DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF COMMUNITY DRIVEN DEVELOPMENT PROJECTS IN KILIFI COUNTY, KENYA.

BY

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DECLARATION

This Research Project Report is my original work and has not been submitted for any award in this University or any other institution of higher learning.

Signed:……..Date:…….

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Reg No: L50/70683/2013

This Research project has been submitted for examination with my approval as the university supervisor

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DEDICATION

I dedicate this work to my dear wife Gladys Kwekwe for her support and encouragement.

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ABBREVIATIONS AND ACRONYMS

ADB: Asian Development Bank

CBD: Community Based Development

CBO: Community Based Organisation

CIG: Community Interest Group

CDD: Community Driven Development

CDTF: Community Development Trust Fund

CLO: County Liaison Officer

CP: Capacity Building

HMP: Hazina ya Maendeleo ya Pwani

IFAD: International Fund for Agricultural Development

KCDP: Kenya Coastal Development Project

LDM: Leader-disciplining Mechanism

NGO: Non-Governmental Organisation

NRM: Natural Resource Management

OED: Operation Evaluation Department

WB: World Bank

ABSTRACT

This study sought to find out the factors which determine the successful implementation of Community Driven Development (CDD) projects in Kilifi County.This study is important because theCDD approach is a relatively new development approach being adopted by several development partners including the European Union and the World Bank. There is thus need to assess the success factors of this approach in the Kenyan Coast region to give insight to development agencies that may wish to adopt the development approach.

This study was carried out in Kilifi County. The target population was CBOs from Kilifi County which had received funding from KCDP/HMP and were at different levels of projects implementation. In data collection, the study employed document analysis, in-depth interviews and questionnaires.

The study results showed that timely availability of financial resources is considered as a key determinant of successful implementation of CDD projects. Most of the respondents felt that the amount of grant disbursed was sufficient resulting to some aspects of the desired project outcome being left out. The study also showed that there was great involvement of the projects implementation by the CBO members and most members had a positive view in the time they spent in project work. Most members viewed training as a key determinant in ensuring project success. Project that need technical support experienced delays in completion because of delay in getting the support.

From the results obtained from the study, it is recommended that KCDP/HMP increases the grant sizes, looks for ways on motivating the group community members who spend much of their time in project implementation and improve the availability of technical support to the CBOs.

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

There has been evolution of development approach strategies from the Top-down (development from above) to Bottom-up (development from below). Consequently, the role of communities has also evolved and broadened from the era where development practitioners consulted with communities (1960s), to the participation of communities in certain aspects of development programs (1970s to 1990s), and eventually to the actual empowerment of communities to define and manage the programs themselves (2000 and beyond) or in partnership with local government. There were centralised approaches (1950s onwards), Sectoral/Technology led approaches (1960s onwards), Special area/Target group/Area development, program/Integrated area development, program/NGOs & Private sector (1970s and 1980s), community based development (1990s onwards) and Community Driven Development (2000 onwards), (Binswanger et al 2003, rev 2006). The concern within the development community to promote effective community participation was motivated by the wish to improve the benefits of development; to devise more effective ways of reaching the lowest income groups and to re-emphasize development as a process concerning people (Oakley, 1995).

By the mid-80's, there was perception among critics of area/integrated development program approach that many large scale, government initiated development programs, from schooling to health, credit to irrigation systems, were performing poorly. This perception re-awakened interest in the notion of local management of resources and decisions (World Bank, September, 2003). In 1990s, people's participation (community-led development) had strengthened into a well-established principle of development, which received support from Governments, International Development Agencies and Non-Governmental Organisations (Oakley, 1995). Over the past decade, it has become a key operational strategy for delivery of service (Song, 2012). This has been driven mostly by a demand from donor agencies and developing countries for large-scale, bottom-up and demand-driven, poverty reduction subprojects that can increase the institutional capacity of small communities for self-development, (Elekwa&Eme, 2013). It has become a popular mechanism among donors aiming to strengthen local institutions, while simultaneously providing bottom up support for government decentralization reforms (Katherine Casey et al, 2010).

Community led development has been largely manifested in the design and implementation of community-based development (CBD) and community-driven development (CDD) initiatives. While CBD engages project beneficiaries through consultation, information sharing and collaboration during project implementation, the focus in CDD projects is on empowering beneficiaries, by giving them control over decisions and resources; poor and marginalized people are no longer viewed as target of poverty reduction efforts, but as partners in the development process (Oakley 1995, Mansur &Rao 2003, Pozzoni 2006, Binswanger et al 2003, rev 2006).

Community driven development (CDD) is defined as an approach that empowers local community groups, including local government, by giving direct control to the community over planning decisions and investment resources through a process that emphasizes participatory planning and accountability (Word Bank,2006). Binswanger and Nguyen(2005) pointed out five main CDD components: empowering communities, empowering local governments, re-aligning the center, improving accountability and building capacity.

Two different approaches in CDD policy are pursued by development cooperation agencies, though the differences that separate them are not very distinct. One approach focuses on decentralizing public administration and the other highlights the role of civil society and promoting strong CBOs (IFAD 2009). In practice, CDD is very often implemented in degrees. At a bare minimum, decision-makers responsible for planning, producing and delivering community services must have the tools to ascertain the demand of the communities for their services, and the willingness to provide services that respond to those demands by the communities. At the other end of the continuum, CBOs are fully trained to contract for the services they require and capable of autonomously planning and implementing their own micro-projects with a minimum of outside support, drawing resources from their own members as well as from government and private sources (IFAD, 2006).

The potential gains of CDD are undoubtedly large. It has the explicit objective of reversing existing power relations in a manner that creates agency and voice for the poor, while allowing the poor to have more control over development assistance. It is expected that this will result in the allocation of development funds in a manner that is more responsive to the needs of the poor, better targeting of poverty programs, more responsive government and, better delivery of public goods and services, better maintained community assets, and a more informed and involved citizenry that is capable

of undertaking self-initiated development activity (Mansuri and Rao 2003). Examples of projects that have succeeded in employing this approach are such as the Nepal Poverty Alleviation Fund (PAF) (Susan Wong, 2012),GoBifo (Move forward) project in Sierra Leon (Casey and Glennerster, 2010), Lake Victoria Environmental Management Project Phase II (LVEMP II) being implemented within the River Catchments of Nyando (Kenya), Simiyu (Tanzania) and Katonga (Uganda) (LVEMPII Watch No.1, November 2013) among others.

CDD is however, not a vision which is universally shared. Skeptics have raised a number of issues, which range from misgivings about the basic precepts of the approach, to more practical concerns that focus on the challenges of implementing CBD/CDD projects (World Bank, 2003).

Munsari and Rao (2003) argue that the CDD principles should be applied in the context of the local cultural and social systems that a project is to be implemented. Lessons learned from other successful projects need to be adapted to fit the historical, political and social environment where the area where the project is going to be implemented. Determining whether this approach is worth supporting requires rigorous evaluation to assess CDD's effectiveness in various settings, and if it does work, how to strengthen its ability to deliver results as a second generation of CDD programs begin to emerge (Elekwa&Eme 2013, Wong 2012). While researchers have begun to explore these critiques, few studies provide rigorous evidence regarding the impacts of community driven development projects and related approaches (Casey &Glennerster, 2010).

This research focused on projects implemented with the highest degree of CDD where CBOs were fully trained to contract for the services they required, autonomously prepared their plans and implemented their own micro-projects with minimum of outside support. The groups received financial support in form of grants from Hazina ya Maendeleo ya Pwani (HMP), a subcomponent of Kenya Coastal Development Project (KCDP) and technical support provided by relevant institutions (with the assistance of HMP officers – County Liaison Officers - CLOs). The micro-projects focused in this research were undertaken in the Kilifi County, one of the six coastal counties where the KCDP project activities were being implemented. This study looked at both on-going and completed micro-projects in the urban and rural settings within Kilifi County.

This study used a descriptive social science technique to bring out the contribution of: - availability of financial resources; community ownership of projects; and availability of technical support, to evaluate the successesin the projects implemented as CDD projects.

1.2 Statement of the problem

Many studies have shown that involving communities in local development decisions can often lead to a better use of resources geared toward meeting the needs of communities and thus realise actual development (Wong, 2012: Oakley 1995, Casey et al., 2010, Pozzoni 2006, Mansuri&Rao 2003). However, it is not a vision which is universally shared. Sceptics have raised a number of issues which range from misgivings about the basic principles of the approach, to more practical concerns which focus on the challenges of implementing CDD projects (Mansuri&Rao, 2003). The proponents of the approach point out several factors as contributing to the success of the CDD approach which include community participation, capacity building of the community groups, ensuring adequate level of resources for investment, growth learning, providing high-quality adequate facilitation & technical assistance among others (Wong, 2012: Dongier et al., 2003). These factors can however not be applied in all cultural context; lessons learned from other successful projects need to be adapted to fit the historical, political and social environment where the proposed project is going to be implemented. As such, it is argued that there were no 'best practices' *per se* in CDD, but adequate attention should be given to local context (Mansuri&Rao 2003). By focusing on a CDD project in Kilifi County, and guided by local context paradigm, this study sought to establish the determinants of success of the CDD approach in the Kilifi County of Kenya, and by extension, the whole of the Coast Region of Kenya.

1.3 Purpose of the study

The purpose of this study was to establish the factors which determine the successful implementation of Community Driven Development projects in Kilifi County, Kenya.

1.4 Research objectives

The following specific objectives were used to realize the purpose of the study: -

i. To determine the influence offinancial resourceson the success of Community Driven Development projects.

ii. To establish community ownership of a community project as a factor of success in Community Driven Development approach.

iii. To assess the contribution of technical supportto the community as a factor that determines success of Community Driven Development projects.

1.5 Research questions

The following research questions guided the study:

i. How does the availability of financial resources influence the success of a Community Driven Development project?

ii. How does community ownership of a project contribute to its success in Community Driven Development approach?

iii. How doesthe availability of technical supportto the community contribute to the success of Community Driven Development projects?

1.5.1 Hypotheses

i) H_1: There is no significant relationship between the timely availability of finances and timely completion of community projects in CDD approach to development.

ii) H_2:There is no significant relationship between the availability of adequate finances andtimely completion of community projects in CDD approach to development.

iii) H_3: There is no significant relationship between community involvement inproject implementation andtimely completion of community projects in CDD approach to development.

iv) H_4: There is no significant relationship between availability of technical support to the community andtimely completion of community projects in CDD approach to development.

1.6 Significance of the study

Community Driven Development approach is a relatively new development approach being adopted by several development partners including the European Union and the World Bank. The mostly known projects in the Kenyan Coastal region funded through the CDD approach are CDTF and HMP (KCDP). There is thus need to assess the success factors of this approach in the Kenyan Coast region to give insight to development agencies that may wish to adopt the development approach.

1.7 Basic assumptions of the study

The study assumed that:

i) Data on project expenditure relative to the status of the project is available;
ii) Documents that show level of participation by communities are availed;
iii) Documented technical support to the projects is made available;
iv) The cultural context in the entire coast region does not differ significantly.

1.8 Delimitation of the study

The study focused on HMP/KCDP projects in both rural and urban areas of the Kilifi County, and covered service delivery and the natural resource sectors.

1.9Limitations of the study

The study was constrained by the following limitations:

i) The large geographical coverage of the HMP/KCDP limited the scope of the study to those projects undertaken in Kilifi County alone to serve a sample of the study for the whole Coastal region.
ii) Minor cultural differences could distort the result of findings, a limitation that was overcome by making the questionnaires anonymous to eliminate bias.

1.10 Definitions of Significant Terms Used in the Study

Capacity: The ability of a person, community or organization to take control of its own destiny and to manage and direct its development process through an iterative process of assessment, analysis and action.

Community: An administratively defined locale such as a village, a tribal area, or a neighbourhood, or identifies a common interest group.

Community Based Organisation: A generic term applied to all organizations controlled by a community including Self Help Groups, Youth groups, Women Groups e.t.c.

Community Driven Development: A development approach that empowers local community groups, including local government, by giving direct control to the community over planning decisions and investment resources through a process that emphasizes participatory planning and accountability.

CDTF:A programme of the government of Kenya with funding from European Union with the objective to contribute to poverty alleviation in the country by offering support in form of grants to community based projects which address social, economic and environmental priorities.

Development: A process by which the members of a society increase their personal and institutional capacities to mobilise and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations.

Elite: A group of persons or a member of such a group with superior political and economic status relative to others in their social cluster.

Elite Capture: A situation where advantaged groups succeed in altering projects fro their own belief, usually at the expense of other people.

HMP: Is a fund under the KCDP whose goal is to enhance natural resource conservation, social wellbeing and increased income for small and medium entrepreneurs in coastal counties.

KCDP:A government multi-sectorial development project financed by theWorld Bank and the Global Environmental Facilitywith an objective to promote environmentally sustainable management of Kenya's coastal and marine resources.

Ownership: Having an agentic state in the process and outcomes of a multi-partner project.

Participation: The process by which stakeholders' influence and share control over priority setting, policy making, resource allocations, and/or program implementation.

1.11 Organization of the study

Chapter One outlines the background of the study, the problem statement, purpose and objectives of the study, followed by the research questions and basic assumptions. It closes with statements on significance of the study, its delimitation and limitations, and concluding with definition of significant terms and arrangement of the research proposal.Chapter Two explains the related literature written by different authors on the CDD approach, the key factors that contribute to its effectiveness in service delivery and also points out the existing literature gap. The chapter also provides the conceptual framework of the study.Chapter Three presents the research design to be adopted by the study, its methodology, the target population, the sampling size & procedure and data collection techniques. The chapter also addresses validity and reliability of the adopted research instruments. It concludes with data presentation & analysis employed in the study and operationalisation definition of variables.Chapter Four presents the data presentation, analysis and interpretation using frequency tables and percentiles. Chapter Five provides the discussion of findings, discussions, conclusions, recommendations and suggestions for further research.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents related literature on the Community Driven Development approach and the Conceptual framework for the study.

2.2 Community Driven Development Approach

Community driven development (CDD) is defined as an approach that empowers local community groups, including local government, by giving direct control to the community over planning decisions and investment resources through a process that emphasizes participatory planning and accountability (Word Bank 2006).

Two different approaches in CDD policy were pursued by development cooperation agencies from the mid-1990s until about 2006, though the differences that separate them are not very distinct. One approach focuses on decentralizing public administration and the other highlights the role of civil society and promoting strong CBOs (IFAD 2009).

Governments and many non-state agencies have adopted the CDD approach as a tool for providing development interventions in the areas/regions which have a rather low success rate of implementation of community development projects and non-effective results of development initiatives. CDD has also become one of the most popular mechanisms among donors aiming to strengthen local democratic institutions, while simultaneously providing bottom up support for government decentralization reforms.In the most high-profile attempt to improve the transparency and performance of local government institutions, foreign aid donors, non-governmental organizations (NGOs) and governments in less developed countries today all invest substantial resources in CDD projects. Madu et al (2013), in their study of the Fadama CDD project in Nigeria, concluded that by relying on poor people to drive development activities (community participation), CDD project has demonstrated ability to make poverty reduction efforts to meet local demands, more inclusive, more sustainable and more cost-effective than traditional service projects. They narrate that CDD projects fill a critical gap in poverty reduction efforts, achieving immediate and lasting results at the grassroots level and complementing public sector-run projects and thus this attributes, gives CDD projects to play an important role in poverty reduction.

While advocates promise a long and varied list of benefits ranging from more efficient and cost effective infrastructure construction to the dismantling of authoritarian institutions, critics hold concomitant concerns that project benefits are easily captured by local elites. While researchers have begun to explore these claims and critiques, few studies provide rigorous evidence regarding the impacts of community driven development projects and related approaches. A general risk inherent in the CDD emphasis on devolving control over project finances and choices is that local elites will use their authority and influence to capture benefits for themselves (Casey &Glennerster, 2010). ADB (OED) report (2004) adds on to the argument by narrating that the effectiveness of the new development approaches (participatory approaches) in solving conventional problems is not yet evident and thus there is need for genuine experiments to discern the most appropriate local solutions to local problems.

Studies have pointed out a number of factors embedded in the CDD approach that determine its success. Wong (2012), in her study of 17 evaluation reports of word bank projects implemented in Asia (3), East Asia (5), Africa (4) and Latin America & Europe & Central Asia (5) pointed out the following: the core participatory design element of the CDD approach, Capacity building of the community groups, Ensuring adequate level of resources for investment, Growth learning, providing high-quality adequate facilitation & technical assistance among others.

2.3 Financial Resources and Successful Implementation of CDD Projects

Wong (2012), points out that one of the critical success factors of a CDD project is ensuring an adequate level of financial resources for investment. He argues thatfor a CDD program to have any impact on income or non-income poverty levels, it is important to make sure that there is an adequate level of investment over a period of time. The grant amounts are also determined normally by several criteria, including levels of poverty, remoteness, population, as well as the presence of other programs. There is need to provide more than one-off grants.

Central to the success of the program is that the fiduciary arrangements channel funds directly into the hands of communities. The funds should preferably be untied and provide an open menu of options, except for a negative list of what the money may not be used for. Earmarking should only be used in exceptional circumstances, where gaps in knowledge or stigma prevent allocation of resources to important national priorities, such

as HIV/AIDS. The menu and negative list should have been designed in close consultation with stakeholders and experts (Binswanger & Nguyen 2005).

To improve ownership and accountability at the community level, communities should be asked to contribute a predetermined minimum share of the cost of each of their projects. Whether in cash, labor or materials, such community contributions may constitute between 10% and 40% of total community-project cost. In very poor areas, the contribution may be entirely in labor and materials. In relatively more affluent areas, communities may prefer the cash option(Binswanger & Nguyen 2005). Community self-financing is not only vital for sustainability, it has also been shown to be important for increasing cost-effectiveness of actions. When resources are locally generated they are usually well managed (Binswanger and Aiyar 2003). Mandatory contributions from beneficiaries and local actors toward initial startup costs and the recurrent operation and maintenance (O&M) costs have been shown to be important in building community ownership, helping to ensure that cost- and service-level choices are not distorted by external grants, and ascertaining through willingness to pay that services respond to real demand-all of which contribute to greater sustainability (Dongier et al, 2002).

Funding is typically accompanied by a set of rules and corresponding training that (i) ensure wide local participation; (ii) promote transparency and accountability; (iii) prevent fraud and misuse; (iv) avoid elite capture and social exclusion; and (v) ensure that the community can manage and maintain the asset after community-project completion through local resource generation mechanisms. Disbursements can be in tranches based on statements of expenditures(Binswanger & Nguyen 2005).

For projects that finance a large number of small projects, the preferred method for financing communities is by using the lump-sum method. Essentially, the community is treated as a contractor and the financing agreement between the funding agency and community is based on a fixed-price or lump-sum. The disbursement is usually in tranches and on the basis of physical progress. The project management committee should be required to submit regular (monthly) financial reports in order to demonstrate good accounting practice at the community level.However, it is also possible to finance communities using other methods such as the actual-cost method, whereby communities are financed according to actual costs incurred. The actual-cost method is often used for large value, more technically complex subprojects (e.g., water supply in cities), or when costs are difficult to estimate. It is possible also to use a combination of the two methods depending on the type of subproject to be funded (Silva S. 2002).

2.4 Community Ownership and Successful Implementation of CDD Projects

Ownership in projects may refer to; Communities' state or fact of exclusive rights and control over property, which may be an object, infrastructure or intellectual property. The community influence their operation or use and enjoy the benefits arising. The community owns, have access and control over design, implementation, outcome and resources of on-going or completed intervention (Aiken et al 2008, Grossman and Hart 1986; Hart and Moore 1990).

Ownership can also be explained as having an agentic stake in the process and outcomes of a multi-partner project. This kind of ownership (as opposed to legal rights of possession) describes relations where an individual or group feels a thing is 'mine/ours', linked to matters of meaningfulness, identity, responsibility and control, and extending to immaterial entities such as ideas, words and artistic creations. This type of ownership can also be termed as psychological ownership. It is grounded in motivation to be efficacious in relation to one's environment. The community can have a strong or a weak sense of ownership: the strong version implying that 'recipients' (of support) drive the process, while the weak is 'convincing or cajoling local actors to accept the wisdom and utility of what remain externally defined policy prescriptions', namely, to do what is advised, but to do so voluntarily (Light et al 2013, Avey et al 2008, Pierce et al 2002, Donais, T. 2012, Grossman and Hart 1986; Hart and Moore 1990).

In Development Studies, ownership is a key research topic, identified as a major determinant of whether a project will succeed and change take place locally (Light et al, 2013). Citing Smithers(2011), Light et al (2013) notes that the aspect of capacity development in development programs is devoted to fostering stakeholder ownership, stating it to be 'essential' and noting 'Several major cross-country studies provide evidence supporting the development community consensus that stakeholder ownership is critical to the success of development programs'.

The term ownership (or sense of ownership) is increasingly cited as a critical element in determining the potential for buy-in and, consequently, public involvement in community planning and development efforts. Existing literature assumes that if individuals are intimately and authentically engaged, dedication to the process and outcome will be

created, leading to greater chances of political support and implementation. A sense of ownership is proposed and applied to community development research and practice

based on three essential characteristics and related questions: A sense of ownership in process (who has a voice and whose voice is heard?); A sense of ownership in outcome (who has influence over decisions and what results from the effort?); A sense of ownership distribution (who is affected by the process and outcome?) (Paul Lachapelle, 2008). Benefits of community ownership are claimed to include increased responsiveness to needs of the very community and the community valuing the projects more highly (Aiken et al 2008). Giving the community greater influence in decision making ensure that the community has high incentives to make the investment leading to greater benefit for all (Grossman and Hart 1986; Hart and Moore 1990).

Community ownership begins with the formation of citizen-based committee. The committee leads the planning, implementation and sustaining the project. Technical experts provide information, advice and process facilitation to help the committee achieve their goal of developing and implementing a resource management plan. Community ownership continues to develop with regular public input, planning for inclusive participation in resource inventorying and evaluation, and stakeholder selection of preferred management strategies (USDA-NRCS, 2010). The community engagement involves meaningful participation in the activities, governance; particularly participating in the decision making that influences the project cycle (project design, implementation, and monitoring and evaluation (M&E), and formation of formal plan of actions to sustain the on-going activities and visions (Joshi 2011, IFAD 2009).

Pierce et al (2002) argues that psychological ownership has both positive and negative consequences for the individual. On the positive side, it is likely to lead to assumption of responsibility, caring, protection, nurturance, stewardship, and a willingness to make personal sacrifices and assume risk on behalf of the target. On the negative side, it may lead to alienation, frustration, and stress. Recognizing both the positive and the dark side of this state suggests that there may be a limit to what constitutes a “healthy” level of psychological ownership. Since what creates and maintains psychological ownership is, for example, control over things, one can easily envision that too much control can lead to undesirable behaviors.Kwanja(2004) suggests that communities should never be given ownership over certain decisions. He states that community participation helps in nontechnical, but hurts in technical, decisions and thus the need to recognize both its benefits and limitations.

Lachappe (2008) recommends that further discussion and study of the concept of ownership should be encouraged and implemented in various contexts and at different

scales. Ultimately, through the lens of ownership, community development research and practice can draw out both observable or more nascent characteristics of community interactions to obtain a more complete understanding of how strategic interests influence and provide support for and resistance to public participation in community development efforts.

2.5 Technical Support and Successful Implementation of CDD Projects.

In the CDD approach, the community requires technical support from the donor agency in form of facilitators to guide and motivate them, engineers to advice on structural aspects of the projects and experts from the government line departments to advice on feasibility (Wong, 2012: Dongier et al., 2003).

Effective community based development requires technical support to ensure quality of works and attention to arrangements for recurrent cost implications (World Bank, 2002). In a study of 17 evaluation reports of word bank projects implemented in Asia (3), East Asia (5), Africa (4) and Latin America & Europe & Central Asia (5), Wong (2012 points out that having - and retaining - high-quality project and technical staff, especially on the implementing agency side, is key to making projects successful and ensuring quality control. These staff include skilled engineers to help with standard technical designs and quality supervision of construction; line department education and health staff who review the technical feasibility of proposals and provide village level assistance to ensure improved access and utilization of services; and facilitators who can motivate communities and engage marginalized groups (Wong 2012).

In a CDD program technical expertise is vital, especially in capacity building; this can make or break the project. Substantial investment in local learning and technical support is required to achieve a complex objective to support productive subprojects that are community driven, economically viable, and environmentally sound requires (World Bank, 2006). However, in the CDD project design, there are risks that the technical assistance and capacity building may not be sufficient at the local level to facilitate community involvement and effective management of resources (Wong 2012). Building functional community structure requires adequate resources and technical capacity that is often not available among the small CBOs (WB 2002). Capacity development involves mobilization of latent capacities, facilitation, learning by doing, demand and supply driven training, and technical support. Untied matching grants to communities will help develop their latent capacity for problem solving through learning by doing. In building

the capacity and technical abilities of the CBOs, CDD requires training the CBO members in a number of skills, including participatory assessment and planning, setting up or strengthening the community-development committee and its sub-committees, procurement and financial management, planning and community project preparation, auditing, participatory monitoring and evaluation (Binswanger and Nguyen 2005).

2.6 Elite Capture

Elites are groups of persons or a member of such a group with superior political and economic status relative to others in their social cluster. 'Capture' in the context of CDD is considered to occur when established local elites dominate project decision-making, whether those elites take key positions within organisations themselves or affect their activities from outside. Elite capture of CDD is said to occur when advantaged groups succeed in altering projects for their own benefit, usually at the expense of other people, particularly the poor and as a result, subprojects financed tend not to address the most pressing need of the community. As such literature suggests that local elites may distort the outcomes of participatory processes, biasing them toward projects that represent their own preferences, rather than community preferences. (Arnall et al, 2013). However, making reference to Manzuri and Rao (2004), ADB (OED) report (2004) suggests that local elite capture is not always a problem. In fact, some degree of domination is perhaps inevitable, particularly in rural development projects, where local elites are often leaders who embody moral and political authority. Often, they are also the only ones who can effectively communicate with outsiders. Since they are likely to have strong interests in the common pool resource, they have strong incentives to protect such resources.

This problem of 'elite capture' is all the more serious as donor agencies are enthusiastically rushing to adopt the participatory approach because they are eager to relieve poverty in the most disadvantaged countries and/or because they need rapid and visible results to persuade their constituencies or sponsors that the new strategy works well. The perverse mechanism that risks undermining participatory development is triggered by the temptation of donor agencies to skip the empowerment phase by asking intended beneficiaries to form groups or partner associations and to 'elect' leaders to direct them. This can be open to abuse, since the donor agency has little or no communication with the community except through these leaders who are typically its most prominent members and are usually adept at representing their own interests as community concerns expressed in the light of project deliverables. Till the rural poor are

sufficiently empowered, the 'elite capture' problem must be somehow overcome if the CDD is to prove more successful than previous development aid approaches.

CDD projects may be subject to several types of elite capture: elite capture at the community level; elite capture by project bureaucrats and service providers; and/or elite capture by local, professional, political intermediaries. Elite capture at the community level can be defined as either (a) the appropriation, by people who enjoy a dominant position in a community, of a share of the benefits of a collective action significantly larger than their contribution to the collective action; or (b) the exclusion of collective actions from expressed community preferences that are specifically or particularly beneficial to the poor members of the community (IFAD 2009).

One of the ways of addressing the problem of the elite capture, the community should have the capacity to build their own social capital which can balance the influence of dominant groups and counter a potential tendency for elite dominance to capture benefits (IFAD 2009). Platteau and Gaspart (2003) also suggest a leader-disciplining mechanism (LDM) to ensure the leaders do not end up directing the project activities for their personal benefit at the expense of the community. They further suggest that that in the presence of a potential 'elite capture' problem, participatory development is more likely to be successfully implemented if it is carried out by donor agencies which are patient, endowed with a good amount of skills and experience in project monitoring, and not subject to intense competition from rival agencies on the ground.

2.7 Identified gaps in literature

Available literature brings out the key aspects of the CDD approach which lead to its success. It has also been clearly pointed out by literature that the success of a CDD project is crucially conditioned by local cultural and social systems. As such what are considered as factored that are of CDD project success in one area may not result to similarly level of success in a different area/locality. There is very limited literate on determinants of success of projects employing the highest degree of CDD in Kenya and particularly the Kenyan coast.

This study therefore aims to bridge this literature gap and provide useful information on whether what has been mentioned as the determinants of success in CDD projects in other parts of the world apply in equal measure in the Kenyan coast.

2.8 Conceptual framework

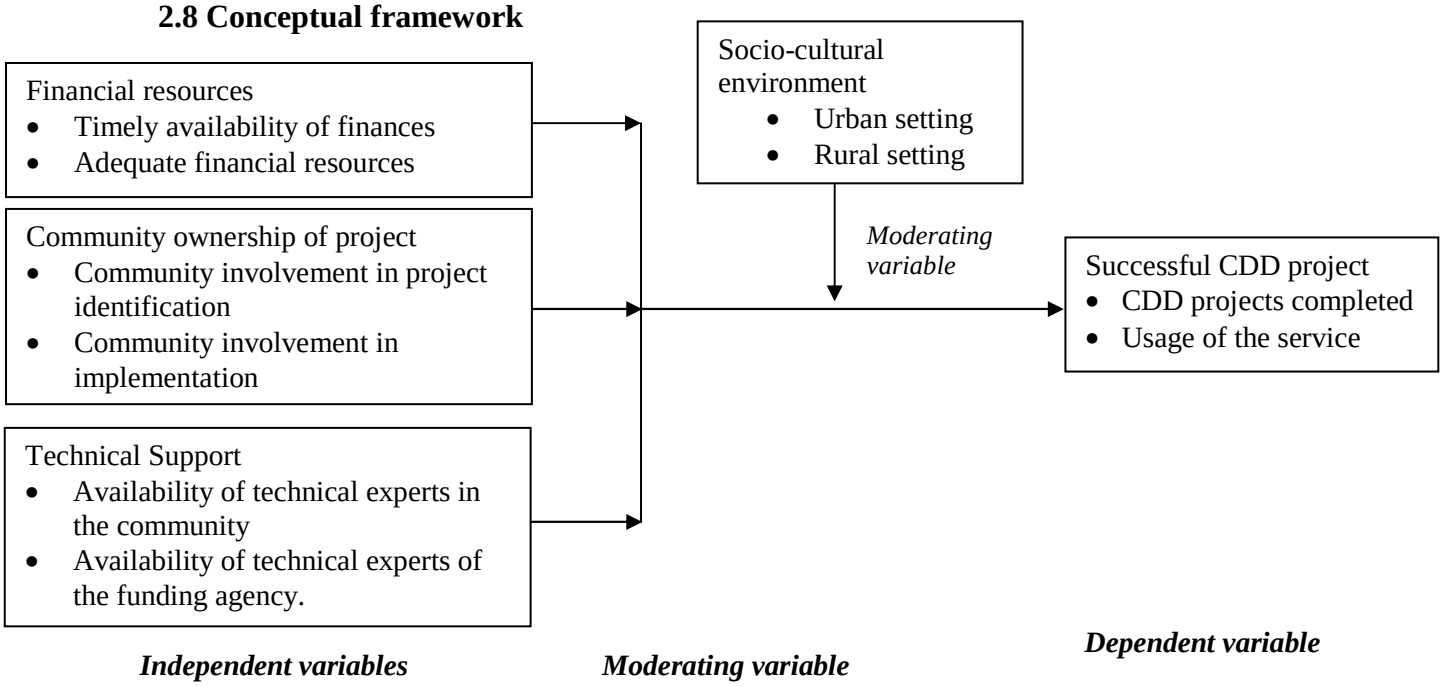

Figure1 presents the conceptual framework consisting of independent variables, dependent variable and intervening variables.

2.8.1 Determinants of Success of CDD projects

CDD projects are influenced by a myriad of factors. Among these factors there are availability of financial resources, community ownership of a community project, and availability of technical expertise.

2.8.2 Socio-Cultural environment.

Factors that determine successful implementation of a CDD project cannot be applied in all cultural context, they are influenced by the historical, political and social environment where the proposed project is going to be implemented.This study looks at and compares projects that are in rural and urban set-ups.

2.9 Summary of literature Review

Governments and many non-state agencies have adopted the CDD approach as a tool for providing development interventions in the areas/regions which have a rather low success rate of implementation of community development projects and non-effective results of development initiatives. CDD has also become one of the most popular mechanisms among donors aiming to strengthen local democratic institutions, while simultaneously providing bottom up support for government decentralization reforms. Studies have

pointed out a number of factors embedded in the CDD approach that determine its success. CDD principles should however be applied in the context of the local cultural and social systems that a project is to be implemented. Lessons learned from other successful projects need to be adapted to fit the historical, political and social environment where the proposed project is going to be implemented. Determining whether this approach is worth supporting requires rigorous evaluation to assess CDD's effectiveness in various settings. This paper aims to put to test the determinants of success of CDD projects identified in other settings outside Kenya and particularly the Kenyan coast.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the design, and the methodology of the study. It also describes the Target population, the Sampling procedure, Methods of data collection, validity and reliability of research instruments, operational definition of variables, and the methods of data analysis to be employed in the study.

3.2 Research design

This study adopted a descriptive research design which is a design used to obtain information concerning the current status of a phenomenon and to describe "what exists" with respect to variables or conditions in a situation (Labaree 2013). A descriptive survey design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho 2003). It is done in a natural and unchanged environment without introducing influences in any way. Descriptive studies are usually the best methods for collecting information that will demonstrate relationships and describe the situation as it exists (Shuttleworth 2008, Key 2002 &Nebeker). This design was chosen because the researcher sought to demonstrate a relationship by use of questionnaires and interviews.

3.3 Target population

The study targeted the CBOs which had received funding from KCDP/HMP project to implement projects which aim either community service or natural resource management in nature. The CBOs were either in the implementation phase or had completed the project implementation phase. The targeted groups are categorised as either in rural or urban setting. The HMP project started implementing its activities in the coastal region in August 2013. This study concentrated on Kilifi County which had the highest number of HMP projects which had completed the implementation phase compared to the other five counties. Kilifi County also offered both rural and urban settings with the main urban areas being Mtwapa, Kilifi and Malindi.

Table 3.1 Target Population

TARGET COMMUNITY MEMBERS	TARGET POPULATION
Funded group	22
Project Management Committee Members (PMC)	110
Finance Sub-Committee Members (FSC)	66
Social Audit & Integrity Committee Members (SAIC)	66
Procurement Sub-Committee Members (PSC)	66
General Members	132
SOURCE: KCDP (2015)	
FUNDING AGENCY	**TARGET POPULATION**
County Liaison Officer (Kilifi County)	2
Source: KCDP (2015)	
TOTAL	464

3.4 Sample Size and Sampling procedure

The study employed stratified random sampling in selecting the site and the participants. It involves dividing the population into homogeneous subgroups and then taking a random sample in each subgroup.

The participants were the group members of the funded group (both the officials and the general group members) and the implementing agency staff (County Liaison Officers). The researcher considered both completed and on-going projects with 'rural *vs* urban groups' and 'successful *vs* unsuccessful projects' as the strata.

According to Israel, Glenn D. (1992). The sample size depends on the purpose of the study, population size, the risk of selecting a "bad" sample, and the allowable sampling error.

The level of precision, sometimes called sampling error, is the range in which the true value of the population is estimated to be. This range is often expressed in percentage points, (e.g., ±5 percent). Where the population is finite, the most important factor in estimating the sample size is the expected and/or acceptable variability of findings. The degree of variability in the attributes being measured refers to the distribution of attributes in the population. The more heterogeneous a population, the larger the sample size required to obtain a given level of precision. The less variable (more homogeneous) a population, the smaller the sample size. The researcher used 0.1 as the degree of variability of findings in calculating the sample size using Israeli's formula below.

$$n = \frac{N}{1+N\,(e)^2}$$

Where

n = sample size

N=Population size

e = degree of variability

N=464

3.5 Data collection approach

The study adopted a quantitative approach in collecting the data for the research. The researcher collected quantitative data onKCDP funded community proposal records. Quantitative data will also be collected from the community members on the factors that determine successful implementation of the projects.

3.5.1 Data collection techniques

3.5.2 Document analysis

This was used to collect the quantitative data on details of the funded groups and the details on the implementation process from the KCDP records.

3.5.3 In-depth interviews

Interviews were conducted in a face to face situation. The interviews were conducted on KCDP county liaison officer.

3.5.4 Questionnaires

Questionnaire will administered to solicit information from the community groups on determinants of success of their projects. They also dwelled on the group members' perception on the KCDP project implementation process.

3.5.5 Validity of the Research Instrument

According Mugenda and Mugenda (2003) validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. It is

concerned with establishing whether the research instruments content is measuring what is intended (Orodho 2005). Interviews and questionnaires have the advantage of possibility of testing their validity prior to the actual data collection work. To ensure validity of the research instruments, the researcher piloted the instruments first and also consulted with colleagues. All their inputs were included in the instruments before the actual data collection.

3.5.6 Reliability of the Research Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda 2003). It thus refers to the consistency of results of a research instrument. Personal interviews and questionnaires have a higher level of reliability since the researcher (or the one administering the questionnaires is available to offer any clarification to the respondent). To ascertain the reliability of an instrument and a true measure for what is being established it must be tried several times in the field. There are various methods used to test reliability of a research instrument which are test-retest equivalent form, split half and internal consistency. The researcher used test-retest method to measure the reliability of the questionnaire and the in-depth interview schedule. It involves assessing reliability of data by administering the same instruments twice to the same group of subjects (Mugenda 2003). The time lapse between the first and the second administration was a week. The researcher used the data obtained to test the reliability and to make necessary changes of the research instrument using the spearman's product moment formula:

$$r = 1 - \frac{6\sum (D)^2}{N (N^2-1)}$$

The instruments were administered to the same subject within a period of a week. The two scores obtained were compared using the above formula in order to establish the level of significance and correlation.

3.6 Data Presentation and Analysis technique

After data collection, data editing and data cleaning was done to ensure that all the data analysed was fit for analysis. The researcher used the SPSS program to analyse data. Correlation analysis was done to establish the strength of the relationship between variables. The data was then presented in frequency distribution tables, and percentiles.

3.7 Operationalisation Definition of Variables

Table 3.2: Operationalisation definition of variables

Variable	Indicator	Scale	Data collection technique	Data analysis
Dependent variable				
Successful CDD project	Number of projects completed	Nominal	Interviews & questionnaires	Frequency distribution Tables, and percentiles
Independent variables				
Financial Resources	Timely availability of financial resources.	Nominal	Interviews & questionnaires	Frequency distribution Tables, and percentiles
	Availability of adequate financial resources	Nominal	Document analysis	Frequency distribution Tables, and percentiles
Community Ownership of a project.	Community involvement in project identification.	Nominal	Interviews & questionnaires	Frequency distribution Tables, and percentiles
	Community involvement in project implementation.			
Technical Support	Availability of technical experts in the community.	Nominal	Interviews & questionnaires	Frequency distribution Tables, and percentiles
	Availability of technical experts from external sources(funding agency, government e.t.c).		Questionnaires & Document analysis	Frequency distribution Tables, and percentiles
Moderating variable				
Socio-Cultural Environment.	Urban setting and Rural Setting.	Nominal	Interviews & questionnaires	Frequency distribution Tables, and percentiles

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, presentation and interpretation with respect to the determinants of successful implementation of community driven development projects in Kilifi County. It also presents the respondents response rate, demographic characteristics of the respondents, how availability of financial resources, community ownership of a project and availability of technical supportdetermines the successful implementation of CDD projects.

i) Response rate

Ninety (90) questionnaires were sent out eighty five (85) were returned, five (5) were not returned. Eighty three (83) questionnaires were complete and deemed good for analysis while two (2) were incomplete. The questionnaire response rate was thus 94.4% where 83 questionnaires were deemed reliable for analysis out of the 90 issued by the researcher. According to Babbie (2007) a review of the published literature suggests that a response rate of at least 50% is considered adequate for analysis and reporting. A response rate of 60% is good; a response rate of 70% is very good.

Interview was conducted for the HMP field staff (County Liaison Officers - CLO). The study targeted two (2) CLOsand were available for the interviews. According to Singleton and Straits (2005) for interview surveys, a response rate of 85% is minimally adequate; below 70% there is a serious chance of bias. Therefore the response rate was sufficient for analysis. Table 4.1 presents the response rate of the respondents

Table 4.1: Study sample description

Description	**Target Respondents**	**Respondents valid for analysis**	**Response rate (%)**
Group officials	36	33	91.6%
Group members	54	50	92.5%
TOTAL	**90**	**83**	92.2%

ii) Respondents Demographic Characteristics

The study looked at the gender differences in the responses with the aim of establishing gender-based perception on the determinants of successful implementation of CDD projects. The group officials position characteristics of the respondents on the questionnaire for project management committee official was used as a check measure to ensure the appropriate respondents fill the questionnaire. Table 4.2 presents the demographic characteristics of the respondents.

Table 4.2 Respondents Demographic Characteristics

Respondents	**PMC Officials**		**Group Members**		**Total**	
	Frequency	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Men	21	63.6	22	44	43	51.8
Women	12	36.4	28	56	40	48.2
Total	**33**	**100**	**50**	**100**	**83**	**100**

Results in table 4.2 shows that 51.8% of the community group members who participated in the study were men and 48.2% were women. Of the total participants 39.8 were group officials and 60.2% were group members.

4.2Financial Resources

The study needed to establish the influence of grant size to successful project implementation. The community groups received grants that ranged from a lower ceiling of Ksh.450,000 to the highest ceiling of Ksh. 1,800,000depending on group experience and sub-project sector.

The study also sought to bring out the timeliness of disbursement of funds to community groups by HMP/KCDP. It also needed the interviewees' perception on the effect of the timely disbursement or delay in funds disbursement to successful implementation of the sub-projects.

Table 4.3 Timely disbursement of project funds by HMP/KCDP.

	Timely Disbursement		Delayed Disbursement		TOTAL	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Members	28	56	22	26.5	44	**60.2**
Group Officials	17	51.5	16	48.5	33	**39.8**
Total	**45**	**54.2**	**38**	**45.8**	**83**	**100**

A majority (54.2%) of the respondents felt that the disbursement of grants by HMP/KCDP was timely. 45.8% felt that there was delay in disbursement of grant money. 60.2% of the respondents were group members while 39.8% were group officials.56% of the group members felt that the disbursement was timely while 51.5% of the group officials had the same view.

The group members and group officials were asked on the effect of the timely or delayed disbursement of funds to the successful implementation/completion of their projects. Table 4.4 presents the results.

Table 4.4 Perception on the influence of timeliness of disbursement on successful project implementation.

	Affected successful implementation		Did not affected successful implementation		TOTAL	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Members	38	76	12	24	50	**60.2**
Group Officials	25	75.8	8	24.2	33	**39.8**
Total	**63**	**75.9**	**20**	**24.1**	**83**	**100**

75.9% of the respondents feel that timeliness in disbursement of grants by HMP/KCDP affected the success of their project; only 24.1% felt it did not affect project success.Among the respondents, 76% of the group members felt that timeliness in disbursing the grant money affected successful project implementation while 75.8% of the group officials also felt so.

Correlation analysis between timely disbursement of grant money and timely completion of community project shows that there is a very weak negative (-0.103) and insignificant relationship between the two. This leads to the acceptance of the Hypothesis (H_1) that "There is no significant relationship between the timely availability of finances and timely completion of community projects in CDD approach to development".

The group members and group officials were asked on the effect of disbursement of grant amount in tranches i.e 40%, 40% and 20% depending on the utilisation of the disbursed amount by the community group. Table 4.5 presents the results.

Table 4.5 Perceived on the influence of disbursement in tranches on successful project implementation.

	Prudent use of funds		**No effect**		**Delays implementation**		**Other**	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Members	31	62	4	8	15	30	0	0
Group Officials	22	66.7	1	3	10	30.3	0	0
Total	**53**	**63.9**	**5**	**6**	**25**	**30.1**	**0**	**0**

63.9% of the respondents felt that disbursement of grant money in tranches ensures prudent use ofthe project funds and thus positively contributes to the success of the project. 6% of the respondents felt that disbursement of the grant money in tranches has no effect to the successful implementation of the project while 30.1% felt that it delays project implementation.66.7% of the group officials felt disbursement in tranches ensures prudent use of project funds in project implementation while 62% of the group members felt so.

Table 4.6 Community views on sufficiency of the grant amount on project intended sub-projects.

The participants were asked to give their views on how they considered the sufficiency of the HMP/KCDP grant amounts.

	Very sufficient		**Sufficient**		**Slightly insufficient**		**Very insufficient**	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage

	Group Members	3	6	14	28	29	58	4	8
	Group Officials	0	0	13	39.4	18	54.5	2	6.1
Total		**3**	**3.6**	**27**	**32.6**	**47**	**56.6**	**6**	**7.2**

3.6% of the respondents felt the amount disbursed was very sufficient, 32.6% considered it sufficient, 56.6% considered it slightly insufficient while 7.2% considered the grant amount very insufficient.

6% of the group members considered the grant amount very sufficient while 0% of the group officials felt so. 28% of the group members considered the amount sufficient while 39.4% of the officials had similarly opinion. Majority of both group members and group officials considered the amount slightly insufficient at 58% and 54.5% respectively.

Correlation analysis between timely disbursement of grant size and timely completion of community project shows that there is a very weak negative (-0.195) and insignificant relationship between the two. This leads to the acceptance of the Hypothesis (H_2) that "There is no significant relationship between the availability of adequate finances and timely completion of community projects in CDD approach to development".

4. 3Community Ownership of Project

The study needed to establish the influence of community ownership on successful implementation of CDD project sin Kilifi County. The participants were asked to indicate their level of involvement of project proposal development and project implementation as an indicator of their ownership to the project.

Table 4.7Community member's level of involvement in project proposal development

	Very Much		**Much**		**Little**		**None**	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Members	17	34	22	44	11	22	0	0
Group Officials	18	54.6	13	39.4	1	3	1	3

Total	**35**	**42.2**	**35**	**42.2**	**12**	**14.4**	**1**	**1.2**

42.2% of the respondents stated that they were very much involved in project proposal development, 42.2% stated to have been involved much, 14.4% stated to have had little involvement while 1.2% stated that they were never involved in project proposal development process.

Majority of the group officials (54.6%) stated that they were very much involved in the project proposal development while only 34% of the group members stated so. Majority of the group members (44%) stated that they were much involved while 39.4% of the group officials stated so.22% of the group members stated that they were little involved while only 3% of the group officials stated so. None of the group members stated that he/she was never involved while 1.2% of the group officials stated so.

Table 4.8 Community member's level of involvement in project implementation

	Very Much		**Much**		**Little**		**None**	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Members	18	36	24	48	7	14	1	2
Group Officials	19	57.6	12	36.4	2	6.1	0	0
Total	**37**	**44.6**	**36**	**43.4**	**9**	**10.8**	**1**	**1.2**

44.6% of the respondents stated that they were very much involved in project implementation, 43.4% stated to have been involved much, 10.8% stated to have had little involvement while 1.2% stated that they were never involved in project implementation process.

Majority of the group officials (57.6%) stated that they were very much involved in the project implementation while only 36% of the group members stated so. Majority of the group members (48%) stated that they were much involved while 36.4% of the group officials stated so. 14% of the group members stated that they were little involved while only 6.1% of the group officials stated so. None of the group officials stated that he/she was never involved in project implementation while 1.2% of the group member stated so.

Correlation analysis between timely community involvement in project development and timely completion of community project shows that there is a no relationship between the two. This leads to the acceptance of the Hypothesis (H_3) that "There is no significant relationship between community involvement project implementation and timely completion of community projects in CDD approach to development".

Table 4.9 Community view on time spend doing project activities

Respondent were asked their opinion on the time they spend doing project work. This was to be an indicator of project ownership.

	Very Satisfied contributing to project work		**Moderately satisfied contribution to project work**		**Not satisfied, need monetary payment**		**Feel Stressed & Exploited**	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Members	36	72	10	20	4	8	0	0
Group Officials	20	60.6	8	24.2	4	12.1	1	3
Total	**56**	**67.5**	**18**	**21.7**	**8**	**9.6**	**1**	**1.2**

67.5% of the respondents felt very satisfied with spending time doing project workas it was their contribution to the project. 21.7% felt moderately satisfied since they also viewed it as their contribution to the project. 9.6% of the respondents felt they were not satisfied contributing their time to the project work without any monetary payment while 1.2% felt stressed & exploited in utilizing their time for project work without any monetary payment.

Majority of both the group members and group officials were satisfied spending the time to do project work as they considered it as their contribution towards the projecti.e 72% and 60.6% respectively. None of the group members felt exploited while 1.2% of the group official felt stressed & exploited in using his/her personal time to do project work.

Table 4.10 Percentage of group members attending group meetings

The group officials were asked on the number of members who attend group project meetings regularly as an indicator of project ownership.

	0 – 24%		25 – 49%		50 – 74%		75 – 100%	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Officials	1	3	25	75.8	7	21.2	0	0
Total	**1**	**3**	**25**	**75.8**	**7**	**21.2**	**0**	**0**

Majority of the group officials (75.8%) stated that 25 – 49% of their group members attended meetings regularly. 3% of the respondents stated that 0 – 24% of their group members attended meetings regularly, 21.2% of the respondents stated 50 – 74% while no responded stated that none (0) of their member attended 75 – 100% of the group meetings.

Table 4.11Means of updating members on project activities

The group members were asked on the how they got updates of the progress of the project activities.

	Group meetings		Project reports		Visit to project site		Not updated	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Officials	29	58	7	14	14	28	0	0
Total	**29**	**58**	**7**	**14**	**14**	**28**	**0**	**0**

Majority of the group members (58%) stated that they got updated on project activities through group meetings. 28% got updated through visit to project sites while 14% through reading project reports.

4. 4Technical Support.

The study needed to establish technical support as one of the determinants of successful implementation of CDD project sin Kilifi County. The participants were asked to indicate the frequency of visit by HMP/KCDP staff.

Table 4.12Community members opinion on CLOs frequency of visit to their groups

	Very often		Often		Rarely		Not visited	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Officials	16	48.5	17	51.5	0	0	0	0
Total	**16**	**48.5**	**17**	**51.5**	**0**	**0**	**0**	**0**

Most of the respondents (51.5%) of the respondents reported that they were often visited by CLOs for support while 48.5% of the respondents reported that CLO's visit to the groups was very often.

Table 4.13 Community group members views on importance of training to project success

	Must		Important		Not very necessary		Not important	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Group Officials	21	42	29	58	0	0	0	0
Total	**21**	**42**	**29**	**58**	**0**	**0**	**0**	**0**

42% of the respondents stated that they viewed training as a must for community projects to be successful while the majority, 58% of the respondents considered training of group members as important. None of the respondents considered it as not very necessary or not important.

Correlation analysis between timely availability of technical support and timely completion of community project shows that there is a very weak positive (0.148) and insignificant relationship between the two. This leads to the acceptance of the Hypothesis (H_5) that "There is no significant relationship between the availability of

technical support and timely completion of community projects in CDD approach to development".

4.5 Analysis of interview schedule for HMP Staff

Interviews were conducted with one of the HMP/KCDP county liaison officers with a view to establish the determinants of successful implementation of the CDD projects funded by HMP/KCDP in Kilifi County.

For the projects which faced implementation delays, the CLO stated that the main cause was delay in availability of engineer for construction projects and delay in conducting Environmental Impact Assessment (EIA) for the projects that required EIA before their implementation.Some groups had tendencies of inadequate financial record keeping which led to suspension of the projects for some time.

The CLO mentioned the following as the factors that propelled quick project completion: most of the projects that were tendered out to contractors had a quick completion rate than those that were not tendered out; projects that generate income had a higher success rate than those that did not generate income; project implemented by cohesive groups and groups which have other income generating activities had high success rate.

The CLO pointed out that the community through the community groups initiated and moved with the project all through proposal development, implementation and monitoring. The community groups came up with the project ideas and recommend it to the HMP staff for funding. They filled the first proposal templates and forwarded it to the CLO for consideration. They also raised 5% cash contribution to the project as part of community contribution.

The CLO reported that they offered on the job training in to the group members aimed at building their capacity to manage the project. Some members of the groups were trained on Finance, Procurement and Audit aspects of the projects. The CLO also stated that they visited the groups to offer assistance to the groups routinely or based on need. In addition to the CLO's visit, the groups were also visited by specialized teams from the Kenya Marine and Fisheries Research Institute (KMFRI) for documentation support on Procurement, Finance and Audit.

The CLO pointed out that for the groups that were implementing construction projects, they received the support of the KMFRI engineer. The engineer assisted them in

developing BQs, monitoring of works and endorsement of works done for payments processing.For project were not contracted, the group members were involved in the actual works that were done or hiring of the labour required

The CLO stated that there was no significant difference between the groups that were in urban areas and those that were in rural areas. It all depended on the particular group but not their locality. He gave an example of financial mismanagement witnessed in some rural and urban groups; challenges in record keeping were witnessed in both urban and rural groups.

4.6 Correlation Analysis grant size, availability of technical support and timely completion of community project.

Table 4.13 presents Correlation matrix table of correlation between timely implementation of community projects& timely completion of community projects and Grant size & need for technical support form 17 HMP/KCDP funded projects.

Table 4.14 Correlation Matrix

		Implementation time from disbursement	Timely disbursement of grants	Grant Size	Project Completion Status	Project need for technical support
Implementation time from disbursement	Pearson Correlation	1	-.103	-.195	.313	.148
	Sig. (2-tailed)	.	.694	.454	.221	.571
	N	17	17	17	17	17
Timely disbursement of grants	Pearson Correlation	-.103	1	.413	.310	-.203
	Sig. (2-tailed)	.694	.	.099	.226	.434
	N	17	17	17	17	17
Grant Size	Pearson Correlation	-.195	.413	1	.243	-.159
	Sig. (2-tailed)	.454	.099	.	.348	.542
	N	17	17	17	17	17
	N	17	17	17	17	17
Project Completion Status	Pearson Correlation	.313	.310	.243	1	-.383
	Sig. (2-tailed)	.221	.226	.348	.	.130
	N	17	17	17	17	17
Project need for technical support	Pearson Correlation	.148	-.203	-.159	-.383	1
	Sig. (2-tailed)	.571	.434	.542	.130	.
	N	17	17	17	17	17

Results from Table 4.13 show that there was a weak negativeandinsignificant correlation between timely implementation of community projects and timely disbursement of grants (-0.103). There is also a weak negative and insignificant correlation between timely implementation of community projects and grant size (-0.195). It however shows a positive but weak and insignificant correlation between timely project implementation time and project need for technical support (0.148).

This means that project that need technical support delay slightly in completion compared to those which do not need technical support. This was due to the challenge on the timely availability of the engineer to the community projects.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings as per the objectives of the study. A brief discussion of the findings then follows showing that most of the findings of the study were in agreement with literature review. Conclusions, recommendations and suggestions for further research are also given.

5.2 Summary of Findings

This section presents a summary of findings as per the three objectives of the study.

A majority (54.2%) of the respondents felt that the disbursement of grants by HMP/KCDP was timely. 45.8% felt that there was delay in disbursement of grant money.A majority (75.9%) of the respondents felt that timeliness in disbursement of grants by HMP/KCDP affected the success of their project; only 24.1% felt it did not affect project success. Among the respondents, 76% of the group members felt that timeliness in disbursing the grant money affected successful project implementation while 75.8% of the group officials also felt so.

63.9% of the respondents felt that disbursement of grant money in tranches ensured prudent use of the project funds and thus positively contributed to the success of the project. 6% of the respondents felt that disbursement of the grant money in tranches had no effect to the successful implementation of the project while 30.1% felt that it delayed project implementation.66.7% of the group officials felt disbursement in tranches ensured prudent use of project funds in project implementation while 62% of the group members felt so.

3.6% of the respondents felt the amount disbursed was very sufficient, 32.6% considered it sufficient, 56.6% considered it slightly insufficient while 7.2% considered the grant amount very insufficient.6% of the group members considered the grant amount very sufficient while 0% of the group officials felt so. 28% of the group members considered the amount sufficient while 39.4% of the officials had similarly opinion. Majority of both group members and group officials considered the amount slightly insufficient at 58% and 54.5% respectively.

The correlation analysis and testing of hypotheses shows that timeliness in availability of finances and adequacy of the financial resources do not have a significant contribution to timely completion of the community projects in CDD approach in development. This implies that there are other factors which play a significant role.

42.2% of the respondents stated that they were very much involved in project proposal development, 42.2% stated to have been involved much, 14.4% stated to have had little involvement while 1.2% stated that they were never involved in project proposal development process.Majority of the group officials (54.6%) stated that they were very much involved in the project proposal development while only 34% of the group members stated so. Majority of the group members (44%) stated that they were much involved while 39.4% of the group officials stated so. 22% of the group members stated that they were little involved while only 3% of the group officials stated so. None of the group members stated that he/she was never involved while 1.2% of the group officials stated so.

44.6% of the respondents stated that they were very much involved in project implementation, 43.4% stated to have been involved much, 10.8% stated to have had little involvement while 1.2% stated that they were never involved in project implementation process.Majority of the group officials (57.6%) stated that they were very much involved in the project implementation while only 36% of the group members stated so. Majority of the group members (48%) stated that they were much involved while 36.4% of the group officials stated so. 14% of the group members stated that they were little involved while only 6.1% of the group officials stated so. None of the group officials stated that he/she was never involved in project implementation while 1.2% of the group member stated so.

67.5% of the respondents felt very satisfied with spending time doing project work as it was their contribution to the project. 21.7% felt moderately satisfied since they also viewed it as their contribution to the project. 9.6% of the respondents felt they were not satisfied contributing their time to the project work without any monetary payment while 1.2% felt stressed & exploited in utilizing their time for project work without any monetary payment.Majority of both the group members and group officials were satisfied spending their time to do project work as they considered it as their contribution towards the project i.e 72% and 60.6% respectively. None of the group members felt exploited while 1.2% of the group official felt stressed & exploited in using his/her personal time to do project work.

Majority of the group officials (75.8%) stated that 25 – 49% of their group members attended meetings regularly. 3% of the respondents stated that 0 – 24% of their group members attended meetings regularly, 21.2% of the respondents stated 50 – 74% while no responded stated that none (0) of their member attended 75 – 100% of the group meetings.

Correlation analysis of the respondents' data and the testing of hypothesis shows that there is no significant relationship between the involvement of the community members and timely completion of the community projects in CDD approach in development.

Most of the respondents (51.5%) of the respondents reported that they were often visited by CLOs for support while 48.5% of the respondents reported that CLOs visit to the groups was very often.42% of the respondents stated that they viewed training as a must for community projects to be successful while the majority, 58% of the respondents considered training of group members as important. None of the respondents considered it as not very necessary or not important.

Analysis of the projects data revealed that there was some contribution of the timely availability if technical support and the timeliness in project completion in CDD approach to development. The relationship is however not significance implying that other factors also come into play.

The CLO interviewed, stated that the main cause of delays in project implementation were: availability of engineer for construction projects and delay in conducting Environmental Impact Assessment (EIA) for the projects that required EIA before their implementation. Some groups had tendencies of inadequate record keeping leading to suspension of their projects for some time.The CLOs mentioned the following as the factors that propelled quick project completion: most of the projects that were tendered out to contractors had a quick completion rate than those that were not tendered out; projects that generate income had a higher success rate than those that do not generate income; project implementation by cohesive groups and groups which have other income generating activities had high success rate.

The CLO pointed out that the community through the community groups initiated and progressed with the project all through proposal development, implementation and monitoring. The community groups came up with the project ideas and recommend it to the HMP staff for funding. They filled the first proposal templates and forwarded it to the

CLO for consideration. They also raised 5% cash contribution to the project as part of community contribution. The groups had been responsible for actual implementation of the projects. For contracted projects, they were involved in the whole tendering process and monitoring of the progress of the contracted works. For project were not contracted, the group members were involved in the actual works that were done or hiring of the labour required.

The CLO reported that they offer on the job training in to the group members aimed at building their capacity to manage the project. Some members of the groups were trained on Finance, Procurement and Audit aspects of the projects. The CLO also stated they visit the groups to offer assistance to the groups routinely or based on need. In addition to the CLOs, the groups were also visited by specialized teams from the Kenya Marine and Fisheries Research Institute (KMFRI) for documentation support on Procurement, Finance and Audit.

The CLO pointed out that for the groups implementing construction projects, they received the support of the KMFRI engineer. The engineer assisted them in developing BQs, monitoring of works and endorsement of works done for payments processing.

5.3 Discussion of Findings

Timely availability of financial resources is considered as a key determinant of successful implementation of CDD projects.The research findings showed that there was timely disbursement of project finances after the first disbursement. This however did not have a significant influence on the timeliness in completion of the projects implying that other factors may have much more significant contribution that the timeliness in disbursement. Majority of the respondents felt that timely disbursement of financial resources was key to the successful implementation of their projects.Majority of the members were also in support for the disbursement of funds in tranches. They felt it ensured prudent use of financial resources and thus successful implementation of the project. This agrees with the Silva S. (2002) and Binswanger & Nguyen (2005). The grant size was not a key success factor in CDD project implementation. Majority of the respondents considered the grant amount as slightly insufficient but did not affect thesuccessful implementation of the project.

Community ownership was looked into through community members participation in project development and project implementation. The research showed that the community groups, both the members and the group officials, were greatly involved in

project identification and implementation. Most respondents had a positive view on the time they spend doing project work.This however did not have a significant contribution to the timeliness of completion of the projects.

Technical support was considered in two ways i.e training on financial, procurement and audit aspects of project implementation (included CLO's visit to the groups for on the job training), and the availability of a qualified engineer to guide the construction works of the community projects. The research showed that the community group members viewed training as a key determinant in ensuring the success of the project.On the need for technical support, there was a negative but insignificant correlation between timely project completion and need for technical support. This means that where technical support is not readily available, projects that need technical support delay in completion compared to those which do not need technical support. This makes availability of technical support from the donor agency as a key determinant of success to successfullyimplementation of CDD projects. This agrees with a study by Wong (2012) on a study of 17 evaluation reports of word bank projects implemented in Asia (3), East Asia (5), Africa (4) and Latin America & Europe & Central Asia (5).

5.4 Conclusion

Research findings indicate that there was timely disbursement of HMP/KCDP funds to community groups. The amount of funds disbursed were however considered insufficient by many. But the timeliness and sufficiency (or insufficiency) of the finances did not significantly contribute to timely completion of the projects. The disbursement of the funds in tranches was also considered by most community group members as an important element of the financing which ensures prudent use of grant money. The HMP/KCDP should consider increasing the amounts of grants given to community groups for more projects successes. Most of the community group members demonstrated a high level of project ownership with their involvement in project identification and implementation being a key factor to their high level of ownership. They had a feeling of satisfaction out of being involved in implementation of the community projects. There was however a challenge in meeting attendance with less than 50% of the community group members attending meeting regularly yet majority of the group members get updated in project activities through meetings. This may be due to the voluntary aspect of the projects since there were no monetary allowances to attending meetings. The research showed that training was offered to some selected members of all the community groups. The community group members considered training as necessary for successful

implementation of the community projects. There was however a delay in availability of the project engineer and conducting of EIA in some of the project resulting to cases of delay in implementation. The HMP/KCDP management should find ways of ensuring timely availability of the necessary technical support for timely completion of the projects.

5.5 Recommendations

The following recommendations are made based on the research findings.

1. Increase the grant size to achieve a higher rate of successful implementation of the projects.
2. KCDP should look for possible ways of motivating the community group members attend meetings regularly.
3. HMP/KCDP should increase the project engineers to ensure their prompt availability to the community groups. This will reduce delays in project completion.
4. For projects that require EIA, HMP/KCDP should promptly procure the service preferable immediately after the approvals of the projects to be funded.

5.6 Suggestions for further research

This study has pointed out a number of factors embedded in the CDD approach that determine its success. CDD principles should however be applied in the context of the local cultural and social systems that a project is to be implemented. Lessons learned from other successful projects need to be adapted to fit the historical, political and social environment where the proposed project is going to be implemented. Determining whether this approach is worth supporting requires rigorous evaluation to assess CDD's effectiveness in various settings. This paper tested the determinants of success of CDD projects in Kilifi County in the Kenyan coast.

1. There is need to find out whether these determinants of successes apply to other regions in Kenya.
2. There is also need to assess the effectiveness of the CDD approach in Kenya coast vis-à-vis the other community development methodologies in Kenya.

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APPENDICES

Appendix 1: Letter of transmittal

David J. Kalama

University of Nairobi-Mombasa campus

October 2015

To whom it may concern.

Dear Sir/Madam,

RE: PERMISSION FOR DATA COLLECTION

I am a student of the University of Nairobi pursuing Master of Arts in Project Planning and Management. The purpose of this letter is to seek your permission and participation when carrying out data collection for my Research Project.

My Research Title is 'Determinants of Successful Implementation of Community Driven Development projects in Kilifi County'.

The information I shall gather is purely for academic purposes and will be treated with utmost confidentiality.

Your assistance will be highly appreciated.

Yours Faithfully,

David J. Kalama

Reg. No: L50/70863/2014

Appendix 2: Plan of activity

Activities								
	July 2015	August 2015	September 2015	October 2015	November 2015 to January 2016	February 2016	March 2016	April to May 2016
Proposal development	X	X	X					
Translation				X				
Data collection					X			
Analysis						X	X	
Report							X	X

Appendix 3: Questionnaire for Group Members

A. Demographic Characteristics (Tick √ where appropriate)

1. Sex: Male ☐ Female ☐

B. Financial Resources

2. What is the total grant approved for funding by HMP/KCDP?

Kshs. _____

3. Was the disbursement of funds by HMP timely?

Yes ☐ No ☐

4. Has the timeliness or delay in fund disbursement affected the successful implementation/completion of your project? Explain.

☐ _____

_____

☐ No. _____

_____

5. HMP disburses its grants in tranches (40%, 40% and 20%), how does it impact project implementation?

☐ It ensures prudent use of project funds.

☐ It has no effect on successful implementation of project.

☐ It delays project implementation.

☐ Other. Explain. ……

6. How do you consider the amount of grant given by HMP?

☐ Very sufficient ☐ Sufficient

☐ Slightly insufficient ☐ Very insufficient

C. Community Ownership of Project

7. In the project funded by HMP/KCDP, what was/is your level of involvement in:

a) Proposal development:

Very much ☐ Much ☐ Little ☐ None ☐

b) Project implementation

Very much ☐ Much ☐ Little ☐ None ☐

8. How do you get updated about the progress of the funded project?

During group meetings ☐ Reading of project reports ☐

Visit to project site ☐ Not updated at all ☐

9. How do you view the time you spend doing project activities?

☐ Very satisfied that I am contributing toproject work.

☐ Moderately satisfied that I am contributing to project work.

☐ Not satisfied, I need to receive monetary payment.

☐ I feel stressed and exploited.

D. Technical Support

10. Have you received any kind of training from HMP/KCDP before or during project implementation?

Yes ☐ No ☐

11. Kindly select the comment that reflects or nearly reflects your views about training?

☐ Training of group members is a MUST for a community project to be successful

☐ Training of group members is IMPORTANT for a community project to succeed.

☐ Training of group members is NOT VERY NECESSARY for a community project to succeed

☐ Training of group members is NOT IMPORTANT AT ALL for a community project to succeed.

Appendix 3: Karatasi ya maswalikwawanakikundi.

A. Habarizakibinafsi (Wekaalama √ ndani ya kisanduku)

1. Jinsia: MmeM ☐ ☐

B. UwezowaKifedha

2. Kikundichenukilitunukiwa/kimetunuwaruzuku ya kiasiganikutoka HMP/KCDP?

Kshs. _____

3. Je mmekuwamkipokeamgaowapesazaruzukumlizotunukiwaniHMP kwawakatimwafaka?

Ndio ☐ La ☐

4. Je, utoajipesawa HMP/KCDPkwawakati au kwakuchelewauliathiriutekelezaji au umalizajiwamradiwenu? Peanamaelezo.

☐ _____

_____

☐ _____

_____

5. HMP/KCDPinatoaufadhili wake kwaawamu (40%, 40% na 20%),je,inamanufaa au athariganikwautekelezajiwamradi?

☐ Inahakikishautumiaji bora wapesazamradi.

☐ Hailetiutofautiwowotekwautekelezajiwamradi.

☐ Inacheleweshautekelezajiwamradi.

☐ Nyingine. Peanamaelezo. ……

6. Unamaoniganikuhusukiwango cha ruzukuinachopeana HMP/KCDP?

☐ Kinatoshasana ☐ Hakitoshi

☐ Hakitoshivizuri ☐ Hatikoshikabisa.

C. Umilikiwamradinawanajamii.

7. Katikahuumradiuliofadhiliwani HMP/KCDP, ulihusika au unahusikakwakiasiganikatika:

a) Utengenezajiwawazo la mradi (project proposal):

NilihusikasanaNahusikakiasikikubwa Nahusikakidogo

Sikuhusikakabisa

b) Utekelezajiwamradi (Project implementation).

Nilihusika/Nahusikasana Nilihusika/Nahusikakiasikikubwa

Nilihusika/nahusikikidogo Sikuhusika/Sihusikikabisa

8. Kwa kawaida, huwaunapatajekufahamumaendeleo ya huumradiuliofadhiliwa?

Wakatiwamikutano ya kikundu Huwanasomaripotizamradi

Kwa kutembeleaeleo la mradi Sipatiufahamukabisa

9. Ukonamtazamoganikuhusumdawakounaoutumiakwamradi?

Nafurahiasanakutumiamdawangukuchangiakuendelezakazi ya mradi.

Nafurahiakiasikidogokuchangiakuendelezakazi ya mradi.

Sifurahii, nahitajimalipokwaajili yamdawanguninaoutumiakwamradi.

Nahisikutumiwavibayanamradi.

D. UsaidiziwaKitaalamu.

10. Je, umewahikupatamafunzo ya ainayoyotekutoka HMP/KCDP kabla au wakatiwakutekelezamradi?

Ndio La

11. Tafadhalichanguamaoniambayoyanakaribiananamtazamowakokuhusumafunzokwakikundi

Mafunzokwawanakikundini LAZIMA ilimradiwakijamiiufaulu.

MafunzokwawanakikundiniMUHIMUilimradiwakijamiiufaulu.

MafunzokwawanakikundiSI LAZIMA SANAilimradiwakijamiiufaulu.

MafunzokwawanakikundiSI MUHIMUilimradiwakijamiiufaulu.

Appendix 4: Questionnaire for Project Management Committee Official

A. Demographic Characteristics (Tick √ where appropriate)

1. Sex: Male ☐ Female ☐

2. What is your position in Project Management Committee?

_____

3. Which sector does your HMP/KCDP funded project fit in?

Water ☐ Waste management ☐ Environment ☐

Education ☐ Ecotourism ☐ Other (Kindly specify)_____

B. Financial Resources

4. What is the total grant approved for funding by HMP/KCDP?

Kshs. _____

5. Has the disbursement of funds by HMP/KCDP been timely?

Yes ☐ No ☐

6. Has the timeliness or delay in fund disbursement affected the successful implementation/completion of your project? Explain.

☐ Yes. _____

_____

☐ No. _____

_____

7. HMP disburses its grants in tranches, how does it affect project implementation?

☐ It ensures prudent use of project funds.

☐ It has no effect on successful implementation of project.

☐ It delays project implementation.

☐ Other. Explain. ……

8. How do you consider the amount of grant given by HMP?

☐ Very sufficient ☐ Sufficient

☐ Slightly insufficient ☐ Very insufficient

C. Community Ownership of Project

9. In the project funded by HMP/KCDP, what is/was your level of involvement in:

a) Proposal development:

Very much ☐ Much ☐ Little ☐ None ☐

b) Project implementation

Very much ☐ Much ☐ Little ☐ None ☐

10. What percentage of the group members attends group project meetings regularly?

0 - 24% ☐ 25 – 49% ☐ 50 – 74% ☐ 75 – 100% ☐

11. How do you view the time you spend doing project activities?

☐ Very satisfied that I am contributing to project work.

☐ Moderately satisfied that I am contributing to project work.

☐ Not satisfied, I need to receive monetary payment.

☐ I feel stressed and exploited.

D. Technical Support

12. How many of your group members were trained on aspects of project management by HMP/KCDP before the start of or during the project implementation?

1 – 2 ☐ 3 – 5 ☐ Above 5 ☐

13. How often has your group been visited by the HMP/KCDP staff for support?

Very often. ☐ Often. ☐ Rarely. ☐ I do not see HMP/KCDP staff ☐

14. Have you received any support on the technical aspects of your project?

Yes ☐ No. ☐

15. What level of technical support have you received from HMP/KCDP or any other agency?

Very much ☐ Much ☐ Little ☐ None ☐

Appendix 4: Karatasi ya maswalikwawanakamatiwasimamiziwamradi

A. Baharizakibinfsi (Wekaalama √ndani ya kisanduku)

1. Jinsia: Mme ☐ ☐

2. Ukonacheoganikatikakamati ya usimamiziwamradi?

_____

3. Mradimuliofadhiliwani HMP/KCDP unahususektagani?

Maji ☐ Usimamiziwa taka ☐ Mazingira ☐

Elimu ☐ Utalii ☐ Nyingine (Tafadhaliitaje)_____

B. UwezowaKifedha

4. Kikundichenukimetunukiwaruzuku ya kiasiganikutoka HMP/KCDP?

Kshs. _____

5. Je mmekuwamkipokeapesazaruzukukutoka HMP/KCDPkwawakatimwafaka?

Ndio ☐ La ☐

6. Je, utoajipesawa HMP/KCDP kwawakati au kwakuchelewaumeathiriutekelezaji au umalizajiwamradiwenu? Peanamaelezo.

☐ Ndio._____

_____

☐ La. _____

_____

7. HMP/KCDPinatoaufadhili wake kwaawamu (40%, 40% na 20%), je, unamanufaa au athariganikwautekelezajiwamradi?

☐ Inahakikishautumiaji bora wapesazamradi.

☐ Hailetiutofautiwowotekwautekelezajiwamradi.

☐ Inacheleweshautekelezajiwamradi.

☐ Nyingine. Peanamaelezo. ……

8.Unamaoniganikuhusukiwango cha ruzukuinachopeana HMP/KCDP?

☐ Kinatoshasana ☐ osha

☐ Hakitoshivizuri ☐ Hatikoshikabisa.

C. Umilikiwamradinawanajamii

9. Katikahuumradiuliofadhiliwani HMP/KCDP,unahusika auulihusikakwakiasiganikatika:

a) Utengenezajiwawazo la mradi (project proposal):

NilihusikasanaN ☐ sikaKiasikikubwa I ☐ usikakidogo ☐

Sikuhusikakabisa ☐

b) Utekelezajiwamradi (Project implementation).

Nilihusika/Nahusikasana ☐ Nilihusika/Nahusikakiasikikubwa ☐

Nilihusika/Nahusikakidogo ☐ Sikuhusika/Sihusikikabisa ☐

10. Ni asilimiangapi ya wanakikundihuhudhuriamikutano ya kikundikuhusuhuumradimarakwamara?

0 - 24% ☐ 25 – 49% ☐ 50 – 74% ☐ 75 – 100% ☐

11. Ukonamtazamoganikuhusumdawakounaoutumiakwamradi?

☐ Nafurahiasanakutumiamdawangukuendelezakazi ya mradi.

☐ Nafurahiakiasikidogokutumiamdawangukuendelezakazi ya mradi.

☐ Sifurahii, nahitajimalipokwaajili ya mdawanguninaotumiakwamradi.

☐ Nahisikutumiwavibayanamradi.

D. UsaidiziwaKitaalamu

12. Ni wangapikatikakikundichenuwalipewamafunzokuhusuusimamiziwamradina HMP/KCDP kabla au baada ya mradikuanza?

1 – 2 ☐ 3 – 5 ☐ Above 5 ☐

13. Nimarangapimumetembelewaniwafanyikaziwa HMP/KCDP ilikuwasaidiakatikautekelezajiwamradi?

Mara nyingisana. ☐ Mara nyingi. ☐ a chache. ☐

Hawajikabisa ☐

14. Mushawahikupewaushauri/usaidiziwakiutaalamukuhusuhuumradi?

    Ndio ☐ La. ☐

15. Kiwangogani cha usaidiziwakitaalamumumewahikupokeakutoka HMP/KCDP au taasisinyingineyeyote?

    Kiwangokikubwasana ☐ vangokikubwa Kiwan ☐ dogo ☐

    Hatujawakabisa ☐

Appendix 5: In-depth Interview schedule for County Liaison Officer (CLO)

1. What is your role as a CLO?
2. What kind of projects does HMP/KCDP fund?
3. How many projects have been completed to date?
4. How many projects have been approved but not yet kicked off?
5. What are the reasons for the implementation delay?
6. How many ongoing projects are proceeding well?
7. How many projects have started but stalled or have their original objective changed or are proceeding on but with difficulty?
8. What could be the cause for the difficulty faced in the implementation of the above projects?
9. What could be the factors that propelled the completed projects or the projects proceeding well?
10. What has been the role of the community in (a) project planning (b) project implementation and (c) project monitoring?
11. Do you offer any on-job training for the CBOs after the initial pre-disbursement training?
12. What kind of technical expertise is given to the group?
13. Is there any unique difference in performance between rural and urban groups?