaluation projects is a collective responsibility that involves all stakeholders					
I am involved in review of project position against set objectives					
I am involved in work Plan review					
I am involved in identifying corrective actions to address issues and risks properly					
We conduct regular group discussions					
Monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets					
Outside facilitator conduct the project audit ensuring confidentiality thus allowing the team members and other stakeholders to be candid					

Frequent investigation and reviewing the effects of the completed or ongoing projects to see whether the benefits which were planned to flow from the project have indeed been realized					

E. Timely completion of Project

20) Are you aware of the initial objectives (purpose) of most of the CDF projects?

(i) Yes [ ] (ii) No [ ]

21) Have you ever, in the best of your knowledge, been involved in setting the Goals for any CDF project around your area?

(i) Yes [ ] (ii) No [ ]

22) If óYesô to above, list some of the projects

(i)é é é é é é é é é é é é é é é

(ii)é é é é é é é é é é é é é é .

(iii)é é é é é é é é é é é é é é .

(iv)é é é é é é é é é é é é é .

23) To the best of your knowledge, how well have Goals of the above listed projects been achieved?

(i) Very well[ ] (ii) Fairly well [ ] (iii) Not at all [ ]

24) List a maximum of 5 projects that have been successfully completed on time?

(i)é é é é é é é é é é é é é é é é é

(ii)é é é é é é é é é é é é é é é é é

(iii)é é é é é é é é é é é é é é é é é

(iv)é é é é é é é é é é é é é é é é é

(v)é é é é é é é é é é é é é é é é é ..

25) Generally, how well have your needs been met by many of the CDF projects initiated in Kanyekini Ward?

(i) Very well [ ] (ii) Fairly well [ ] (iii) Not at all [ ]

26) What is your satisfaction in terms of quality of facility and value for money spent on this project?

(i) Very satisfied ( ) (ii) Satisfied ( )

(iii) Dissatisfied ( ) (iv) Very dissatisfied ( )

(v) Not Satisfied ( )

27) If ôNoô above, do you, in your opinion, have answered differently if you were fully engaged in all (or most) decision-making from identification to completion of the project?

(i) Yes [ ] (ii) No [ ]

28) In your opinion what should be done to improve CDF project outcome?

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THANK YOU VERY MUCH FOR YOUR CO-OPERATION

APPENDIX 3. Questionnaire for CDF Project Management Committee

RESPONDENT No……

The purpose of this questionnaire is to help collect data for an MA project in the University of Nairobi.

All respondents and information provided will be treated as confidential.

No respondentôs name or National ID will be written or appear anywhere in this Questionnaire, The respondent will only be identified by the serial no. of the Questionnaire.

A. Background of Respondent;

Please answer the following questions by placing a tick [ã] where necessary in the spaces provided;

1. What is your age in years?

   (i) 18 ï 25 [ ] (ii) 26 ï 35 [ ]

   (iii) 36 ï 45 [ ] (iv) 46 ï 55 [ ] (v) 56 and above [ ]

2. What is your gender?

   (i) Male [ ] (ii) Female [ ]

3. What is your highest academic qualification?

   (i) KCPE [ ] (ii) KCSE [ ] (iii) Certificate [ ] (iv) Diploma [ ]

   (v) Bachelors Degree [ ] (vi) Post Graduate [ ]

B. Project Identification

1) Are you aware of any plan from the Government of Kenya for assessing needs for the community so as to identify the community projects for implementation?

(i) Yes [ ] (ii) No [ ]

2) If your answer is ôNoô above, have you developed any plan for assessing local community needs for CDF projects initiation?

(i) Yes [ ] (ii) No [ ]

C. Project Implementation

1) Do you hold regular site meetings for the CDF projects being implemented under your supervision?

(i) Yes [ ] (ii) No [ ]

2) If your answer is ôYesô above, are the site meeting minutes available on demand where the attendance list can be examined?

(i) Yes [ ] (ii) No [ ]

3) To what level do you involve the local community in developing the Procurement Methods that you use to procure the projects under your jurisdiction?

(i) High [ ] (ii) Moderate [ ] (iii) Low [ ] (iv) No participation [ ]

D. Project Monitoring and Evaluation

1) Are you amember of the Monitoring and Evaluation Team for the projects under your supervision?

(i) Yes [ ] (ii) No [ ]

2) Are there any local community members in the composition of the Monitoring and Evaluation Team for the projects under your jurisdiction?

(i) Yes [ ] (ii) No [ ]

3) List 5 projects that are behind schedule or abandoned under your jurisdiction?

(i)----------

(ii)----------

(iii)----------

(iv)----------

(v)----------

4) In your considered opinion, what is the main reason for the delay or abandonment?

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