

**INFLUENCE OF COMMUNITY PARTICIPATION ON  
PERFORMANCE OF DEVELOPMENT PROJECTS IN  
MAKUENI COUNTY, KENYA.**

**BY**

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**A Research Project Report Submitted in Partial Fulfillment of the  
Requirements for the Award of Degree of Master of Arts in  
Project Planning and Management of the University of Nairobi.**

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## **DECLARATION**

This Research Project report is my original work and has not been presented for an academic award in any other institution.

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**(L50/70178/2013)**

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

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## **DEDICATION**

This research project is dedicated to my parents the late Agnes Mbevi and Jonathan Maimbo, my loving husband Alex Sabuni and my children Ellein Janice and Alyssa Tendai.

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I would like to thank the Almighty God for his care, protection and provision throughout my studies and for giving me the strength and endurance to undertake this research project To Him, be the glory. Secondly, I express my sincere appreciation to my supervisor Dr. Phyllis Matula for her wise counsel and availability for guidance in the process of developing this research project. I am also grateful to the University of Nairobi for enabling me undertake my studies in this course. My sincere gratitude goes to all the lecturers who taught and facilitated the various units in the Masters of Project Planning and Management course.

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## **ABBREVIATIONS AND ACRONYMS**

ADS	Anglican Development Services
ASAL	Arid and Semi -Arid Areas
CBO	Community Base organization
CD	Community Development
CDF	Constituencies Development Fund
D.C	District Commissioner
DFRD	District Focus for Rural Development
D.O	District Officer
GAA	German Agro Action
IRD	Integrated Rural Development
IMF	International Monetary Fund
KRCS	Kenya Red Cross Society
LATF	Local Authorities Transfer Fund
LC	Local Council
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
MP	Member of Parliament
RDP	Reconstruction Development Programme
WFP	World Food Programme
WVK	World Vision Kenya

## **ABSTRACT**

Despite efforts made by the government and other development actors to improve social, political and economic welfare in Kenya through development projects, recent welfare monitoring survey indicate that poverty is on the increase due to poor performance of the already initiated development projects and also short-lifetime of projects upon completion. The purpose of this study was to investigate the influence of community participation on development project performance in Makueni County, Kenya. The objectives of the study were: to determine the influence of involvement of community in information sharing, to establish the influence of involvement of community in resource contribution, to evaluate the influence of involvement of community in collective decision making and to determine the influence of involvement of community in project governance on development project performance. The study was conducted in Makueni. The literature was reviewed in the light of study variables on the role of community participation on development project performance. Descriptive survey design was used to establish relationships between independent and dependent variables. The research employed Arnstein Sherry theory for citizen participation. The target population was 1626 respondents comprising of 126 project management committees and 1500 community members. The samples were considered because they were key stakeholders in determining project performance in the study area. The sample size was 38 project management committee members and 150 community members benefitting from the project selected using purposive and systemic random sampling method. A semi structured questionnaire was used for data collection. The findings from the study indicated that communities have not fully participated in project cycle especially in monitoring and evaluation, training, resource contribution and decision making. However, this is due to limited economic resources and failure for community not to fully understand their roles in projects. The study established that community participation through information sharing, resource contribution, collective decision making and project governance have contributed extensively towards development project performance. The study reveals that some interventions needs to be undertaken in order to achieve optimum community participation. The researcher suggested recommendations that the County government to carry out a stakeholder mapping exercise in order to profile all stakeholders undertaking development initiatives. Also need for development actors initiate civic education forums with objective of creating awareness on role of the Community on issues decision making and good governance. Development actors to involve community when developing project plans to enable community to identify resources which they can contribute.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Community participation in community development activity is old as man himself. Prior to the onset of colonial administration, communities engaged in communal efforts as a mechanism for mobilizing community resource to provide physical improvement and functional facilities in the socio, political and economic aspects of their lives. There was a para- scientific response of a community lacking all relevant trappings of modern technology, capital and management resources to the media and exigencies of development. These complaints therefore re-awakened interest in the local management of resources and decisions (Mansuri and Rao, 2004).

Citizen or Community participation continues to capture a centre-stage position in many policies of nation-states and international development agencies in recent years. The common belief is that involving citizens in rural programmes and empowering them have the potential to boost their livelihoods and foster development. As such, many projects in poor countries will hardly receive any donor funding without a component on integrating the community in their proposals (Kakumba & Nsingo, 2008). It is therefore important that participatory ideas be applied to small scale development in

ways that would allow the poor to be informed participants in development with external agents acting mainly as facilitator and sources of funds (Chambers, 1997). Arguments for participatory development as advocated by Chambers (1997) and others have led to the inclusion of participation as a crucial means of allowing the poor to have control over decisions. Inclusion of participatory elements in large scale development assistance came quickly at the World Bank, in social investment funds and other forms of assistance.

Community participation therefore, is a process that starts to inform, gather input or involve the community regarding decision making processes. It covers all levels of information, awareness creation, outreach, inputs involvement and collaboration (Shukor, Mohamed, Sani, & Awang, 2011). Fox & Meyer (1995) define citizen (community participation) as the involvements of citizens in a wide range of administrative policy making activities, including the determination of levels of service, budget priorities, and the acceptability of physical construction projects in order to orient government programmes toward community needs, build public support, and encourage a sense of cohesiveness within society. Brynard (1996) looks at citizen participation as a process wherein the common amateurs of a community exercise power over decisions related to the general affairs of a community. He notes that these common amateurs are the non-elite citizens; persons without paid office, wealth, special information, or other formal



power source beyond their own numbers; and whose control is only gained from the participatory process.

Brynard (1996) outlines the following as the objectives of citizen participation: provide information to citizen; get information from the citizens; improve public decisions; programmes, projects, and services; enhance acceptance of public decisions; programmes, projects, and services; supplement public agency work; alter political power patterns and resource allocation; protect individual and minority group rights and interests; and delay or avoid complicating difficult public decisions. According to Okafor (2005) what we observe when communities participate in their own projects include the followings: empowering communities to improve efficiency; local participation yields better projects, better outcomes, greater transparency and accountability, enhances service delivery and it also encourages donors' harmonization.. In fact, experience has shown that given clear rules of the game, access to information and appropriate support poor men and women (communities) can effectively organize to provide good and services that meet their immediate priorities. This is because communities have considerable capacity to plan and implement programmes when empowered i.e. given power to decide and negotiate (Tade, 2001).

In developing countries however, the concept of community participation is not as simple to implement, because the communities are traditionally not ready to take on this responsibility. In the author's opinion, development programmes are more likely to succeed if a well-planned strategy to enhance participation is also

incorporated into the programme planning (Thomas & Thomas, 1999). This strategy enables communities to participate effectively in participatory development which is the most important approach towards enabling communities to help themselves and sustain efforts in development work. Communities are no longer seen as recipients of development programmes; rather, they have become critical stakeholders that have an important role to play in the management of programmes and projects in their areas (Burke, 1979).

It is clear that community participation is a global concern particularly in the less developed countries. This is evidenced by studies taken by different authors in different countries. The problem lack of effective participation by community has caused poor project performance and is seen to be a major bottles reach in projects delivery. For this reason the researcher sought to carry out a study to investigate the influence of community participation on development project performance.

## **1.2 Statement of the Problem**

Despite efforts made by the government and other development actors to improve social, political and economic welfare in Kenya through development projects, recent welfare monitoring survey indicate that poverty is on the increase due to poor performance of the already initiated development projects and also short-lifetime of projects upon completion (Government of Kenya, 2013). Regardless of vibrant community actions over the past years in Kenya, lack of clear legislation

of stakeholders' participation in community development projects is enough evidence that community participation in project for better project performance cannot be realized. For example, some Members of Parliaments have taken it upon themselves to decide on the projects to be implemented without any community input and this has led to implementation of projects that do not respond to the needs of the community.

Most authors and researchers have done a lot of studies and research on participation. However, so far, there is scanty information of any organization that has studied and analyzed community participation on projects in the context of major community development projects such as Local Authority Transfer Fund (LATF), Constituency Development Fund (CDF) and other major community development projects in County, Makueni County. The researcher seeks to investigate what then is the influence of project management committee and community members on determining development project performance? And hence the present study.

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

The aim of this study was to investigate the influence of community participation on performance of development projects in Makueni County; a case of CDF projects in Mbooni sub-County.

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

The study was guided by the following objectives:-

- (i) To find out the influence of involvement of community in information sharing on the performance of development projects in Mbooni sub-County.
- (ii) To establish the influence of involvement of community in resource contribution on the performance of development projects in Mbooni sub-County.
- (iii) To evaluate the influence of involvement of community in collective decision making on the performance of development projects in Mbooni sub-County.
- (iv) To find out the influence of involvement of community in project governance on the performance of development projects in Mbooni sub-County.

#### **1.5 Research Questions**

The study was guided by the following research questions

- (i) What is the influence of involvement of community in information sharing on performance of development projects in Mbooni sub-County?
- (ii) To what extent does involvement of community in resource contributions influence performance of development projects in Mbooni sub-County?

- (iii) To what extent does involvement of community in collective decision making influence performance of development projects in Mbooni sub-County?
- (iv) What is the influence of involvement of community in project governance on performance of development projects in Mbooni sub-County?

### **1.6 Hypothesis of the Study**

1. Involvement of community in information sharing has no influence on performance of development projects;
2. Involvement of community in resource contribution has no influence on performance of development projects
3. Involvement of community in collective decision making has no influence on performance of development projects
4. Involvement of community in project governance has no influence on performance of development projects;

### **1.7 Significance of the Study**

The findings and recommendations of the study may be useful to the communities in Mbooni Sub County and all other citizens to be aware and appreciate their contribution and participation in enhancing projects performance. Findings of the study may be be useful to county Government of Makueni and all other County Government in ASAL areas to make appraisal structures on benefits of involving

community to develop development programs. It is expected that the research may provide information to policy makers that will guide strategies towards primacy areas of community participation to focus on strategies that will quickly address the affected areas of community or citizen involvement on development programmes. On the other hand, NGOs such as WFP, WVK, GAA, ADS & KRCS may use the findings and recommendations to evaluate the performance and sustainability of its projects vis a vis the community participation at all stages of the project cycle. Other researcher scholars may use the findings as a point of reference for further research. It is also additional literature on influence of community participation on development project performance which is currently very scanty.

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

1. The major limitation of the study was conveyance across Mbooni sub-County which generated access limitations. The researcher grouped the areas in which the study was to be carried out with assistance from management of the sub-county who had local knowledge of the region.
2. Another limitation was CDF policy and regulation on access of respective projects to collect data. Conversely, the researcher created a relationship with management of CDF/ LATF projects and explained the need to access the projects. They understood and access was granted.

### **1.9 Delimitation of the Study**

The study was limited to Constituency Development Fund (CDF) and Local Authority Transfer Fund (LATF) funded development projects in Mbooni Constituency, Mbooni sub-County, Makueni County. The results of the study cannot be generalized up to the national level but the findings of the study can offer perceptions of what has been trending in some parts of the County. The study targeted 38 respondent who are members of Project Management Committees in community projects and 150 community members who have directly benefited from the projects but will make generalizations for the whole County. Mbooni sun-county was selected, it lies within Marginal mixed farming (zone 3) and poverty levels of 63.4% (KNBS 2009).The study focused on the following independent variables:-information sharing, resource contribution, collective decision making and project governances.

### **1.10 Assumptions of the Study**

The study assumed that the identified factors (information sharing, resource contribution, collective decision making and project governance) influenced community participation in performance of development projects. The study assumed respondents answered almost all questions objectively according to their knowledge and that information collected was truthful.

## **1.11 Definition of Significant Terms**

**Community participation** refers to everyone in the community regardless of gender or socio-economic status is encouraged to provide opinions, make decisions and assist in the implementation of actions in Mbooni sub County.

**Community** refers to people with common background or with shared interests within society.

**Decision Making** refers to cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities

**Development Project** refers to all projects financed by CDF & LATF and completed in Mbooni sub County.

**Development** refers to any positive change or an incident that causes a situation to change or progress.

**Information Sharing** refers to talking to key people in the community in order to discuss their knowledge, experience and understanding of the issue

**Project Governance** refers to the management frame work in the community projects within which project decisions are made.

**Project Performance** refers to measures that can be tied to a team or a cluster of teams working closely together for a common purpose of implementing CDF/ LATF projects in Mbooni sub County.



**Resource Contribution** refers to personnel financial or material contribution from the community who will benefit from CDF/ LATF projects.

### **1.12 Organization of the Study**

The study was organized into five chapters. Chapter one covers introduction for the study. It comprises of background to the study, statement of the problem, purpose of the study, objectives, research questions, hypothesis, significance of the study, limitations of the study, delimitation of the study, assumptions of the study and definitions of significant terms. Chapter two includes literature review which gives an overview of influence of involvement of community in information sharing and resource contribution, influence of involvement of community in collective decision making and project governance on performance of development projects, community participation and project performance and summary of literature review. In addition theoretical and conceptual frameworks are specified.

Chapter three on research methodology covers research design, target population, sampling technique and sample size, methods of data collection, validity of the instruments, reliability of the instruments, methods used in data analysis, ethical consideration and operationalization of variables. Chapter four comprises of data organization, analysis, presentation, interpretation and discussion based on the research findings. Chapter five summarizes the research findings, makes conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The main aim of literature review is to study and acknowledge the input of other researchers and authors and their contributions to the body of knowledge in order to shed more light on the topic of discussion. This chapter dealt with literature review in line with past studies, theoretical review and conceptual framework. The researcher's interest was to find out what other people have written, or other related documented materials that may help her understand the in depth of the problem under investigation. This related literature will be guided by the objectives of the study and the research questions

#### **2.2 Community participation and information sharing on the performance of development projects**

Information sharing helps developers to gather information and gain greater understanding of the issues. It involves talking to key people in the community in order to discuss their knowledge, experience and understanding of the issue. These people might already be involved in community development activities; they might be people that the community turns to in times of crisis or those who are seen as the heart of the community. Key people include health workers, traders, religious leaders, village chiefs, pastors and teachers (Blackman, 2003).

Community mapping helps to draw the community together to tell their story together. This tool involves community members drawing a map of their community to tell story together. They draw either on paper or outside on the ground, using whatever resources are available. They are given little guidance of what to include. The important point of the exercise is to discuss what people have drawn. The map might show the natural and physical resource in the area- forest, rivers, roads, house and wells. It might show important people and organizations (Blackman, 2003).

However, according to (Swanepoel, 1997), it should be born in mind that there is no one 'correct' way of doing community development or development planning for that matter. He argues that it would require a super-human being to provide a perfectly clinical way of doing community development, knowing exactly what to do. As people tackle one-issue after another, the success they attain towards reaching their concrete objectives gives them not only a learning opportunity on how to tackle the next task better, but also builds their own self-confidence. By gaining in the ability to reach certain objective, people also gain in self-sufficiency. Their reliance on external resources to reach an objective diminishes, and when they become self-reliant, they also gain in human dignity. They come to discover their own potential and what they can do to make a difference in their lives (Swanepoel, 1997).

### **2.3 Community participation and resource contribution on performance of development projects**

Kizlik (2010) argued that community-based development relies on communities to use their social capital to organize themselves and participate in development processes. Thus, concepts such as participation, community, and social capital are critical to how community participation in resource provision is conceptualized and implemented. Project managers have finite amounts of money for project execution, and this varies with the size and complexity of the projects.

According to Environmental Law Institute Staff (1999) it is in all parties' interests that project sustainability is proportionate, and that resources are optimized so that funds are invested in community infrastructure rather than unnecessary aspects of the projects. Long term engagement of communities by project managers, and a process of prioritization, can avoid the pitfall of trying to meet all needs of the community (Gilbert, 1998).

### **2.4 Community participation and collective decision making on performance of development projects**

Cernea (1991) stretches our imagination by suggesting that the terms 'participation' in itself does not adequately address the issue of ownership of local initiatives. He argues that people who take control of their own lives through making their own choice and priorities, planning, implanting, and making judgment on the project's success or failures cannot be said to have 'participated'.

According to Cernea, in such a case, they do not just 'participate' in development, they simply do it. They are the actors and managers of their own economic growth, survival, and change program (Cernea, 1991).

Bhatnagar & Williams (1992) conceptualize participation as a process by which people, especially disadvantaged people, influence decisions that affect them; participation means influence decisions, not simply involvement in the implementation or benefit of a development activity, although those types of involvement or benefits of a development activity, although those types of involvement are important are often encouraged by opportunities for influence. If people in a community are involved in all phases of an activity especially if they are involved in the decision making of each phase, the activity is theirs, they have invested their time, talents, and other resources; thus, they have ownership of the activity. They, therefore, are responsible for its outcome. If, however an outside change agent takes control of (makes major decisions concerning) the activity at any point, the activity becomes the change agent's, and he is responsible for its outcome. In this situation they may fight against the activity. ([http://businessdeveloping.over-blog.com/article-community-development-a-new-business-approach .html](http://businessdeveloping.over-blog.com/article-community-development-a-new-business-approach.html)).

Local leaders have the responsibility for ongoing activities in a community. They represent and understand the people and culture and are probably aware of community needs. In many cases, they will be the persons who request help from an outside change agent or authorize him to work in the community. Working

with local leadership is usually essential if one is to provide effective help. If the leadership is ignored, there may be conflict and failure (Yost & Tracy, 1997). The promotion of popular participation is concerned with the distribution of power in society, for it is power which enables groups to determine which needs and whose needs will be met through the distribution of resources (Oakley and Marsden, 1984; Fernandes and Tandon, 1981).

Genuine participation practice will not only seek to involve the beneficiary communities in project design and implementation, but more importantly, the process will seek to link people's felt needs with the project goals and objectives. This is another milestone consideration in ensuring local ownership and the sustainability of project benefits long after donor funding is withdrawn.

According to Chambers (1993) this new approach to development calls for a paradigm shift. A shift from the conventional approaches to extension that are fundamentally 'banking' in nature, 'imparting' technical knowledge and skills to local people; to mutual learning process between the local people and the extension workers.

## **2.5 Community participation and project governance on performance of development projects**

Governance is not a new term that has been used in reference to state and political activities, it has only, recently, emerged as a key concept in public administration and management. Governance is generally used in development circles to refer to

the manner in which power and resources are used towards the realization of developmental objectives (Kiyaga-Nsubuga, 2004). Governments are increasingly under pressure not only to be efficient and productive, but also to secure outcomes in terms of economic and social development. It is this urge that has precipitated most public sector reforms, whose strategies have had a bottom-line intent to change the culture and context within which public managers conduct their duties, in order to increase governments' efficiency, effectiveness and accountability (Romzek, 2000).

Kaufmann, Daniel Aart, Mastruzi, & World Bank, 2003 identifies six dimensions of good governance indicators such as voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, the rule of law, and control of corruption. The UNDP identifies seven features of sound (good) governance, namely legitimacy established through rule-based opportunities for changing government in an orderly and predictable manner, freedom of association and participation, fair and effective legal frameworks, accountability of public office and service and transparent processes, availability of valid and reliable information, efficient and effective public sector management and cooperation between government and civil society (Nsibambi, 1998).

According to Dignus group (<http://www.dignusgroup.5PointProgram-ProjectManagement-Solutionpdf>) the pillars of project governance include:

Structure which refers to the governance committee structure. As well as there being a project Board or project Steering Committee, the broader governance environment may include various stakeholders groups and perhaps user groups. Additionally, there may be a programme Board, governing a group of related projects of which this is one, and possibly some form of portfolio decision making group. The decision rights of all these committees and how they relate must be laid down in policy and procedural documentation. In this way, the project's governance can be integrated within the wider governance arena.

People where the effectiveness of the committee structure is dependent upon the people that populate the various governance committees. Committee membership is determined by the nature of the project. Other factors come into play when determining membership of programme and portfolio boards which in turn determines which organizational roles should be represented on the committee.

Information which concerns the information that informs decision makes and consists of regular reports on the project, issues and risks that have been escalated by the project Manager and certain key document that describe the project, foremost of which is the business case(<http://www.dignusgroup.5PointProgram-ProjectManagement-Solutionpdf>).

Oakley (1990) identifies two views of community empowerment. The first view is that empowerment is the development of skills and abilities which enable people to interact more effectively with the development system and process. The second



view is that empowerment is a process which is aimed at equipping people to make decisions and implement these decisions regarding development.

Empowerment, as Narayan (2002) contends, requires a process through which peoples' freedom of choice and actions are expanded to enable them to have more control over resources and decisions that affect them. For empowerment to happen, participation must therefore be effective, in a way that enforces accountability and changes in behaviour within relevant government bureaucracies and ensure changes that make participation more inclusive of the poor and the underprivileged (Crook, 2003).

Participation as fundamental bottom-up development approach: - "Any attempt to understand the poor and learn from, has to begin with introspection by the outsiders themselves. We have first to examine ourselves and identify and offset our preconceptions, prejudices and rationalization" (Brunner & Lynch, 2010). The bottom-up approach, designated in the 1980s in its most elaborated and ambitious form as empowerment, calls for attention to health and education, of course, but also to more effective locally based problem-solving techniques. The approach encompasses the promotion of community development through self-help, but with greater emphasis on the process itself rather than on the completion of particular projects. Emphasis has been on the sustainability of the process enabling collective decision-making and collective action as well as any labor-saving or income-producing outcomes of such action (Knippers, 1991).

Authentic participation is the ideal model, which seeks to empower the powerless towards assuming full responsibility over their own destiny within the framework of their cultural and socio- economic realities. Poverty is believed to be a structural product but to the structural forces of local and global society. Hence, it becomes everybody responsibility to make the world a better place and more hospital able forever single human person (Mulwa, 2003).

## **2.6 Community participation and project performance**

The notion of community participation in development initiatives has spread widely. It is argued that the involvement of local people can lower the cost of achieving a given objective and can result in development initiatives that are consisted with their preferences (Klitgaard 1997, and Narayan 1998). Moreover, such participation can assist in information pooling about exchange opportunities, to improve the transmission of individual reputations, and build institutions that allow the poor to act collectively in their own interest - all features of strengthened social capital (Mansuri and Rao, 2004).

Advocates of community participation are generally careful to note important caveats such as the potential for local elite capture resources and ignorance of potential cross-community externalities, the overwhelming impression is that community participation is perceived to be less costly for government while being more responsive to community priorities. To date, these assertions have been weakly scrutinized from a micro econometric point of view. The literature on

participation and poverty reduction is rich in case study material but not in quantitative analysis (Hoddinott et. al. 2001).

Mansuri and Rao assert that, “not a single study establishes a causal relationship between any outcome and participatory elements of a community-based development project” (Mansuri and Rao, 2004). An increasing number of development practitioners agree that participation of the intended beneficiaries improves project performance. Participatory development, championed since the early 1970s by mostly economic social scientists and grassroots organizations is increasingly advocated by the largest and most influential aid agencies (Korten 1980).

According to the New Nigeria (1987), if a community or group has a genuine need for a health centre and work towards its establishment, such a facility would be well protected and maintained by its members because it is their sweat. Local institutions are the key to sustainability. When local groups are actively involved in project design and implementation they take on ownership and are more likely to continue the project when donor funding ends, compared with externally imposed projects (Ford, 1993). Supporting this view Ohiani and Oni (1987) said a community centre which is built exactly on the European Pattern is likely not to be patronized in an African village where the community is already closely knit. Rather a village centre to be used for communal purpose such as funeral ceremonies, dances and social gathering will be acceptable to the village. According to the World Bank (2004),

“In 1968, a community of 2000 people in Malawi started work on a novel water supply system. Community members began the planning, construction and operation of their own water supply and distribution. Field staff for the project was recruited locally, traditional community groups formed the basis for water communities and government support was limited. Virtually, all of the more than 6000 standpipes installed nationwide are still in working order. More than 1million Malawians have high quality, reliable and convenient water through systems that they themselves built, own and maintain. An analysis of rural and urban development over thirty years found high correlation between project performance and level of participation. The bank concluded by saying that a survey of 25 World Bank agricultural projects evaluated five to ten years after completion found that participation was an important determinant in project performance and sustainability”.

In the evaluation of another World Bank project, it was also found out that during a ten- year period in the Philippines, the National Irrigation Administration shifted from a top down government approach to heavy reliance on the local farmers in the design, operation and maintenance of local irrigation systems. It was discovered that the canals and structures worked better, rice yields were 20% higher and the irrigated area 35% greater than in control groups without participation (World Bank, 1991). This is because, according to Musa (2002) through participation, the community develops skills for collective action, maintenance and

sustainability. This is evident in the community Development Works done by the Takete-Ide Community in the Mopamuro Local Government Area of Kogi State, Nigeria. They built schools, health centres, community centres and constructed roads. These activities have strengthened the potentials of the people. The development associations formed have been upgraded into local societies with their own initiatives to address the people's needs to strengthen their position and to put forward their case to the decision making body particularly the local and state governments.

## **2.7 Theoretical Framework**

Theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists (Swanson & Richard, 2013). Since the advent of what is famously known as the Truman Doctrine of 1949 (Craig & Porter 2006), the past six decades have witnessed an increased interest in development discourse. A shift in understanding development was marked by sudden interest in participatory approaches in development (De Beer, 1998 and Chambers, 2007). This increased interest arose after the realization that the previous approaches to understanding development had failed, and resulted in the propagation of the people-centred approach.

Modernization theory such as the evolutionist theory of Darwin is based on the broad belief that societies move from the traditional to modern stage through a

series of stages. According to Davids (2009). The essence of modernization is for less-developed countries to become developed, they should follow the path taken by the developed countries over the past 100-200 years.

Graaff, (2001) summarized the main principles of evolutionism: The process occurs gradually over time; all societies go through the same number of stages, irreversible and progressive, and at the end, all societies end up looking the same. Societies eventually reach a maturity stage, characterized by neo-liberalism system where the economy is determined by markets, with little or no intervention from the state. The training and technology required to reach this stage, according to modernists, is provided by the West. For example, interventions in developing countries in terms of aid have been structured along the lines of the modernization theory. Aid agencies identify problems in certain target communities and proceed with the intention to change them, in the Western sense. This has resulted in several projects failing to achieve the desired goals. The modernization theory has also failed to explain growing disparities within societies, where both very rich and extremely poor people are found.

Classical growth model also leads to a convergence hypothesis-the hypothesis that per capita income in countries with similar institutional structures will gravitate toward the same level of income per person. As countries get more capital and become richer, their growth rates would slow down while poorer countries with little capital should grow faster than richer countries. Eventually, per capita

incomes among countries should converge. These predictions of convergence have not come true for many countries.

Ayres, (1995) one of the main proponents of the dependency theory, stated that it's the ignorance of the underdeveloped countries history that leads them to assume that their past and indeed their present resemble earlier stages of history of the now developed countries. The study generally held that economic development occurs in a succession of capitalist stages and that today's underdeveloped countries are still in a stage of history though which the now developed passed long ago.

Among the criticisms laid against modernization theory is that the theory assumes there is a single way to advancement, which is not the case. The theory assumes that all societies evolve from a common starting point of underdevelopment and transform along a reductionist continuum of economic and social change from traditional to modern society. This belief has been certainly proven wrong by the rise of the Asian Tigers as well as, most recently, the spectacular rise of China as a global power in the past few decades (De Beer, 1998). Furthermore, the current world economic crisis poses a huge challenge for modernization theory. Graaff (2001) postulated that capitalism is extremely unstable, lurching from boom to depression with depressing regularity. This criticism against the modernization theory laid the foundation for a more radical dependency theory.

Contemporary underdevelopment is largely explained in part as the historical product of past and continuing economic relations between the satellite underdeveloped and the now metropolitan countries (Ayres, 1995). Development in core countries and underdevelopment in the peripheral countries are two sides of the same coin. The main standpoint of dependence theorists is that one country's advantage (core) is another's disadvantage (periphery), that is, one necessarily implies another. This relationship can be explained by three distinct factors: lack of investment by multinational companies, unequal balance of trade, and surplus extraction (Graaff, 2001).

Dependency theory has been criticized for its radical leftist solution to this unfair relationship between developed and developing nations; that is, cutting ties. Such attempts have been disastrous in countries such as Zimbabwe, Cuba and Venezuela and have failed to address underdevelopment. In addition, globalization has led to crucial interdependence between nations. In addition, dependency theorists have also laid all the blame on Western nations but ignore poor governance and corruption in developing nations.

The two classical development theories of modernization and dependency failed to explain the continued underdevelopment of the third world nations, epitomized by increasing poverty and inequalities. This led to the emergence of the people-centred approach. This paradigm shift to a more people-centred approach focused on micro-level as opposed to macro-level theorizing. Davids (2009) indicated that people-centred development is a process by which the members of the society



increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations. Unlike in past theories of development, humans are placed at the centre, contrary to the ‘trickle-down’ approach in other development initiatives.

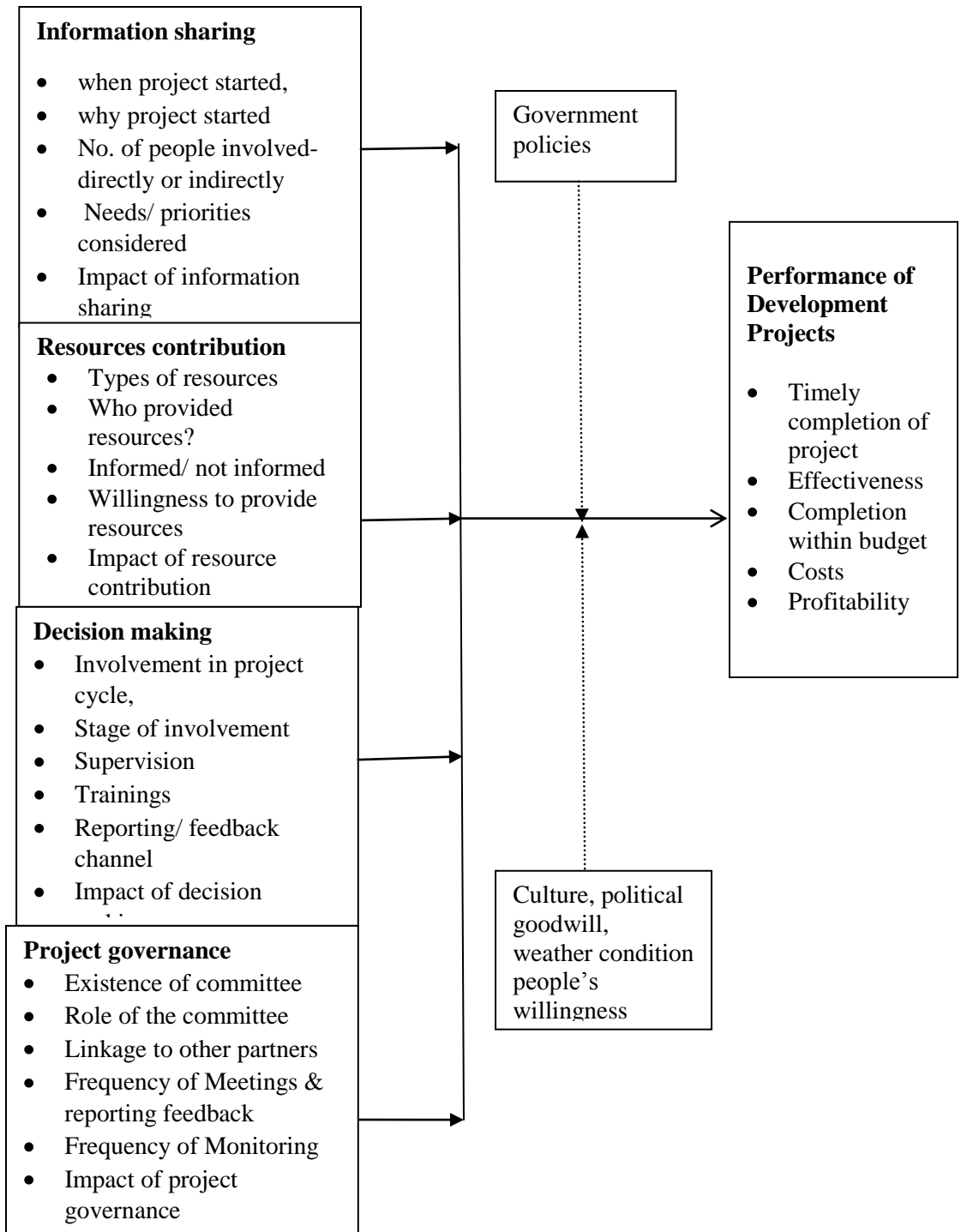
Theron, (2001) argued that in the people-centred approach, four fundamental questions are asked about the development process and include the following: From what? By whom? For whom? Humanist thinking on development implies more than economic growth and includes transformation of institutional, socio-cultural and political systems and structures, hence addressing development in a holistic way. The ultimate objective of development is enhancement of human capacities to enable people to manage their own lives and their environment (Srinivasan, 1990).

There is no agreement among planners and professionals about the contribution of community participation to improving the lives of people, particularly the poor and disadvantaged. Some completely dismiss its value altogether, while others believe that it is the ‘magic bullet’, that will ensure improvements especially in the context of poverty alleviation. Despite this lack of agreement, community participation has continued to be promoted as a key to development. Although advocacy for participation waxes and wanes, today, it is once again seen by many governments, the United Nations agencies and non-governmental organizations

(NGOs), as critical to programme planning and poverty alleviation (World Bank, 1996).

## **2.8 Conceptual Framework**

Miles and Huberman (1994) defines a conceptual framework as a visual or written product, one that explains, either graphically or in narrative form, the main things to be studied; the key factors, concepts, or variables and the presumed relationships among them. Conceptual framework shows the relationship between independent and dependent variables. For this study, development project performance was the dependent variable while the independent variables were information sharing, resource contribution, collective decision making and project governances. The moderating variable for this study was government policies affecting project performance and sustainability. The intervening variables were culture, political goodwill, community willingness and weather conditions. The Conceptual framework for the study is shown in figure 2.2



**Figure 1.2 Relationship between variables on community participation and development project performance**

## **2.9 Summary of literature review**

The literature review has identified participation is an indispensable ingredient of development and development administration in all countries and occupies an institutional basis in the total process of developmental change. It is the way to improve on traditional ways of making decisions, setting agendas, and devising policy from different perspectives.

From the studies reviewed, most authors and researchers have done a lot of studies and researchers on participation. So far, there is very scanty information on the influence of community participation on performance of development projects in Makueni County hence the need for the present study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the methodology which was used to collect data for the study. The section indicates the research design, study population, sample size and sampling procedure, data collection methods, validity of the instrument used, reliability of the instruments, data analysis techniques. The section also ethical considerations that were considered during the study.

#### **3.2 Research Design**

A research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Devaus, 2001; Trochim & William, 2006). Descriptive survey design was chosen for the study because it allows the researcher to study phenomena that do not allow for manipulation of variables. Descriptive studies are concerned with specific predictions with narration of facts and characteristics of individuals, groups and situations. The method also exposes the relationship between dependent and independent variables associated with the problem. According to Kothari (2004) descriptive research studies are designed to obtain pertinent and precise information

concerning the status of phenomena and whenever possible to draw valid general conclusions from the facts discovered. According to Robson (2002) descriptive design is used on preliminary and exploratory studies to allow the researcher to gather the information, summarize, present and interpret data.

### **3.3 Target Population**

Gall (2003) define target population as a group which a researcher would like the results of the study to be generalized or inferred to. The target population for this study was 1626 and comprised 126 project management committee members and 1500 community members from the areas where the ten projects namely: are sited at Mbooni sub-County, Makueni County (Consituency Development Office, 2015). The target population was considered since it plays a paramount importance as key stakeholder in project cycle that is in; appraisal, designing, planning, implementation, monitoring and evaluation, and lastly in determining performance of projects. Mbooni Sub County falls within Lower Midland Four (LM4) thus categorized as semi-arid which are generally drier and experience erratic and unreliable rainfall which is bimodal (Rao, et al., 2011). The breakdown of the target study population is as in table 3.1.

### **3.4 Sample size and sampling procedure Procedure**

Sampling is the process of selecting a group of subjects for a study in such a way that the individuals represent a larger group from which they were selected (Gay, 1987). The study used purposive sampling and targeted ten community projects

funded by Constituency Development Fund and Local Authority Trust Fund. In order to obtain sample size of 38 project management committee as respondents, a criteria of assigning respondents numbers 001 to 126 from the projects was used and every third respondent from every project was sampled. A representative sample of 150 Community members who were involved directly or indirectly in project development cycle and benefited from the projects were sampled using systematic random sampling were respondents were allocated numbers 001 to 1500 from the ten projects and every tenth person was sampled. Gay (1987) suggests a sample of 10% of the larger populations and 20% of small populations as adequate to represent the population. Using Gay's suggestions, 20% of 126 members of project management committee gave a sample size of 25.2 where else 10% of 1500 community members gave a sample size of 150. Thus, the sample size for the study was 38 project committee members and 150 community members.

The sample size is summarized in the sampling frame and the breakdown of the sample size is as shown in Table 3.1

**Table 3.1: Sampling frame**

<b>Category</b>	<b>Target</b>	<b>%</b>	<b>Sample size</b>
	<b>Population</b>		
Project committees	126	8%	38
Community Members	1500	92%	150
<b>TOTAL</b>	<b>1626</b>	<b>100%</b>	<b>188</b>

### **3.5 Research Instruments**

The study used semi structured questionnaire for data collection. According to Cooper and Emory (2008), the questionnaire is conveniently used because it is cheaper and quicker to administer, it is above researcher's effect and variability and it is highly convenient for the respondents as they could fill them during free times or when workloads are manageable. The researcher recruited and trained research assistant who assisted in administering the questionnaire. Personal interview was the main method used to administer the questionnaire though under special circumstances the drop and pick method may be used. The flexibility reduced the chances on 'non response'.

The questionnaire consisted of five sections. Each section was designed to provide data and information necessary for achievement of research objectives. The researcher obtained an introductory letter from the University of Nairobi and a research permit from the National Commission for Science, Technology and Innovations (NACOSTI) before embarking on data collection exercise. The



documents were presented to the respondents together with the letter of transmittal and assurance of observing ethical issues in research was given to the respondents before administration of the questionnaire. The researcher sought rapport from the management of Constituency Development Fund, Mbooni Constituency.

### **3.6 Validity and Reliability of Research Instruments**

#### **3.6.1 Validity of Research Instruments**

According to Borg and Gall (1999) validity is the degree to which a test measures what it purports to measure. In other words, validity is the degree to which results obtained from the analysis of the data actually represent the phenomena under study. According to Borg and Gall (1999), validity of an instrument is improved through expert judgment. As such, the content validity was ascertained by academic supervisors in the University. According to Mugenda and Mugenda (2003), validity is the degree to which a test measures what is intended to measure. In this study, validity was also be examined through the ability of the test instruments to measure what they are supposed to measure. As such, pre-test was conducted through pilot study in which there was checking of any deficiencies in terms of unclear instructions, insufficient spaces to write responses and wrong phrasing of questions. Thus, this ensured research content validity.

### 3.6.2 Reliability of Research Instruments

Joppe (2000) defines reliability as the extent to which results are consistent overtime and an accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then the instrument is considered to be reliable. To determine reliability the Cronbach's (1951) coefficient alpha was used separately to assess the reliability of the scales adopted in the study.

The questionnaire was found to be reliable with an average reliability index of 85.73% as indicated in Table 4.1

**Table 4.1: Reliability statistics coefficients**

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of items
Information sharing	.822	.822	4
Resource contribution	.791	.797	4
Collective decision making	.927	.928	3
Community governance	.889	.892	4

The researcher also checked the consistency of a measure evaluated over time using test-retest reliability. This test was to measure reliability obtained by administering the same test twice over a period of time to a group of individuals. The scores from Time 1 and Time 2 were then correlated in order to evaluate the test for stability over time.

### **3.7 Data collection procedure**

The data collection procedures included seeking approval and authority to carry out the research from University of Nairobi and from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher sought permission to carry out the study from the Department of Continuing and Distance Education at the University of Nairobi, sending letters to the respective projects where the study was carried out for approval by the project managers of those projects. Once approved, the researcher visited the projects and administered the questionnaires. The researcher began by briefing the project stakeholders who were at the site of the purpose of the questionnaires and showed the selected respondents how to fill the questionnaire. Also the researcher assured the respondents of the confidentiality of their identity. The researcher met 38 project committees and 150 community members. Gender. The researcher recruited research assistant to assist in data collection.

### **3.9 Data analysis techniques**

According to Brayman and Cramer (1997), data analysis seeks to fulfill research objectives and provide answers to the research questions. According to Mugenda and Mugenda (2003) data must be cleaned, coded, and key punched into a computer and analyzed. Qualitative data was derived from open ended questions in the questionnaires. Qualitative analysis was used to analyze the perception and attitudes data (non- numerical data) that was collected from the study. Descriptive

statistics was used to analyze quantitative data. Descriptive statistics allows for narration to be used to interpret the data on variables. The data coded into descriptive codes were analyzed using Statistical Package for Social Sciences (SPSS) version 17.0 computer program. Chi square was used to determine the relationship between variables. Presentation of findings was given in form of frequency tables, percentages and proportions.

### **3.1 Operational Definitions of Variables**

The operationalization of variables is given in Table 3.1;

#### **Table 3.1: Operationalization of Variable**

	Variable	Indicators	Measurements	Measurement scales	Data collection	Data analysis
To determine the influence of information sharing on development project performance in Mbooni Sub County	<b>Independent</b> Information sharing	-Duration of the project -Reason for starting the project -Level of involvement -Objective of project -Beneficiaries -Relationship between community participation and project performance & sustainability	-Number of years  -Source of the idea  -Number of people involved -Directly or Indirectly  -Needs/ priorities considered -level of agreement -Specify the relationship -How would information sharing improve project performance	Ordinal  Ordinal  Ordinal  - Nominal -Ordinal  -Ordinal  -Ordinal	Survey	Descriptive
To establish the influence of resource contribution on development project performance in Mbooni Sub County.	<b>Independent</b> Resource contribution	-Variety of resources required -Information shared on resources to contribute -Feelings -Impact of resource contribution	-Finances, Human, Equipment's, Materials  -willingness to contribute resources -Yes/ No -Knowledge of action -Level of Satisfaction -Yes/ No	-Ordinal  -Ordinal  Nominal -Ordinal -Ordinal Nominal	Survey	Descriptive
To evaluate the contribution of collective decision making have on development project performance in Mbooni Sub County.	<b>Independent</b> Collective decision making	-Whether communities were involved -Level of involvement -Regular supervision, technical backstopping & reporting -Impact of project  -Role of decision making	-Yes/ No  -No. involved in Planning, in implementation, in monitoring & evaluation -Adequacy, reliability, & frequency -Good/ Fair/ Poor - Involvement of community in improving project	Nominal  -Ordinal  -Ordinal  -Ordinal	Survey	Descriptive
To determine the influence of project governances on projects performance in Mbooni sub-County	<b>Independent</b> Project Governances	-Presence or absence of local management committee -Election procedure -Role of project of project governances	-Yes/ No -Number of committees - Criteria used -Linkage to other actors -Frequency of meetings & monitoring visits	Nominal  -Ordinal -Ordinal -Ordinal	Survey	Descriptive
	<b>Dependent</b> Project performance	Rate of community participation	-Attainment of objectives -Timely completion of project -Costs -Profitability	Ordinal  Ordinal	Survey	Qualitative

### **3.2 Ethical Issues**

While conducting the study, the researcher observed ethical issues. This was achieved by the researcher seeking approval and authority to carry out the research from University of Nairobi and from the National Commission for Science, Technology and Innovation (NACOSTI). Before embarking on the research during the design of the questionnaire care was taken not to ask offensive or sensitive personal information from the respondents. The researcher made prior arrangements and booked appointments with the respondents to avoid inconveniencing them. The researcher explained to the respondents the nature and purpose of the research and that no financial benefits will be received by the respondent for participating in the study. The researcher assured respondents for anonymity, and that information given will be treated professionally and for the purpose of the study only. The researcher sought respondents' approval to participate in the study before issuing the questionnaire and gave them the option to withdraw from the study at any point during the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

The purpose of the study was to investigate the influence of community participation on the performance of development projects in Makueni County, Kenya. To attain this purpose, the study was guided by the following research questions: What is the influence of involvement of community in information sharing have on performance of development projects in Mbooni sub-County?, To what extent does involvement of community in resource contributions influence performance of development projects on Mbooni sub-County?, To what extent does involvement of community in collective decision making influence performance of development projects in Mbooni sub-County?, What is the influence of involvement of community in project governance on performance of development projects in Mbooni sub-County?. Information was obtained from the respondents comprising project management committees and community members which assisted in answering research questions. The data acquired is presented, analyzed and interpreted in order of the research objectives and questions. Furthermore, the chapter covers a concise discussion of the findings to establish the link with past theories.

The findings of the study were presented in tables and descriptive statistics based on the study questions. Other relevant information obtained was the response rate

as well as the background characteristics of the respondents including age, gender, education levels and experience.

#### 4.2 Questionnaires completion rate

The research activity was fruitful judging from the return rate of the respondents.

The results of the response and completion are presented in Table 4.1.

**Table 4.1 Questionnaires response rate**

<b>Category</b>	<b>Distributed questionnaires</b>	<b>Returned questionnaires</b>	<b>Percentage</b>
Committee members	38	38	100%
Community members	150	150	100%
<b>TOTAL</b>	<b>188</b>	<b>188</b>	<b>100</b>

The findings in Table 4.1 show the response rate achieved for the questionnaire was 100% both for Project Committee members and Community members. The exemplary response rate was made possible by the fact that the researcher and research assistant administered the questionnaires to the Project Committee Members and Community Members. The response rate was quite satisfactory to make conclusion of the study.



### 4.3 Demographic information

#### 4.3.1 Distribution of respondents by Gender

The sex distribution in the study is indicated in Table 4.2;

**Table 4.2: Distribution of respondents by Gender**

<b>GENDER</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Male	23	60.5	71	47.3
Female	15	39.5	79	52.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the results in Table 4.2 shows, majority of the respondents in the study were males for project management committees at (60.5%) were males and majority of community members were females at (52.7%). From the results males are more involved in the project management committees as compared to women. This can be attributed to the fact that men have more access to leadership position due to their education levels and dominant nature in taking up leadership positions as compared to women. Culturally it is the responsibility of men to take care of the family as women remain indoors to perform domestic duties and that is the reason why more community members are women as compared to male respondents.

#### 4.3.2 Distribution of respondents by Age

Age of the respondents was a key concern for this study as indicated in Table 4.3;

**Table 4.3: Age of the respondents**

AGE	COMMITTEE		COMMUNITY	
	F	%	F	%
18-35	2	5.3	54	36.0
36-45	20	52.6	79	52.6
46-55	11	28.9	13	8.8
56-60	5	13.2	4	2.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.2.2 shows that majority of the respondents were of 36-45 years of age. Of the respondents from project management committee were (52.6%) and community members were (52.7%). A few of the respondents from Project Management Committee and Community Members were above 56-60 years of age. Of the respondents (13.2%) were Management Committee and (2.7%) were Community Members. This implies that youth involvement in community projects is maximum and performance of the project will be good as this is the most productive age.

Freeman, Jabbar and Ehui (1998) linked age to productivity and argued that the most productive age is between 35-45 years. Thus majority of project management committee and community members are within the productivity age

### 4.3.3 Distribution of the respondents by Position

The position of the respondents was a key concern for this study as shown in Table 4.4

**Table 4.4 Position held by Project Management Committee and Community Members**

POSITION	COMMITTEE		COMMUNITY	
	F	%	F	%
Chairperson	9	23.7	0	0.0
Vice chairperson	1	2.6	0	0.0
Secretary	6	15.8	0	0.0
Treasurer	2	5.3	0	0.0
Committee member	20	52.6	0	0.0
Community member	0	0.0	150	100.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the results in Table 4.4, majority of the respondents were project management committee members at (52.6%) while 100% of the respondents were community members. This indicates that all the areas in which the projects were being implemented were fully represented.

### 4.3.4 Demographic information on Work experience of the respondents

The years of work experience in the projects during the study were a key determinant in the information the respondents would give, hence it was relevant

to establish the years a respondent has been in the project. The results are presented in Table 4.5;

**Table 4.5 Work experience of respondents**

<b>YEARS Experience</b>	<b>COMMITTEE RESPONDENTS</b>		<b>COMMUNITY RESPONDENTS</b>	
	<b>FREQUENCY</b>	<b>PERCENTAGE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
1-5 Years	38	100.0	N/A	N/A
6-10 Years	38	0.0	N/A	N/A
11-15 Years	38	0.0	N/A	N/A
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.2.4 shows that all the project management committee had been in the position for a period of 1-5 years. This shows the respondents had a grasp of the events in their projects and were in a position to respond in the study.

#### **4.3.5 Demographic information on Education levels of the respondents**

Education levels of the respondents was a key concern for the study. Table 4.6 shows the distribution of education level among respondents in the study.

**Table 4.6: Education levels of the respondents**

<b>EDUCATION</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
None	0	0.0	3	2.0
Primary	1	2.6	33	22.0
Secondary	11	28.9	83	55.3
Tertiary	17	44.7	20	13.3
College	7	18.4	10	6.7
University	2	5.3	1	0.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the results presented in Table 4.6, majority (44.7%) of the respondents from Project Management Committee had acquired tertiary education while majority (55.3%) of the respondents from Community members had reached secondary level education. This gives a picture of the region that most of the respondents were above average in education.

#### **4.4 Information sharing and performance of development projects**

This research question originates from the research objective one in which the researcher sought to determine the stakeholder's views on the influence of information sharing on performance of development projects in Mbooni sub-County, Makueni County. To obtain the respondent's views, the researcher administered the questionnaire items to the respondent's. in the first objective, respondents were According to Department of Environmental Affairs and

Tourism report (2002) information sharing involve informing the beneficiaries concerning a development proposal or decision.

#### 4.4.1 Duration of the Project

The researcher wanted to establish if respondents were aware of how long the projects have been in existence. Table 4.7 shows the duration the projects have existed.

**Table 4.7: Duration of the Project**

<b>Duration of the project</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
One year	19	50.0	96	64.0
Two years	3	7.9	1	0.7
Three years	4	10.5	13	8.7
Four years	0	0.0	0	0.0
Over five years	12	31.6	40	26.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.7 shows that majority of project committee members and community members had interacted with the project for one year. Of the respondents (50%) were from project management committee and (64%) were from community members. The results indicate that most of the project management committee and community members had not interacted with the projects for long duration and the reason was most of the projects are young projects being implemented in

the community. The longer the communities are involved with projects means that they are able to determine the performance of projects.

#### 4.4.2 Sources of project idea

The study sought to find out from the respondents who came up with the idea of identifying and implementing the project. Table 4.8 shows the various persons who came up with idea of starting the project.

**Table 4.8: Source of project idea**

Source of idea	COMMITTEE		COMMUNITY	
	F	%	F	&
Sponsors	0	0.0	25	16.7
Project managers	4	10.5	12	8.0
Project employees	1	2.6	2	1.3
Community members	33	86.8	111	74.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Results from Table 4.8 shows that majority of ideas project ideas came from the community members and this shows that community members were consulted before the commencement of the project. Of the respondents 86.8% were from Project Management Committee and 74% of the respondents from Community members. Increased involvement of community through needs identification leads of increased ownership and performance of the project.

#### 4.4.3 Level of involvement

The study sought to determine if community members were fully involved in providing information to the project. Levels of involvements were assessed and the results displayed in Table 4.9

**Table 4.9: Level of Involvement**

Level of involvement	COMMITTEE		COMMUNITY	
	F	%	F	%
All community members	2	5.3	5	3.3
Some community members	3	7.9	66	44.0
Many community members	32	84.2	70	46.7
A few community members	1	2.6	9	6.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the results in Table 4.9, shows that majority of the Project Management Committee and Community are involved in the projects. Findings of 84.2% of the respondents from project management committee and 46.7% from community members noted that many community members were involved respectively. The results shows that many of community members are fully involved in the affairs of the project thus leading to better performance of the projects.

The findings supports African Institute of South Africa report (2002) that the mobilization of people in development is central to the public participation process to ensure empowerment of beneficiaries to “effectively involve themselves in creating the structures and in designing policies and programmes



that serve the interest of all as well as to effectively contribute to the development process and share equitably in its benefits.

#### 4.4.4 Respondents involvement

The study sought to establish how the respondents were involved in the project.

Table 4.10 shows respondents involvement in the project

**Table 4.10: Respondents involvement**

Respondent involvement	COMMITTEE		COMMUNITY	
	F	%	F	%
Directly	29	76.3	50	33.3
Indirectly	9	23.7	100	66.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results in Table 4.10 revealed that majority (76.3%) of project management committee members had been involved in the project directly where else majority (66.3%) of community members had been involved indirectly in the affairs of the project. From the results, it's clear that involvement of community is important ingredient in determining performance of projects. Communities should be encouraged to take front role in project cycle.

The results of the study supports Igboeli (1992) who argues that, rather than imposing development projects on a community, its members should be allowed to participate meaningfully in the planning and execution. Development is meaningless if it does not harness the potentials of the beneficiaries who are the

primary stakeholders. It is therefore important to find out what ways the people think they can participate in the process of achieving their vision. We should move from bringing government close to the people to bringing people closer to government. In other words, it is high time we imbibe the culture of bottom-up approach to development planning, otherwise, development may be a mirage. The fact of the failure of many government projects and even the plethora of abandoned projects that dot the landscape of many communities in Nigeria is a tragedy, with scarce resources and the ever increasing needs of the rural populace; we cannot continue to plan for the people from the top or from the cities without their inputs any more.

#### 4.4.5 Need prioritization

The study sought to determine from the respondents if needs of community had been prioritized. The results are shown in Table 4.11;

**Table 4.11: Needs Prioritization**

Needs prioritization	COMMITTEE		COMMUNITY	
	F	%	F	%
Yes	38	100	149	99.3
No	0	0.0	1	0.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Findings from Table 4.11 shows that most needs of community members had been prioritized with 100% of the respondents from project management

committee and 99.3% from community members. Only 0.7 % of the respondents from community members disagreed that needs of the communities had been prioritized. Needs of the community can only be highlighted in forums or barazas where community members have been invited to share ideas and information. This translates to community owning the project which eventually leads to improved performance.

The results above agree with the findings of Gilbert (1998) that long term engagement of communities by project managers, and a process of prioritization can avoid the pitfall of trying to meet all needs of the community

#### **4.4.6 Beneficiaries' satisfaction**

The researcher sought to establish if the project was reaching intended beneficiaries and the findings are shown in Table 4.12;

**Table 4.12: Beneficiaries satisfaction**

<b>Beneficiary satisfaction</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Yes	38	100	144	96.0
No	0	0.0	6	4.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.12 indicates that most of the projects being implemented reached beneficiaries and that beneficiaries were satisfied with 100% and 96% of the respondents from project management committees and community members

satisfied and only 4% from the community members not satisfied. Communities need to feel and know their needs are being met and this can be achieved through interviewing the community and the more the satisfaction means the better the performance of projects.

#### 4.4.7 Impact of information sharing on Performance of development projects

The study sought to establish from the respondents if there was any relationship between information sharing and performance of project and the findings are as shown in Table 4.13;

**Table 4.13: Impact of information sharing on Project Performance**

Impact of Information sharing on project performance	COMMITTEE		COMMUNITY	
	F	%	F	%
Yes	38	100	150	100
No	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the results in Table 4.13 shows that both project management committee and community members were in agreement that information sharing has great influence on performance of development projects with 100% of the respondents from project management committee and community members believing that information sharing has influence on performance of development projects. In addition, the respondents interviewed noted that engagement of the community is

not carried out on time and thus there is need to change so that no pertinent information is left out which may have negative impact on the project.

#### 4.4.8 Testing of Hypothesis

The study sought to test hypothesis for the objective with a goal to see if there is sufficient statistical evidence reject a presumed null hypothesis in favor of conjectured alternative hypothesis. Chi square was used was used to test hypothesis for the objective.

The study sought to establish if involvement of community in information sharing had significance influence on performance of development project. The results are presented in Table 4.14;

**Table 4.14: Expected frequency and computed Chi-square ( $X^2$ ) for Information sharing**

Information sharing	Observed	Expected	$(O-E)^2$		
	Frequency (O)	Frequency (E)	O-E	$(O-E)^2$	E
Strongly agree	109	62.7	46.3	2143.69	34.1896
Agree	78	62.7	15.3	234.09	3.7335
Neutral	1	62.7	-61.7	3806.89	60.7159
Disagree	0	0.0	0.0	0.0	0.0
Strongly disagree	0	0.0	0.0	0.0	0.0
$\Sigma X^2$					<b>98.6390</b>

Results from Table 4.14 shows that Chi-square was used to test statistic at significance level of 0.05% (i.e.  $\alpha=0.5$ ) and the degree of freedom ( $df=1$ ), computed chi-square ( $X^2$ ) = **98.6390** and chi-square critical =3.841. Thus the hypothesis ( $H_0$ ) at 5% level of significance was rejected since chi-square ( $X^2$ ) computed **98.6390** was more than chi-square critical.

#### **4.5 Resource Contribution and Performance of Development Projects**

This research question originates from the research objective two in which the researcher sought to establish the stakeholders' views on the influence of resource contribution on performance of development projects in Mbooni sub-County, Makueni County. To obtain respondents perceptions, the researcher administered questionnaire item to the respondent. The responses to the relevant items are presented in the subsequent questions.

##### **4.5.1 Resources Required for the Project**

The study sought to establish the different resources contributed the community members and results are shown in Table 4.15;

**Table 4.15: Resources required for the project**

Resources required for project	COMMITTEE		COMMUNITY	
	F	%	F	%
Human	31	81.6	141	94.0
Equipment	0	0.0	0	0.0
Material	0	0.0	1	0.7
Finances	3	7.9	0	0.0
Both human and material	4	10.5	8	5.3
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.15 indicates that majority of community members contributed human resource. That is represented by 81.6% of respondents from project management committee and 94% from community members who contributed human. From the study neither project committee members nor community members contributed equipment's to be used in the project. Of the respondents only 0.7% from community members contributed material and 7.9% from the project management committee contributed finances. The results imply that majority of the respondents content that human resources are locally available and less costly enabling community to readily contribute the resource thus improving performance of the projects because resource contribution by community is an indicator of project performance.

#### 4.5.2 Sensitization forums on the resources to contribute

The research sought to determine if information was shared amongst the community members on the resources to contribute towards the project as shown in Table 4.16.

**Table 4.16: Sensitization forums on the resources to contribute**

<b>Information shared on resources to contribute</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	F	%	F	%
Yes	38	100	150	100
No	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.16 indicates that all communities were sensitized prior to the commencement of the project on the resources they were to contribute. Of the respondents 100% from both project management committee and community members were in agreement that information was shared on the resources required from the community members.

#### 4.5.3 Frequency of community resource contribution

The study sought to establish how frequently community members have contributed any of the resources and findings are shown in Table 4.17;



**Table 4.17: Frequency of community resource contribution**

Frequency of resource contribution	COMMITTEE		COMMUNITY	
	F	%	F	%
Never	1	2.6	1	0.7
Sometimes	0	0	3	2.0
Often	15	39.5	82	54.7
Always	22	57.9	64	42.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.17 shows that majority of community members had always and often contributed their resources towards the projects. That is represented by 39.5% and 57.9% of the respondents from project management committee members and 54.7% and 42.7% of the respondents from community. Community's willingness to contribute their resource shows their acceptance to own the project and also reduces the costs of the project. This trend is highly recommended for improved project performance and sustainability.

This findings are supported by Hillman (1960) who sees community development as a method of helping local communities to become aware of their needs, to assess their resources more realistically, to organize themselves and their resources in such a way as to satisfy their needs and in so doing, acquire the attitude, experiences and cooperative skills for repeating this process again and again on their own initiative

#### 4.5.4 Community feelings towards contribution of resources

The study sought to establish how community felt when contributing resources as shown in Table 4.18;

**Table 4.18: Community feelings towards contribution of resources**

Community's feeling towards contribution of resources	COMMITTEE		COMMUNITY	
	F	%	F	%
Very satisfied	16	42.1	23	15.3
Satisfied	20	52.6	101	67.3
Neutral	2	5.3	26	17.3
Dissatisfied	-	-	-	-
Very dissatisfied	-	-	-	-
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Results from Table 4.18 shows that majority of community members were satisfied when contributing resources.52.6% of the respondents from project management committee and 67.3% of the respondents from community members indicated that community members were satisfied when required to contribute their resources.

These results are in agreement with Dongier et al., (2001) and Narayan (2002) findings that ‘development Framework of any project for its sustainability should have increasing emphasis on empowerment and involvement of the community around in resource mobility’. People become more attached to a project if they contribute resources in monetary form. Kizlik (2010) argued that community-

based development relies on communities to use their social capital to organize themselves and participate in development processes

#### **4.5.5 Impact of Resource Contribution on performance of development projects**

The study sought to establish if there was impact (expected results) with community contributing resources as shown in Table 4.19;

**Table 4.19: Impact of resource contribution**

<b>Impact of resource contribution</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	F	%	F	%
Yes	38	100	150	100
No	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results from Table 4.19 shows that expected results had been achieved when community members contributed their resources. That is represented by 100% of both project management committee and community members agreeing that there had been improved project performance when community members contributed resources.

#### **4.5.6 Testing of Hypothesis**

The study sought to test hypothesis for the objective with a goal to see if there is sufficient statistical evidence reject a presumed null hypothesis in favor of

conjectured alternative hypothesis. Chi square was used was used to test hypothesis for the objective.

The study sought to establish if involvement of community in resource contribution had significance influence on the performance of project. The results are presented in Table 4.20;

**Table 4.20 Expected frequency and computed Chi-square ( $X^2$ ) for Resource contribution**

<b>Resource contribution</b>	<b>Observed Frequency (O)</b>	<b>Expected Frequency (E)</b>	<b>O-E</b>	<b>(O-E)<sup>2</sup></b>	<b>(O-E)<sup>2</sup> / E</b>
Strongly agree	133	62.3	70.7	4998.49	80.2326
Agree	53	62.3	-10.3	106.09	1.7029
Neutral	2	62.3	-60.3	3636.09	58.3642
Disagree	0	0.0	0.0	0.0	0.0
Strongly disagree	0	0.0	0.0	0.0	0.0
<b><math>\Sigma X^2</math></b>					<b>140.2997</b>

Table 4.20 shows that Chi-square was used to test statistic at significance level of 0.05% (i.e.  $\alpha=0.5$ ) and the degree of freedom (df=2), computed chi-square ( $X^2$ ) = **140.2997** and chi-square critical = 5.991. Thus the hypothesis ( $H_0$ ) at 5% level of

significance was rejected since chi-square ( $X^2$ ) computed **140.2997** was more than chi-square critical.

#### **4.5 Collective decision making and development project performance**

The research question is derived from objective three that sought to establish stakeholders' views of the influence of collective decision making on performance of development projects in Mbooni sub-County, Makueni County. To obtain the respondents views, the researcher administered questionnaire to the respondents.

##### **4.6.1 Involvement of community members in project cycle**

The study sought to establish if community members were involved in project development cycle. The results are as shown in Table 4.21;

**Table 4.21: Involvement of community members in project cycle**

<b>Involvement of community members in project cycle</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Yes	38	100	150	100
No	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results in Table 4.21 shows that all community members had been involved in project development cycle. That is represented by 100% of the respondents

from both project management committee and community members unanimously agreeing that community members were involved in project cycle. Decision making is key in determining performance of projects and the more the involvement through decision making of community and project management committee the better the performance of projects.

#### 4.6.2 Levels at which community were involved

The study sought to establish the different levels of project cycle in which community members were involved as shown in Table 4.22;

**Table 4.22: Levels at which they were involved**

Levels of involvement	COMMITTEE		COMMUNITY	
	F	%	F	%
Formulation & planning	2	5.3	4	2.7
Implementation	3	7.9	37	24.7
Monitoring & Evaluation	5	13.2	3	2.0
Formulation, Planning and Implementation	8	21.7	61	40.7
All stages of project cycle	20	51.9	45	30.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the findings of Table 4.22, majority (51.0%) of the respondents from project management committee indicated that community members were involved in all stages of project cycle whereas respondents from community members indicated majority (40.7%) that communities were involved only in project formulation,

planning and implementation. The findings further indicate that only 13.2% of the respondents from project management committee and 2% of the respondents from community members noted that community members participated in monitoring and evaluation and thus their participation in decision making is not enough. The study reveals that it is of great importance to involve community members in all stages of project cycle for ownership, performance, impact and sustainability. Monitoring and evaluation are important management tools to track your progress and facilitate decision making. While some funders require some type of evaluative process, the greatest beneficiaries of an evaluation can be the community of people with whom your organization works. By closely examining your work, your organization can design programs and activities that are effective, efficient, and yield powerful results for the community ([http://www.worldbank.org/smallgrantsprogram-monitoringand evaluation.pdf](http://www.worldbank.org/smallgrantsprogram-monitoringandevaluation.pdf)). The results above agree with the findings of Altschuld and Kumar (2010) who argued that the involvement of local people in conception, execution, monitoring and evaluation of development projects has become very central to attaining sustainable development.

#### **4.6.3 Levels of awareness in the project implementation structure**

The study sought to determine if community members were aware of the project implementation structure as shown in Table 4.23;

**Table 4.23: Levels of awareness in the project implementation structure**

Levels of awareness in projects implementation structure	COMMITTEE		COMMUNITY	
	F	%	F	%
Not at all	0	0.0	0	0.0
Slightly aware	2	5.3	14	9.3
Somewhat aware	1	2.6	84	56.0
Moderately	22	57.9	42	28.0
Extremely	13	34.2	10	6.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.23 shows that, majority (57.9%) of the respondents from project management committee indicated that community members are moderately aware on the project implementation structure whereas respondents from community members indicated in their own opinion that community members are somewhat aware of the project implementation structure. The findings show that project management committee are more conversant with the project implementation committee when compared to community members.

#### **4.6.4 Regular project supervision**

The study sought to establish if community members receive supervision from the management. The findings are shown in Table 4.24;



**Table 4.24: Regular project supervision**

<b>Regular supervision</b>	<b>project</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
		<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Never		0	0.0	0	0.0
Rarely		0	0.0	3	2.0
Frequently		28	73.7	117	78.0
Every time		10	26.3	30	20.0
<b>TOTAL</b>		<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Findings from Table 4.24 show that, majority of the respondents from project management committee and community members receive supervision frequently. 73.7% of respondents from project management committee and 78% of respondents from community members noted that supervision is carried out frequently on the projects. The respondents indicated that frequent supervision is important in projects because it assists in monitoring the project progress in terms of time, resources and also helps to ensure that objectives are met in a timely manner.

#### **4.6.5 Regular technical support**

The study sought to establish if the projects receive regular technical support and guidance from the GoK line ministries as shown in Table 4.25;

**Table 4.25: Regular Technical Support**

<b>Regular support</b>	<b>technical</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
		F	%	F	%
Yes		38	100	100	66.7
No		0	0.0	50	33.3
<b>TOTAL</b>		<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.25 shows that all (100%) of the respondents from project management committee indicated that community members receive technical support from GoK officers. Majority (66.7%) of the respondents from community members agreed that community members receive technical support from GoK. Only 33.3% of the respondents from community members did not agree that Government line ministry provides technical support to the project. Technical support is of paramount importance for it addresses the performance and technical sustainability of the projects being implemented and thus there is need for up scaling.

This study agrees with Honadle who has declared that ‘capacity building is the guts of development’, a strategy for sustaining development (Honadle, 1981). Gran (1983a) and Hellingens (1983) see empowerment and local capacity-building as the main purpose of development efforts. Whether it is a primary means or an end in itself, we deem it important enough to include capacity-building as an important variable in contributing to overall project effectiveness. Though capacity-building is a very difficult concept to define, we follow the same

line we used in the indigenous knowledge variable: to what degree has beneficiary capacity to meet their needs been improved as a result of the case study project.

#### **4.6.6 Reporting and feedback channel between the community, project management and county Government**

The study sought to establish if there is existence of reporting and feedback channel between community, management and county Government where decision made are communicated. The findings are shown in Table 4.26;

**Table 4.26: Reporting and feedback channel between the community, management and County Government.**

<b>Reporting/feedback channel between community, management and county gvt</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Yes	38	100	147	98.0
No	0	0.0	3	2.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results from Table 4.26 shows that majority of the respondents agreed that there is presence of reporting and feedback channel within the community. This is represented by 100% of the respondents from project management committee and 98% of the respondents from community members who agree that reporting and feedback channel exist while 2% of the respondents from community members

disagree that there is existence of reporting and feedback channel within the community between community, management and county Government. Presence of reporting or feedback channel helps to inform the project management committee on project progress and stakeholders perceptions concerning the projects and it's with this information that project committee rely on when making certain decisions.

#### **4.6.7 Conditions of the reporting/ feedback channel**

The study sought to establish the condition of the reporting and, feedback channel in relation to adequacy, frequency and reliability. The results are as shown in Table 4.27;

**Table 4.27: Conditions of the reporting/ feedback channel**

<b>Condition reporting/feedback channel</b>	<b>of COMMITTEE RESPONDENTS</b>		<b>COMMUNITY RESPONDENTS</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
	Good	34	89.5	65
Fair	4	10.5	82	54.7
Poor	0	0.0	3	2.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.27 shows that majority of the respondents the respondents from the project management committee (89.5%) indicated that the conditions for the reporting and feedback was good while community members indicated that conditions for reporting and feedback was fair (54.7%). Hence the results show ineffective feedback/ reporting channel and thus community are not able to receive adequate, reliable and timely information relating to the project.

#### **4.6.8 Impacts of collective decision making on the performance of development project**

The study sought to determine if collective decision making had any impact to the project as shown in Table 4.28;

**Table 4.28: Impacts of Collective Decision Making to the Project**

<b>Impacts of projects</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Poor	0	0.0	1	0.7
Fair	3	7.9	52	34.7
Good	19	50.0	70	46.7
Very good	8	21.1	23	15.3
Excellent	8	21.1	4	2.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.28 shows that majority of the respondents from project management committee and community members noted that collective decision making within

community members resulted to good project impact. 50% of the respondents from project management committee and 46.7% from community members indicated that collective decision making among community members' good impacts. Hence there is need of involving community in all aspects which need their ideas, opinions, decisions for the better performance of the project.

The findings supports Monaheng (2000) who considers empowerment as one aspect of community participation process. Empowerment is seen as the “development of skills and abilities to enable rural people to manage better, have a say in or negotiate with existing development systems”. People must have the power to influence decisions that affect their lives because without this participation and ultimately development entirely becomes ineffective. According to Igboeli (1992), no matter the level of technical and financial assistance offered to self-help groups, the members should share actively in the decision to undertake certain projects. . The cornerstone of community based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation. When potential beneficiaries also make key project decisions, participation becomes self- initiated action-what has come to be known as the exercise of voice and choice or empowerment. The benefits among others according to Mansuri and Rao (2004) are: it will lead to better designed projects; better targeted benefits; it is more cost effective; it will lead to more equitable distribution of project benefits; it will lead to less corruption; it strengthens the capabilities of the citizenry to undertake self-

initiated development activities and it improves the match between what a community needs and what it obtains. This is because the project will be more consistent with the preference of the target group

Table 4.5.10.1 shows that 100% of the respondents from both project management committee and community members agreed that involvement of community members in monitoring affected project performance.

#### **4.6.9 Testing of Hypothesis**

The study sought to test hypothesis for the objective with a goal to see if there is sufficient statistical evidence reject a presumed null hypothesis in favor of conjectured alternative hypothesis. Chi square was used was used to test hypothesis for the objective.

The study sought to establish if involvement of community in collective decision making had significance influence on the performance of project. The results are presented in Table 4.29;

**Table 4.29 Expected frequency and computed Chi-square ( $X^2$ ) for Collective Decision Making**

Collective decision making	Observed	Expected	$(O-E)^2$		
	Frequency (O)	Frequency (E)	O-E	$(O-E)^2$	E
Strongly agree	89	37.4	51.6	2662.56	71.1914
Agree	83	37.4	44.6	1989.16	53.1861
Neutral	10	37.4	-27.4	750.76	20.0738
Disagree	5	37.4	-36.4	1324.96	35.4267
Strongly disagree	1	37.4	-32.4	1049.76	28.0684
$\Sigma X^2$					<b>207.9464</b>

Table 4.29 shows that Chi-square was used to test statistic at significance level of 0.05% (i.e.  $\alpha=0.5$ ) and the degree of freedom ( $df=4$ ), computed chi-square ( $X^2$ ) = **207.9464** and chi-square critical = 9.488. Thus the hypothesis ( $H_0$ ) at 5% level of significance was rejected since chi-square ( $X^2$ ) computed **207.9464** was more than chi-square critical.

#### **4.6 Project Governance and Development Project Performance**

The research question is derived from objective four that sought to establish stakeholders' views of the influence of project governance on development



project performance in Mbooni sub-County, Makueni County. To obtain the respondents' views, the researcher questionnaires to the respondents.

#### 4.7.1 Presence of local management committee

In the first item of the instrument, the respondents were required to indicate if the projects being implemented had local management committee. The results are shown in Table 4.30;

**Table 4.30 Presence of Local Management Committee**

Presence of local management	COMMITTEE		COMMUNITY	
	F	%	F	%
Yes	38	100	150	100
No	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Results from Table 4.30 shows that all the projects had local management committee. 100% of the respondents from the project management committee and community members indicated that all community projects had local management committee. Presence of management committee indicates some level of accountability and transparency and these two aspects are key in influencing performance of projects.

#### 4.7.2 Local management committee selection

The respondents were required to indicate how the local management committee had been selected as shown in Table 4.31;

**Table 4.31: Local management committee selection**

Local management selection	COMMITTEE		COMMUNITY	
	F	%	F	%
Project managers	2	5.3	2	1.3
Project sponsor	0	0.0	0	0.0
Project employees	0	0.0	1	0.7
Community members	36	94.7	147	98.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results of Table 4.31 indicate the highest proportion of project management committee had been selected by community members. 94.7% of the respondents from management committee and 98% of community members noted that project management committee had been selected by community members. Only 5.3% respondents from project management committee and 2.3% of respondents from community members indicated that project management committee had been selected by project managers. Hence the results shows not only public

participation in identifying leaders but also leaders selected are accountable to the community.

This finding support Narayan (2002) who suggests that citizen or community participation, requires a process through which peoples’ freedom of choice and action is expanded to enable them to have more control over resources and decisions that affect them. For empowerment to happen, participation must be effective, in a way that it enforces accountability and changes in behaviour within relevant government bureaucracies and ensures changes that make participation more inclusive of the poor and the underprivileged (Crook, 2003).

#### **4.7.3 Trained community management committee**

The researcher sought to establish if the local management committee had received any form of training as shown in Table 4.32;

**Table 4.32: Trained community management committee**

<b>Trained management community</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Yes	28	73.7	40	26.7
No	8	21.1	14	9.3
Do not know	2	5.3	96	64.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results of Table 4.32 shows that majority of the respondents from project management committee (73.7%) agreed that they receive training on management

skills whereas majority of respondents from community members (64%) did not know if the project management committee had acquired training. Only 21.1% of project management committee indicated that they had not received training. From the findings, it is clear that trainings had been conducted to project management committee though community was not aware if the trainings had been conducted.

This study concurs with World Bank report (1996), that building capacity of any community involves equipping that specific community with the appropriate resources to take control of their own development. They are taught how to work together and take care not only of themselves but also of community needs. Capacity building is the ongoing process of increasing the ability of individuals, groups and organizations to control and manage all the important areas of their lives and operations (Department of Water Affairs and Forestry, 2001).

#### **4.7.4 Project management has a role in project selection and implementation**

The respondents were required to state in their own opinion if the project management has a role in project selection and implementation. The results are shown in Table 4.33;

**Table 4.33: Project management has a role in project selection and implementation**

<b>Project management has a role in project selection and implementation</b>	<b>COMMITTEE</b>		<b>COMMUNITY</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Yes	38	100	147	98.0
No	0	0.0	3	2.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the findings in Table 4.33, all (100%) of the respondents from both project management committee and community members indicated that project management had a role to play in providing guidance in the selection and implementation of projects. It is important for the community to understand role of the management committee in influencing performance of projects. This will help the community to hold management committee accountable for their actions in the projects.

#### **4.7.5 Frequency of meetings**

The researcher sought to establish how frequently project governance hold meetings with the community to provide reports and feedback and the findings are shown in Table 4.34;

**Table 4.34: Frequency of meetings**

Frequency of meetings	COMMITTEE		COMMUNITY	
	F	%	F	%
Monthly	6	15.8	38	25.3
Quarterly	30	78.9	108	72.0
Half a yearly	2	5.3	4	2.7
None	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

The results of Table 4.34 shows that, majority of the meetings between the project management and community members are held quarterly. 78.9% of the respondents from project management committee and 72% from community members hold their meetings quarterly.

The greater dissemination of information and openness has become a deterrent to administrators to not do things that they cannot justify. Internationally, and according to better practices elsewhere, a number of instruments have been used to enhance public accountability, especially under democratic orientations. These include institutional frameworks like group and public pressures, interest groups and CSOs, contracting-out of services, as well as mechanisms like publicity and open government (Peters, 1995).

#### **4.7.6 Linkage to other development actors**

The study sought to establish from the respondents if the project governance had linked the community with other development actors as shown in Table 4.35;

**Table 4.35: Linkage to other Development Actors**

Linkage to other actors	COMMITTEE		COMMUNITY	
	F	%	F	%
Not aware	1	2.6	1	0.7
Slightly aware	0	0	46	30.7
Somewhat	5	13.2	64	42.6
Moderately	32	84.2	38	25.3
Do not know	0	0	1	0.7
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Findings of Table 4.35 shows that highest proportion of respondents from project management committee (84.2%) noted they were moderately aware that project governance had linked projects to other development actors while 25.3% of community members were somewhat aware if project governance had linked projects to other development actors. Only 0.7% of the respondents from community members where neither not aware nor did not know if the project governance had linked community members with other development actors. the more the projects are linked to other actors the better the performance of the projects.

The findings of the study supports (Mukamuamana and Kuye, (2005) who argues that citizen participation in governance and development has been enhanced by the African Peer Review Mechanism (APRM) process, whereby the participating countries have had to enlist all stakeholders' representatives, consisting of

government officials, parliamentarians, opposition members, business community, women and youth groups, and other Civil Society Organizations (CSOs). The CSOs have accelerated citizen participation under the APRM arrangement through seminars and conferences to deliberate on issues of governance and development process on the continent. Cases of effective NGO participation have been registered in Ghana, Rwanda and Kenya, where APRM is taking strong roots (Mukamuamana and Kuye, 2005).

#### 4.7.7 Frequency of project monitoring

The researcher sought to establish from the respondents how frequently project governance are involved in project monitoring and the results are shown in Table 4.36;

**Table 4.36: Frequency of Project Monitoring**

Frequency of project monitoring	COMMITTEE		COMMUNITY	
	F	%	F	%
Monthly	27	71.1	90	60.0
Quarterly	11	28.9	59	39.3
Half yearly	0	0.0	1	0.7
Yearly	0	0.0	0	0.0
None at all	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>



Results from Table 4.36 shows that majority of monitoring done by project governance is on monthly basis. 71.1% of the respondents from project management committee and 60% from community members indicated that monitoring is held monthly basis. Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, program or other kind of support to an outcome. Monitoring helps organizations track achievements by a regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning (<http://www.worldbank.org/smallgrantsprogram-monitoringand evaluation.pdf>)

#### **4.7.8 Roles of different groups defined during project initiation and implementation**

The researcher sought to establish whether roles of men, women, people with special needs and the elderly had been defined by project governance during project initiation and implementation. The results are shown in Table 4.37;

**Table 4.37: Roles of different groups defined during project initiation**

Roles of different groups defined during project initiation &	COMMITTEE		COMMUNITY	
	F	%	F	%
Strongly agree	10	26.3	5	3.3
Agree	24	63.2	75	50.0
Neutral	4	10.5	64	42.7
Disagree	0	0.0	6	4.0
Strongly disagree	0	0.0	0	0.0
<b>TOTAL</b>	<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

Table 4.37 shows that majority of respondents agree that roles of different groups were defined before project commencement. 63.2% of the respondents from project management committee and 50% from community members agree that roles of different groups had been defined during project initiation and implementation. 42.7% of the respondents from community members were neutral on whether roles of different groups of people had been defined before project initiation and implementation.

#### **4.7.9 Impacts of Project Governance to the Performance of development projects**

The researcher sought to determine if project governance had impact on project performance and the results are shown in Table 4.38;

**Table 4.38: Impact of Project Governance to Project Performance**

Community governance project performance	project affects	COMMITTEE		COMMUNITY	
		F	%	F	%
Yes		38	100	150	100
No		0	0.0	0	0.0
<b>TOTAL</b>		<b>38</b>	<b>100</b>	<b>150</b>	<b>100</b>

From the results on Table 4.38, all (100%) of the respondents from both project management committee and community members unanimously agree that project governance's affects project performance.

This study concurs with African Development Bank (ADB), that offering citizens more choice would stimulate competition, geared at making the public service more efficient and service-oriented by capturing the larger citizens'/public interest (ADB Report, 2005). Hence, the advocacy towards opening up the frontiers of the state to public access and scrutiny heralds the imperatives of good governance. The call for the shift in the methods of accountability and governance to integrate the community serves to represent the fact that the state and society are inseparable. In other words, government must act in ways, which are broadly approved by the community. The argument is that, since government organizations are created by the public, they are partners in development and government must be accountable to the public for good governance and development.

#### 4.7.9 Testing of Hypothesis

The study sought to test hypothesis for the objective with a goal to see if there is sufficient statistical evidence reject a presumed null hypothesis in favor of conjectured alternative hypothesis. Chi square was used was used to test hypothesis for the objective.

The study sought to establish if involvement of community in project governance had significance influence on performance of development projects. The results are presented in Table 4.39

**Table 4.39: Expected frequency and computed Chi-square ( $X^2$ ) for Community governance**

Community	Observed	Expected			$(O-E)^2$
governance	Frequency	Frequency	O-E	$(O-E)^2$	-----
	(O)	(E)			E
Strongly agree	137	62.3	74.7	5580.09	89.5681
Agree	49	62.3	-13.3	176.89	2.8393
Neutral	1	62.3	-61.3	3757.69	60.3161
Disagree	1	62.3	-61.3	3757.69	60.3261
Strongly disagree	0	0.0	0.0	0.0	0.0
$\Sigma X^2$					<b>213.0396</b>

Results from Table 4.39 shows that Chi-square was used to test statistic at significance level of 0.05% (i.e.  $\alpha=0.5$ ) and the degree of freedom (df=3), computed chi-square ( $X^2$ ) = **213.0396** and chi-square critical = 7.815. Thus the hypothesis ( $H_0$ ) at 5% level of significance was nullified since chi-square ( $X^2$ ) computed **213.0396** was more than chi-square critical.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter deals with the summary, conclusions and recommendations of the study. It contains findings as per the study objectives and questions.

#### **5.2 Summary of the study**

The purpose of this study was to examine influence of community participation on performance of development projects in Mbooni sub-County of Makueni County, Kenya.

The general objective of the study was to investigate the influence of community participation on performance of development project in Mbooni sub-County, Makueni County. The study was guided by four specific objectives that include: to find out the influence of involvement of community in information sharing on performance of development projects in Mbooni sub-County; to establish the influence of involvement of community in resource contribution on performance of development projects in Mbooni sub-County; to evaluate the influence of involvement of community in collective decision making on performance of development projects in Mbooni sub-County and to find out the influence of involvement of community in project governance on performance of development projects in Mbooni sub-County.

To generate and refine the study ideas literature review was essential. Literature on community participation and its influence on the performance of development projects was also reviewed. The researcher used descriptive research design to collect data from project management committee and community members in Makueni County, Kenya. Questionnaires were administered to 38 project committee and 150 community members in areas where the 10 projects are based. The data was analyzed using descriptive statistics and presented using frequency tables, percentages and proportions. Chi square method was used to test relationship between variables.

### **Information sharing and performance of development projects**

The results of the research question one indicated that the respondents perceive community participation to have provided substantial platform for sharing information that have in turn had visible influence on performance of development in Mbooni sub-County, Makueni County. The respondents however, feel that a lot remains to be done in spite of significant contribution by community in this regard.

The respondents perceive that during project identification most of the project ideas emanated from the community members. The study also revealed that many of community members are indirectly involved in project activities. The study revealed that through information sharing during project identification, needs of community members were prioritized and this have made them feel satisfied. The

respondents, however feel that a lot remains to be done by involving all community members and utilizing their knowledge and expertise in order to formulate viable projects.

### **Resource contribution and performance of development projects**

The results of research question two indicated that respondents perceive community participation to have provided considerable support towards contribution of resources that have in turn influenced performance of development project. The respondents however, feel that some interventions needs to be undertaken in spite of significant contribution by community in this regard.

The study findings showed that human resource was the most resource contributed by community members. Human resource contributed was through unskilled labour, security and locally available materials which Communities indicated that they contributed often. Information was shared by the project management on the different categories of resources to be contributed by community members. Majority of community members felt satisfied when requested to contribute resources.

The findings revealed that majority of the respondents strongly agree that resource contribution have influence on development project performance.



### **Collective decision making and performance of development projects**

The findings for question three discovered that involvement of community in collective decision making to have made considerable contribution to the performance of development projects in Mbooni sub-County, Makueni County. Nevertheless, respondents are of the view that decision making by community members is not adequate and are of the view that there is still a lot to be done if comprehensive decision making is to be achieved.

The study further revealed that majority of community members were involved at formulation, planning, implementation and all stages of project cycle while a few were involved in the implementation stage. However, no community member was involved in the monitoring and evaluation stages of project cycle. The study showed that majority of community members have limited knowledge on the implementation structure while project management committee indicated that community members are moderately aware of the project implementation structure. The study revealed that there exists a reporting/ feedback channel between community, management and county Government and its condition is good from project management committee perspective and fair from community member's perspective. The study revealed a need for the County to offer civic education to community members of their role in decision making.

### **Project governance and performance of development projects**

The results of the research question four indicate that the respondents perceive community participation to have provided considerable support towards accountable project governance that have in turn influenced performance of development projects in Mbooni sub-County, Makueni County. The respondents however, feel that a lot remains to be done in spite of the significant contribution by community in this regard.

The study findings also revealed that the projects have management committees which were selected by community members. Majority of the management committee have received training on various aspects for example transparency and accountability. The study showed that project management committee are fully involved in project selection and implementation. Project management hold their monitoring visits and meetings with community members on quarterly basis. Majority of community members are somehow aware if they have been linked to other development actors. Majority of community members indicated that roles of different groups had been defined during project initiation, implementation and that project governance had effect on development project performance. The report stresses that, above the institutions or structures, there should be institutionalized mechanisms like checks and balances, political good will and commitment to support coherence in the promotion of accountability and a democratic culture. The role of accountability thus, cannot be underestimated in pursuing the ideals of good governance.

## **Conclusions of the Study**

Given the above findings, the study concludes that:

1. Community participation have contributed significantly towards performance of development projects by sharing information on what their needs or priorities are, which projects and where the projects should be implemented and who should be the target beneficiaries.
2. Provision of resources by community is important for not only does it helps improve project performance but also improve ownership and sustainability of the projects. The impetus for development should therefore come from the bottom or rather it is important to feel the pulse of the average person in the community and in that spirit, elicit from him, his/her vision of development and how the development can be sustained.
3. Community members have been participating in making decisions in Makueni County on pertinent issues of the projects for example project development process, trainings, monitoring and reporting. With the enactment of the new constitution which has enabled resources to be devolved to the grass root, the County Government should therefore pay more attention to enhancing community or public participation in the various development projects which will lead to identifying and initiating projects which are sensitive to the needs and priorities of community thus improved project performance.

4. Community participation through good project governance have contributed significantly towards development project performance in Makueni County by adhering to transparency and accountability in project operations, trainings, supervision and reporting. However, there is need to make good governance less overwhelming to poor communities, by clarifying on the short and long-term issues and make priorities based on a county-based condition and feasibility, but without compromising the strategic objective of sustainable development.

### **5.3 Recommendations**

The following are key recommendations arising from the study:

1. There is need for County government to carry out a stakeholder mapping exercise in order to profile all stakeholders undertaking development initiatives, the areas of focus, locations where the projects are being implemented, target beneficiaries and funds allocated for such development initiatives. This will avoid double targeting of beneficiaries, ensure equity, effective and efficient utilization of resources.
2. There is need for the development actors to involve community when developing budgets for the projects. This will enable the community to identify resources which they can contribute for example; locally available materials, unskilled labour, security and this will reduce project cost, improve both ownership and performance of the projects.

3. There is need for the National government, county Government and Non-Governmental organizations to mobilize resources and initiate civic education forums whose main objectives will be create awareness on the role of community on issues decision making and good governance.
4. National and County Government with non-government actors should capacity build community on Community Disaster Risk Reduction and Participatory Disaster Risk Analysis at Ward level and this model will help community members do resource mapping, hazard analysis, vulnerability and capacity assessments, and disaster risk analysis. Community members will be in a capacity to come up with; disaster committees, contingency plans to be implemented at short term level and development plans which are long term in nature.

#### **5.4 Suggestions for further research**

The researcher proposes that further be carried out on the following:

- 1) Role of County government over the implementation of Disaster Risk Reduction (DRR) initiatives.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

**Abigail Mwende Mbevi**

**P.O Box 99-90300,**

**Makueni, Kenya.**

**To: Manager, CDF projects,**

**Mbooni Constituency, Mbooni sub-County Makueni County.**

Dear Sir/Madam,

I the undersigned kindly request permission to contact research in CDF funded projects in Makueni County, particularly, Mbooni sub-county with your jurisdiction. I am a student at the University of Nairobi doing a Master of Arts in Project Planning and Management. My study is on the influence of community participation on development project performance in Makueni County, Kenya. The information obtained from project management committee and community members will be used purely and exclusively for academic purposes.

Thank you in advance. I look forward for your maximum cooperation

Yours Faithfully,

Abigail Mwende Mbevi

**L50/70178/2013**

## APPENDIX II: RESEARCH QUESTIONNAIRE

### Section A: Introduction

I am doing a study on Influence of community participation on development project performance in Makueni County. I appreciate you taking the time to help me complete this questionnaire. Your responses are voluntary and will be treated confidentially and will only be used for the purpose of this study. You are not necessarily required to write your name on the questionnaire. You can choose to respond to certain questions or discontinue participation at any time. This questionnaire contains five sections. Kindly respond to all questions in all the five sections by ticking in the spaces provided or by explaining your opinion briefly on the space provided.

### Section B: Bio Data

1. Name of the project \_\_\_\_\_  
A) LATF \_\_\_\_\_ or B) CDF \_\_\_\_\_
2. Gender of the respondent  
A) Male  B) Female
3. Age bracket of the respondent. Tick as appropriate

1	18-35	
2	36-45	
3	46-55	
4	56-60	
5	Over 60	

4. Respondent's position. Tick as appropriate

1	Chairperson	
2	Vice chairperson	
3	Secretary	
4	Vice Secretary	
5	Treasurer	
6	Committee Member	
7	Community Member	

5. Years of respondents in the position. Tick as appropriate

A) 1-5 yrs     B) 6-10 yrs     C) 11-15 yrs

6. Level of education (please tick the appropriate option)

1	None	
2	Primary	
3	Secondary	
5	Tertiary	
6	College	
7	University	

**Section C: Information sharing and development project performance  
(Question 7-14)**

7. (a) When was your project stated

1. One year     2. Two years     3. Three years   
 4. Four years     5. Over five years ago

8. Who came up with the idea?

1. Sponsors  2) Project Managers  3) Project employees   
4) Community Members

9. How many people were involved during the initiation of the project?

- 1) All community members  3) Some Community members   
2) Many Community members  4) A few community members

10. From your own opinion, were are directly or indirectly involved during project initiation? And what was their role? (Briefly explain)

- A) Directly  B) Indirectly

11. Were the needs or priorities of community members addressed during project initiation?

- A) Yes  B) No

12. Is the project reaching the intended number of beneficiaries (Community members)?

- A) Yes  B) No

13. In your own opinion, is there relationship between information sharing and project's performance?

- A) Yes  B) No

14. If yes in question 13 above, give opinion to how community participation through information sharing in the project may affects projects performance and ? (Please tick *as appropriate between a scale of 1-5, where 1 means strongly agree, 2 means agree, 3 means neutral, 4 means disagree and 5 means strongly disagree*).

5      4      3      2      1

**Section D: Resource contribution and development project performance (Question 15-20)**

15. What resources did the project require? (Tick appropriate)

- A) Human  B) Equipment   
B) Materials  C) Finances

16. Were the community members sensitized on the resources to contribute during project initiation?

A) Yes  B) No

17. Did the community members provide any of the resources?

A) Never  B) Sometimes  C) Often  D) Always

18. How did the community feel about the request to contribute resources?

A) Very Satisfied  B) Satisfied  Neutral  D) Dissatisfied   
E) Very Dissatisfied

19. From your own opinion did contribution of resources lead to expected results/ outputs?

A) Yes  B) No

20. If yes in question 19 above please give opinion to how community participation through resource contribution can affect the performance of your project? (Please tick *as appropriate* between a scale of 1-5, where 1 means *strongly agree*, 2 means *agree*, 3 means *neutral*, 4 means *disagree* and 5 means *strongly disagree*).

5      4      3      2      1

**Section E: Collective decision making and project performance. (Question 21-31)**

21. Were the community members involved in the project development cycle?

A) Yes  B) No

22. If yes, at what stages were the community involved? (Tick appropriate)

A) Formulation & Planning

B) Implementation

C) Monitoring and evaluation

23. Briefly explain the community implementation structure of the projects? (To determine level of awareness)

A) Not at all  B) Slightly aware  C) Somewhat aware  D) Moderately  E) Extremely

24. Do the project receive regular supervision from the management? (Adequacy & Reliability)

A) Never  B) Rarely  C) Frequently  D) Every time

25. Do the project receive regular technical support/guidance from GoK line ministries?

A) Yes  B) No

26. Do the community have reporting/ feedback channels between the community, management and County Government?

A) Yes  B) No

27. How is the reporting/ feedback channel? (In relation to clarity, adequacy, frequency & reliability).

A) Good  B) Fair  C) Poor

28. Are communities involved in monitoring/follow up mechanisms and evaluations of the project?

A) All  B) Some  C) None

29. From their own opinion, comparing situation before the project and after the project what can they describe as the impact of the project.

A) Poor  B) Fair  C) Good  D) Very good  E) Excellent

30. Do you think community involvement in project monitoring affect the sustainability of your project?

(A) Yes  (B) No

31. If yes in question 30 above please give the opinion on the extent to which community participation through collective decision making affects the performance of your projects? (Please tick *as appropriate between a scale of 1-5, where 1 means strongly agree, 2 means agree, 3 means neutral, 4 means disagree and 5 means strongly disagree*)

5    4    3    2    1

**Section F: Project governance and project performance (Question 32-41).**

32. Does your project have a local community management committee?

A) Yes  B) No

33. If yes, how were they selected?

A (Project managers  B) Project Sponsors  C) Project employees  D) Community Members

34. Has the community management received any training?

A) Yes  B) No  C) Do not know

35. Do project management coordinate and provide guidance to the project selection and implementation?

A) Yes  B) No

36. How frequently does project management hold meetings with the community and provide reports and feedback?

A) Monthly  B) Quarterly  C) Half a Yearly  D) None

37. Have the community governance linked the community with other developmental actors?

A) Not aware  B) Slightly aware  C) Somewhat  D) Moderately  
E) Do not know

38. How frequently does the project management participate in monitoring the project?

A) Monthly  B) Quarterly  C) Half yearly  D) Yearly  E)  
None at all

39. Were the roles of men, women, youth, people with special needs & aged defined during project initiation & implementation?

A) Strongly agree  B) Agreed  C) Neutral  D) Disagree   
E) Strongly Disagree

40. Do you think community project governance affects the performance of your project?

(A) Yes  (B) No

41. If yes in question 40 above give opinion to how community participation through project governance affects the performance of your projects. (Please tick *as appropriate between a scale of 1-5, where 1 means strongly agree, 2 means agree, 3 means neutral, 4 means disagree and 5 means strongly disagree*).

5      4      3      2      1

**Thank you for your participation.**

**APPENDIX III : Letter of transmittal of data collection instruments**

ABIGAIL M. MBEVI

P.O. BOX 99-90300, MAKUENI

Dear Respondent,

**RE: COLLECTION OF RESEARCH DATA**

I am a post graduate student at the University of Nairobi Machakos extra mural sub center. In order to fulfil the requirements for the award of the degree of Master of Arts in Project Planning and Management, I am undertaking a research on **“Influence of community participation on Development Project performance in Makueni County. A case of CDF/ LATF projects in Mbooni sub-County”**

You have been selected to be part of the study. I, therefore, hereby kindly request your assistance in filling the accompanying the questionnaire by answering the questions honestly and completely. The information being sought is meant for research purposes only and will not be used against anyone.


Thanks in advance.

Yours sincerely,

Abigail Mwende Mbevi. Reg. no, L50/70178/2013



**APPENDIX IV: NACOSTI APPROVAL LETTER**

 **KCB** Date: 15/07/2015

CREDIT ADVICE

CASH ON HAND BANK LTD  
TELLER No. 3

**15 JUL 2015**

RECEIVED/PAID  
NOTE


KCB NOTE  
Account AT KCB KIPANDE HOUSE

ACCOUNT DETAILS  
A/C NO: 1104162547  
A/C REF: 005241970364  
NAT COMM FOR SCI ,TECH AND INNOV  
Current Account-Corp Inst. Bankin

We have credited your above account with 1,000.00 KES

Kenya Shillings ONE THOUSAND ONLY

CASH PAID IN BY: ABIGAIL MWENDE MBEVI  
RESEARCH PERMIT FEE

Signature 

Transaction Number: TT15196N6XGQ at 14:12:40 On 15/07/2015

Thank you for banking with us. You were served by: TERAH DAVID ONDIEMA

\*\*\* Advice not valid unless Transaction Number is shown \*\*\*

Version 11 (Revised Sep 2010)