INFLUENCE OF COUNTY MANAGEMENT STRATEGIES ON IMPLEMENTATION OF DEVELOPMENT PROJECTS IN TESO NORTH SUB-COUNTY, BUSIA KENYA

ANNET MWEBAZE IDEWA

A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.

2017

DECLARATION

This research report is my original work and has not been submitted for any other award in any other university or institution.

Signature:..... Date.....

ANNET MWEBAZE IDEWA,

L50/79975/2015.

This research report has been submitted with my approval as the University of Nairobi Supervisor.

Signature;…….. Date…….

Dr. Stephen Okelo,

Lecturer,

Department of Extra-mural Studies,

University of Nairobi.

DEDICATION

I dedicate this research project to my husband Arthur Godwine Idewa, children Warren Mishael Emorut and Ethan Michael Obwana, My Aunt, Ms Kyohairwe Adreen and my Mother in law, my siblings Musimenta Phionah, Muzinguzi Robert, and Namara Justine.

.

ACKNOWLEDGEMENT

I wish to acknowledge the following people whose tireless efforts and wise guidance made this research project a success. First, my heartfelt appreciation goes to my supervisor, Dr. Stephen Okelo whose wise guidance, counsel and encouragement made this study to succeed.

I would also like to register my appreciation to my immediate supervisor Mr. Chrisantus Ekesa Okware, my colleagues Ms. Karen Moitit, Herman Tumain, Mrs. Phanice Etyang and Ms. Truphoza Emomeri for their cooperation, support and inspiration they demonstrated during the course of my study at the University of Nairobi.

I also acknowledge the support of my classmates Ms. Naomi Purity Mutenyo, Mr. Bwasio, Mrs. Achupa Elizabeth, Mr Marcus Mahangiru, Mr. Issa Shamir, Mrs. Zipporah Odikor and Mr. Omoit Duncan.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATION AND ACRONYMS

CEOs	Chief Executive Officer
CPM	Critical Path Method
EDCEP	Effective Delivery of Civil Engineering Project
NEDO	National Economic Development Office
NPD	New Product Development
PMBOK	**P**roject Management Body of Knowledge
PMI	Project Management Institute
SMEs	Small and Medium size Enterprises
UK	United Kingdom
USA	United States of America
WBPLG	World Bank Participatory Learning Group
WDC	Ward Development Committees

ABSTRACT

A suitable organizational structure assists project management team to achieve high performance in the project through gains in efficiency and effectiveness. Specific project objectives are set to be achieved at the end of each project. The objectives may vary from one project to the other. Time, cost and quality objectives are however basic and common to almost all projects; they are discussed in the success subject matter of most projects (Belassi and Tukel, 1996).The purpose of the study was to establish whether organizational structure has any significant impact on the implementation of development projects in Teso North Sub County, Busia Kenya. The following objective guided the study;to establish influence of leadership styles on implementation of project development in Teso North Sub County, Busia Kenya; to examine the influence of communication channel on development of projects in Teso North Sub County, Busia Kenya; to evaluate influence of citizens participation in project development in Teso North Sub County, Busia Kenya; to determine influence of time management in the project implementation in Teso North Sub County, Busia Kenya. The study adapted a descriptive survey research design. The study target population was 2000 respondents representing the total number of employees from Teso North Sub County. A sample size of 200 respondents from Teso North Sub County was used in the study. The study adapted a systematic random sampling technique to select the sample population of the County employees by picking the tenth employee from the respective department's namely top management, middle level management and lower level management. Questionnaires were used to collect data. A pilot study was done from the neighboring Teso South Sub County. To ascertain the reliability of the instruments, test-retest method was employed**.** Frequency tables and percentages were used to analyze the collected data and the information in tables was explained to enhance interpretation of the data. Results were interpreted and the required recommendations were made at the end of the study. Use of questionnaire was preferred due to its practicability and applicability to the research problem and the convenient size of the target population. The collected data was analyzed by the aid of SPSS, frequencies, tables and percentages. The results are presented through the use of tables. Basing on the objectives of the study, findings were compiled to establish factors influencing successful implementation of development projects and it was was established form the study that communication channels and community participation highly influenced successful implementation of development projects. 173 respondents participated in the study presenting an 86.5% return rate with data being presented in tables, cross tabulation with mini tabs presenting chi-square results and likelihood ratios. Further factors influencing the study were termed moderating and included multiple implementing agencies, sanctions on implantation and government's interference in implementation of such projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

A suitable organizational structure may assist the project management team to achieve high performance in the project through gains in efficiency and effectiveness. Specific project objectives are set to be achieved at the end of each project. The objectives may vary from one project to the other. Time, cost and quality objectives are however basic and common to almost all projects; they are discussed in the success subject matter of most projects (Belassi and Tukel, 1996).

The establishment of management strategies in a project is one of the important activities required for accomplishing goals. In a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people (Shaker, 2003). Basically this involves the following, which are all aspects of setting organization matters for performance: Getting Managers with leadership capabilities, Getting staff with competence and appropriate skills, Placing responsibilities on people for successful completion of the project, Establishing clear delegated authorities Defining proper communication lines. Since these outlined duties relate to the matters concerned with internal organizational running, it may be argued that they are solely for the purpose of improving only organizational performance. Accordingly it is asserted that some of the internal organizational matters such as organizational learning practices increase project success too. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the organization. The activity of setting a project organizational

structure is, for instance, one of the major organizational matters whose influence on project performance may be significant (Kotnour, 2000).

A project in its basic definition is a temporary endeavor undertaken by people who work cooperatively together to create a unique product or service (Project Management Institute, 2000) within an established time frame and within established budget to produce identifiable deliverables. Project success has been defined by the criteria of time, budget and deliverables (Flaman Gallagher, 2001). A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended According to (Antill, 1974). Projects possess certain characteristics that distinguish them from any other activity in the organization. These include the fact that projects are temporary meaning that any project will have a start date and end date although it has nothing to do with short duration. Another feature is that projects produce unique results meaning that the product or service at the end of the project should be some way different than the existing. The other characteristic is that projects are characterized by progressive elaboration due to uniqueness and greater uncertainty projects cannot be understood entirely at or before project start, and therefore planning and execution of projects is happening many times in separate steps or phases (Boyce, 2001).

As project progresses, project team understands the steps to follow, deliverables and way of executing them much better. Based on this knowledge team members elaborate initial draft plans, and execute next phase of the project based on these detailed plans. A suitable organizational structure may assist the project management team to achieve high performance in the project through gains in efficiency and effectiveness. Specific project objectives are set to be achieved at the end of each project. The objectives may

vary from one project to the other. Time, cost and quality objectives are however basic and common to almost all projects; they are discussed in the success subject matter of most projects (Belassi and Tukel, 1996).

Despite being blessed with abundant resources, most developing nations, especially in Africa, are still struggling in their bid to implement development projects. According to Auya, Bunei and Kimeu (2015) most development projects do not come to term due to a wide range of administrative and physical challenges. Rondinelli (1976) also opines that organizations seeking to implement development projects in developing countries have to confront and resolve numerous challenges in order to realize the desired project goals. Bowden (1986), in his study on the project implementation challenges in third world countries reports that approximately half of the implementation problems in developing countries are as a result of the procedures and operating methods of central ministries other than the implementing ministry.

In USA, Campbell, Fowles and Weber (2005) in their study 'Organizational structure and job specification in public health nursing' found that there is a significant relationship between organizational structure variables and job satisfaction for public health nurses employed in town state Illinois local health departments. 764 questionnaires were administered to non-managing nurses in three Belgian general care hospitals and the results showed negative effect of centralization and positive effects of specification and formalization of nurses on job satisfaction. Meadows (2000) discovered that the implementation of an organic structure was positively related to an increase in job satisfaction among employees working in small groups. He also found that individuals high on personality variables such as a need for dominance, a need for

achievement, and a need for autonomy displayed a stronger correlation between organic structures and job satisfaction than did individuals low on these personality variables.

In the UK when studying the success and failure of NPD some studies focus on investigating the best practices in order to conclude a list of key factors affecting success. For instance, Nicholas et al. (2011) investigate NPD "practitioners' view of best practices by studying 70 Small and Medium size Enterprises (SMEs) and 74 large companies. Their study concludes that practitioners rank strategy as the most important factor in NPD success. An unexpected result of the study is the low ranking of organizations' culture (defined as the motivation of team members and the cultivation of a creative environment), especially by the large companies. In another study Ledwith (2000) suggests that company culture is more important for NPD success in SMEs than in large companies. The idea behind best practice studies is that, proactive organizations will aim to continually improve their NPD implementations by benchmarking their performance against those of other companies. NPD improvements can take place by understanding what best practices should be adopted for their product development processes, and subsequently adopting these practices to replicate the success of those best practice organizations (Paulk et al., 1993; Dooley et al. (2002). It is worth mentioning that, since the majority of these studies are not industry specific-an idea that contradicts the definition or projects, which are unique endeavors, these studies represent a framework for accepted practices, rather than best practices (Whitty and Maylor, 2007).

In South Korea, Companies have employed a wide range of structural options in dealing with the increased complexity, uncertainty and interdependence that accompany and pre-suppose the EDCEP. The organizational structure of a company can have a large

impact on the ability to manage a project (Oberlender 2000). Unfortunately, many firms do not realize the necessity for organizational change until it is too late. Kerzner (2004) observes that management has come to realize that organizations must be dynamic in nature, i.e. they must be capable of rapid structuring should environmental conditions dictate. Wallace (2007) identifies that the way a project team is structured can play a major role in how it functions. Careful consideration of team composition and reporting relationship can make a big difference to the result. He points out that team structure will probably be adjusted at each stage to meet the evolving nature of the project. Building a good/effective team and a vital team structure will influence the way the team behaves. Wallace (2007) suggests four major factors which caused onset of organizational revolutions as; the technology, competition and profit squeeze, high cost of marketing and unpredictability of consumer demands. Akpan and Chizea (2002) have noted three types of organizational structure as functional, product/project and matrix. However, there are often real and important conflicts between the types of organizational structure that is called for if the tasks are to be achieved with minimum cost and the structure; as that will be required if the human beings are to have their needs satisfied into mechanistic and organic organizational structures.

In Ghana project management as a distinct management concept has been used as a management tool by organizations across industries to achieve a broad spectrum of objectives. In the field of development economics, project management has been used as a vehicle to drive the economic development aspirations of developing countries. Project management is useful for both private sector and public sector development. Hinson (2004) has for instance, noted that there has been an expansion and intensification of competition in Ghana's banking sector. With an increase in competition in Ghana's business sector, astute project management practices could

easily become a source of differential business advantage. Projects are themselves comprised of many inter-related elements including the tasks to be performed, methods to be employed, resources to be committed, and the environment in which the project is being implemented.

Studies carried out in Tanzania, Uganda, Nigeria, South Africa and Mozambique on causes and effects of risks, procedures, delays and disruptions in construction projects and managerial and environmental impacts resulting to project time and cost overruns to project completion by various researchers such as Kikwasi (2012), Ayodele (2008), Baloi (2001), Radujkovic (1999), Baradyana (1996), Dlakwa (1990) and Vincent (1965) found out the major causes of delays and disruptions as; design changes, delays in payment to contractors, information delays, funding problems, poor project management, compensation issues and disagreement on the valuation of work done. Conversely, time overrun, cost overrun, negative social impact, idling of resources and disputes are the main effects of delays and disruptions. The studies suggested that there still exist a number of causes of delays and disruptions and their effects put construction projects at great risk that have an effect on their performance. The studies recommended that adequate construction budget, timely issuing of information, finalization of design and project management skills should be the main focus of the parties in project procurement process.

In Kenya being a developing Country, experiences with failed development projects is not a new phenomenon. Auya, Bunei and Kimeu (2015), point out that the implementation of development projects across the different sectors of the Kenyan economy has been characterized by failure, one of the major contributing factors being inadequate knowledge and skills to fully implement the said projects. Ouma (2012) also

highlights the problem of failed development projects that has become a common phenomenon in the country. He states that despite the huge amounts of donor funds directed to different development projects in Kenya, lack of effectiveness in ensuring that the objectives of the programs are realized have often rendered these projects less beneficial to the public. A number of countries, including Kenya, have sought to decentralize the governance process in a bid to improve service delivery to the public. The country enacted a new constitution in 2010. The constitution established county governments, which has led to the distribution of power from the central government to the county governments. Auya, Bunei and Kimeu (2015) are of the opinion that such distribution of power improves the management of resources and community participation which is considered key to sustainable development. Three years after decentralization was officially commissioned, it remains unclear whether any improvements have been made as far as successful implementation of development projects in the country is concerned. This study seeks to investigate whether the governance structure in the county governments has an impact on the implementation of development projects, with the main focus being on Teso North Sub County in Busia County.

1.2 Statement of the Problem

The devolution process in Kenya is aimed at enhancing the central government's efforts to improve the delivery of important services to the public. The World Bank (2016) describes the decentralization process in Kenya as one of the most ambitious and rapid devolution process taking place across different countries in the world. The establishment of county governments has come with a fair share of opportunities and challenges that have impacted the process of implementing development projects. Mwende (2015) reports that devolution has led to radical changes in the country's

governance structure. However, challenges that marred the effectiveness of the central government in implementing development projects are still evident in the running of county governments. These challenges include unequal distribution of resources, poverty, exclusion of minorities, marginalization of some areas and communities, all which lead to skewed development. Other challenges that are impeding successful implementation of development projects by county governments include issues surrounding revenue allocation, the many offices involved in the devolution process with each having their own administrative and bureaucratic culture as well as lack of audit reports for structures, assets and liabilities inherited from former local government institutions. Most of these challenges have to do with the new governance structure. Previous studies have noted that organizational structure has a significant impact on successful implementation of strategies and projects. It is thus important to investigate whether the organizational structure of Busia County government has had any impact on the implementation of development projects in Teso North sub-county.

1.3 Purpose of the study

The purpose of the study was to investigate County organization structures on implementation of development projects in Teso North Sub County,Busia Kenya.

1.4 **Objectives of the study**

The objectives of this study were:

1. To establish how leadership styles influence implementation of development projects in Teso North Sub County, Busia Kenya.
2. To examine how communication channel influence implementation of development projects inTeso North Sub County, Busia Kenya.

3. To evaluate how citizen participation influence implementation of development projects in Teso North Sub County, Busia Kenya.
4. To determine how time management influence implementation of development projects in Teso North Sub County, Busia Kenya.

1.5 Research questions

This study sought to answer the following questions:-

1. How does project leadership influence the implementation of development projects in Teso North Sub County, Busia Kenya?
2. How does communication channels influence the implementation of development projects in Teso North Sub County, Busia Kenya?
3. How does citizen participation approach influence the implementation of development projects in Teso North Sub County, Busia Kenya?
4. To what extent does project lifecycle in time management influence the implementation of development projects in Teso North Sub County, Busia Kenya?

1.6 Significance of the study

This study was significant in a number of ways since the findings will be beneficial to the national government, the county government managers, the community and donors. From the findings of the study policy makers at the government level will acquire new information that will be important in guiding implementation of national and county funded projects.

Community and donor stakeholders were able to inform community of their role as stakeholders in project implementation. Donors who fund various community projects can learn on how to effectively implement community focused projects.

This study was important in contributing to the field of knowledge pursuit as it will generate new insights, debates in the field of project implementation by identifying research gaps for further research.

1.7 Delimitations of the study

The study was confined to the organizational structure and its influence on the implementation of development projects in Teso North Sub County Busia County. The respondents will include the County employees from Teso North Sub County.

1.8 Limitations of the study

One of the likely major limitations of this study were resources including time to cover the area of study.

The county employees who formed the main respondents of the study could be unwilling to participate in the study and may be afraid to give complete and correct information about the subject matter.

1.9 Assumptions of the study

The study was be based on the following assumptions

1. It was assumed that the organization structures in the County have an influence in project implementation in the county level of government.

2. It was assumed there are in existence development projects implemented by the county government in Teso North Sub County, Busia Kenya.
3. It was assumed that there are available resources to carry out the development projects in Teso North Sub County, Busia Kenya.

1.10 Definition of significant terms

County Organization structure	Refers to the hierarchical arrangement of lines of authority, duties that determine how power, roles and responsibilities are coordinated between the different levels of management.
Implementation of development projects	Refers to the carrying out of activities as specified in a given work plan. It is the action done in ensuring that the laid down plan is fulfilled.
Leadership styles	Refers to ways of providing direction to the team they supervise, implementing plans and decision making processes in their day to day job roles.
Communication Channel	Refers to the process of passing and receiving of information within an organization.
Citizens Participation	Refers to the involvement and growing empowerment of the locals through active, passive or interactive involvement of the community around to enhance the sustainability.
Time Management	Refers to the process of recording and controlling the duration spent by staff on the project.

1.11 Organization of the study

The study was organized such that the preliminary pages contained; Declaration, dedication, acknowledgement, acronyms and abstract. Chapter one will contain; background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitation and delimitation of the study, definition of terms and organization of the study. Chapter two presented a review of literature and relevant research associated with the problem and

conceptual framework, Chapter three presented the research methodology which included; research design, target population, sample size and sampling procedure, data collection instrument, data collection procedure, validity of instruments, reliability of the instruments, data analysis techniques, ethical considerations and operational definition of variables. Chapter four contained the analysis of the data analysis, presentation, interpretation and discussion. Chapter five presented a summary of the findings, conclusions, recommendations and suggestions for further research. This project ended with references and appendices that included questionnaires.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter reviewed the related literature on County organization structures on implementation of development projects in Teso North Sub County, Busia Kenya as it focused on Leadership style, Communication channel, Citizen Participation and Time management which are the independent variables and the dependent variable as implementation of development projects. This chapter also looked at the theoretical framework, conceptual framework and Summary of Literature.

2.2 Leadership style and implementation of development projects

Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees. Lewin, Lippit and White (1939). Yukl (2006) defines leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Northouse (2010) defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Leadership is an act where one influences others towards a given direction. On the other hand leadership is also the process where an individual directs, guides, and influences or controls the acts, 14 feelings or behaviour of another human being (Hayman 2006). Leadership is a process of stimulation by any person who during the time and insofar as his will feelings and insight, directs and controls others in the pursuit of a specific cause.

A group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership in 1939; this early study was very influential and established three major leadership styles. The authoritarian, democratic or laissez-fair types of leadership. Further studies also find out the transactional and transformational type of leadership. Authoritarian leaders give clear expectations for what needs to be done, when it should be done, and how it should be done. In this style of leadership, there is also a clear division between the leader and the followers. They make decisions independently with little or no input from the rest of the group (Fletcher, 2001). A Survey on the Chinese entrepreneurship acknowledges that authoritative leadership style combines strong discipline and authority with fatherly benevolence and moral integrity (Farh and Cheng, 2000).

Leadership is identified as an important subject in the field of strategy formulation and strategy implementation. The various leadership styles have different impacts on the way a particular organization implements its chosen strategies. The component of leadership is the one with the most dynamic effects during individual and organizational interaction. In other words, the ability of management to execute planned objectives depends on leadership capability. Mehra (2006) explain that the excellent leader not only inspires subordinates' potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals.

Understanding the influence of leadership styles on implementation is also important because leadership styles are viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Lado, Boyd and Wright, 1992). For

instance, transactional leadership helps organizations achieve their current objectives more efficiently ensuring proper strategy implementation (Zhu, Chew and Spengler, 2005).

Laissez-faire leadership is a style that implies the "lack of leadership" or a "hands off" approach to influence (Northouse, 2006). Robbins (2007) explained the laissez-fair style as Abdicates responsibilities avoid making decisions. Similar Luthans (2005), defined laissez- fair style as Abdicates responsibilities avoids making decisions. Leaders let group members make all decision (Northouse, 2006). In this style of leadership, the leader believes in freedom of choice. He avoids active participation in the responsibility of setting goals, clarifying expectations, organizing priorities or becoming involved when leadership direction is needed (van Eeden, Cilliers& van Deventer, 2008).

The self- efficacy of the follower is heavily relied upon as the follower must believe in his self-governing ability (Bandura, 1997). Leaders are said to be responsible for 17 motivating employees to go beyond ordinary expectations (Hater & Bass, 1988). The leader elicits this performance level by appealing to follower's higher order needs and moral values, generating the passion and commitment of followers for the mission and values of the organization, instilling pride and faith in followers, communicating personal respect, stimulating subordinates intellectually, facilitating creative thinking and inspiring followers to willingly accept challenging goals and a mission or vision of the future (Tracey &Hinkin, 1998). The leader thus identifies the future of the organization (Trott& Windsor, 1999), lifting individuals to focus their commitment and energy.

Koech and Namusonge (2012) conducted a study on the influence of leadership styles on organisation performance. The study was in States Corporation at Mombasa, Kenya. The result of the study showed that laissez faire leadership is not significantly correlated to organizational performance. Based on the findings the study recommended that manager should discard laissez faire leadership by becoming more involved in guiding their subordinates, managers should formulate and implement effective reward and recognition system. Laissez-faire leaders, otherwise known as the passive leadership style, avoid responsibility and decision making and are not always motivated or adequately skilled to perform (Den Hartog, van Muijen and Koopman, 1997). According to Bass (1990a) there is a negative association between passive leadership and subordinate performance. However, a passive leader could lead to 'empowerment' of followers (Den Hartog, van Muijen and Koopman, 1997).

Laissez-faire leadership is the extreme loose principle which includes non-interference policy that allows complete freedom to all the employees and has no particular way of attaining goals (Omolayo, 2007). This style of leadership is people centered and the leaders leave the group to make its own decision without participating or even setting a deadline for the decision. In this style leader hopes that the group will make the right decision the main advantage of this style is that it lets the team members to bond and can lead to successful decisions if group members take ownership and responsibility of the task. However the main disadvantage is that employees will often perceive the leader as indifferent to the organization and they might make the wrong decision without even realizing it. Since there is absolutely no control or guidance in this style of leadership wrong decisions can impose devastating effects on organizations (Skogstad, Matthiesen and Einarsen, 2007). Laissez-faire can also be considered as a destructive leadership behavior because in the absence of the leader's control some

individuals can dominate group decisions and bully other members in the group (Hoel and Salin, 2003).

Autocratic leaders are usually rigid in their thinking and perceptions. They believe that employees have minimal abilities and capabilities and need close supervision and direction, and that controls are needed to assure their compliant behaviour. The autocratic leaders believe their style is highly efficient (Lester, 1980). According to Ronald (2011), this style of leadership results in minimal or no innovation, and virtually no personal or organizational change, growth and development. Cooperation, commitment and achievement are stifled. Most individuals are familiar with the autocratic leader because such leaders are prevalent even today. It is generally not considered one of the best methods of leadership; however, the autocratic leader definitely is the preferred style in the military, police, and other organizations where individuals may be in dangerous situations (Conger & Benjamin, 1999).

Murigi (2013) conducted a study on influence of head teachers' leadership styles on pupils' performance in Murang'a, Kenya and one of the leadership style variables was 19 autocratic leadership style. The measures used in autocratic leadership were punishment, task oriented, commands and supervision. According to findings of the study autocratic leader focused in their managerial role as they were task oriented and getting things done. The study observed that the autocratic leader motivated the staff through punishment.Autocratic leaders do not take care of the socio-emotional dimensions of groups; they act in more self-centered ways (Bass, 1990a; De Cremer, 2006; Van de Vliert, 2006). Groups with an autocratic leader are less committed, because such a leader gives them opportunity to free-ride on the efforts of others.

Moreover, research shows that autocratic leadership negatively influences group stability and effectiveness (Van Vugt, Jepson, Hart and De Cremer, D., 2004).

Herzberg (1996), an autocratic leader is one who is work centred. These leaders imposes decisions using their position to force people to does they are told. The leader concentrates all his/her authority and all the decision making powers in him or her. This kind of a leader structures the complete work situation for his employees. There seems to be no participation by his employees/subordinates in decision making process. The employees simply do what they are told to do without much question. His subordinates fully depend upon him/her and are unaware of the goals of the organization. The leadership style makes workers to be frustrated. This arises as a result of their inability to work without a supervisor hence it flows from their task of opportunity to exhibit their skills and perform actions without approval and constant supervision by their leaders who are authoritative. The employees also tend to disrespect the leader since they may find him or her a bother and very petty. An authoritative leader normally creates an atmosphere that may not be conducive. He or she tends to make life almost impossible in the organization hence making other workers to rebel against such type of leadership.

Autocratic leadership style which was later named as classical leadership is the extreme strict principle in which the leader maintains a master-servant relationship with members of the group. The autocratic leader is task centered and his/her focus is to get a certain task done quickly. Autocratic leader makes all the decisions and assigns tasks to members of the group. In organizational environment these leaders are usually powerful CEOs who hold multiple titles (chairman, CEO, president), receive high compensation, and often control large shareholdings to dominate companies

(Finkelstein, 1992). These leaders are usually blessed with a charismatic and self-confident personality. Autocratic leaders use their position to pursue aggressive and visionary goals (Whetten, 1980) and use their power through organization culture, press and media to praise their own initial success. These leaders often use titles such as "superhero" Bernie Ebbers at WorldCom, the "genius" Jean-Marie Messier at Vivendi, the "godfather" Percy Barnevik at ABB, and "Roman emperor," Tyco's CEO Kozlowski (Probst and Raisch, 2005).The main advantage of autocratic leadership style is that it gets things done quickly. Moreover it ensures that the leader gets listened to lets team members know when their behavior is unacceptable. However autocratic leadership style has many disadvantages and it is considered as a destructive leadership behavior (Hoel and Salin, 2003). Basically any organization that relies on the ability of a single person is living dangerously. As suggested by various scholars the major cause of organizational decline is a top executive who has too much power (Probst and Raisch, 2005) some of the main disadvantages of autocratic leaderships are that it doesn't allow team members to think for themselves and this limits innovation and employee participation. Moreover, this leadership style can distance team members from the leader which can cause low level of job satisfaction and trust in the organization.

Democratic leadership is sometimes referred to as enlightened leadership. An individual manifesting this type of leadership recognizes each person's self-worth and esteem. The leader's actions are based upon trust, integrity, honesty, equality, openness and mutual respect. Democratic leaders show consideration and concern for others by empathetic listening and understanding. They foster open communication among all employees at all levels (Ronald, 2011). According to Northouse (2007), democratic leader shares decision making with the other members. Democratic leadership is

associated with higher morale in most situations although it is associated with low productivity. Chemers (1984) defined democratic leadership as emphasizing group participation. Thus, participation is the major characteristic of democratic leadership (Bass, 1990). This type of leadership produces a shared leadership that promotes a feeling of satisfaction and achievement as a group makes progress on task (Lester, 1980).

The democratic type of leader practices employee involvement in considering important issues and exercises influence in reaching consensual decisions. The main objective is to democratically attain commitment to and ownership of decisions. He or she has high performance and quality expectations and recognizes that the only way to attain them is through a committed workforce (Ronald, 2011). Employees participate in establishing goals both common goals for the good of the organization and goals for their own personal self-growth, learning and development. The role of the leader is to guarantee 16 each employee's success in accomplishing these goals. A feedback system is instituted whereby each employee has the responsibility of informing the leader manager of any obstacle that prevents successful achievement of the goals, and the leader manager subsequently removes the hindrances (Ronald, 2011).

According to a study carried on small and medium enterprises in Nairobi in May 2015 the adoption of democratic leadership style where the owner and the employees are involved in the decisions making improved implementation of strategic plan, open communication in the business and constant feedback also improved implementation of strategic plans. Encouragement of team work, the owner of the business caring for the well-being of the employees and delegation of authority also played a great role in efficient implementation of strategy.

Democratic leadership style which later evolved to participative leadership is a leadership process in which the leader has a master-master relationship with group members. The leader uses a consultative approach to encourage group participation in decision making. Democratic leadership is defined as the process of joint decision-making or at least shared influence in decision-making by a leader and his or her subordinates (Koopman and Wierdsma, 1998). According to White and Lippitt (1960) democratic leaders emphasize on group participation, discussion, and group decisions. Democratic leadership involves working with a group to assure that they make decisions sensibly and fairly. The main reason for leader's intervention is to make sure that everybody has a say and that decisions do get made. There are many advantages in using democratic leadership. Since this leadership style allows everyone to get a say in making the decision, the final decision has support from the majority of employees. Because the leader is transferring the power to the followers, this leadership style can increase the level of trust, motivation, innovation and job satisfaction in the organization. The main disadvantage is that it can be time consuming and can be difficult to get the majority onboard. Moreover if the technique is over used it can have negative effect on the organization so it is critical for the leader to know when to intervene.

2.3 Communication Channel and implementation of development projects

Communication refers to the process by which information is transmitted and understood between two or more people" (McShane & Von Glinow, 2005). Communication is an integral part of the organizational process as the flow of communication up and down the organizational hierarchy has its effects on efficiency, decision- making and morale of organizations. Thus, effective communication is regarded as the foundation of organizations today (Witherspoon, 1997; Von Krogh e

al., 2000). Communication strategies are common in the business world, where they are used as part of a business plan, detailing how to communicate with various groups of people. A single business may have multiple strategies for different categories of people, such as clients, investors, competitors or employees. Some companies even have an internal communication strategy for communicating within the business itself. These strategies are used to determine things like what information to share with the clients or investors, as well as how that information should be presented. Communication strategy articulates, explains and promotes a vision and a set of well-defined goals. It creates a consistent, unified "voice" that links diverse activities and goals in a way that appeals to your partners, or stakeholders. According to the World Bank, 2001, "ultimate goal of communication is to facilitate a change in behavior to achieve management objectives". Communication is both a symptom and a cause of organization performance problems. Poorly designed organizations, ineffective processes, bureaucratic systems, unaligned rewards, unclear customer/partner focus, fuzzy visions, values, and purpose, unskilled team leaders and members, cluttered goals and priorities, low trust levels, and weak measurements and feedback loops all cause communication problems.

According to Boone (2000) communication has three main functions. The first one is to connect different people in and around the organization. Connecting can be via some media or direct face-to-face communication, but in order to communicate people need to be connected first. After people are connected, communication is about informing. The third important aspect of communication is to engage people. Engaging means that all parties are willing to share in the creation and implementation of ideas (Boone, 2007). Projects are built around successful communication, not only technology as one might think in a high tech company. According to the studies more than a half of

management problems in projects are more or less caused by poorly looked-after communication (Ruuska, 1996).

Email is one of most common communication channels in organization communication. Wiio (2009) points out the change in communication balance time-wise: the loading is usually heavier on the respondent. In face-to-face discussion both parties usually invest the same time and effort into the conversation, but an email with few sentences most of the times requires longer and more in-depth reply. (Wiio, 2009). A lot of information in the high technology business sphere is exchanged via electronic media: emails guided and pre-defined web-based programs or integrated enterprise resource planning programs. This also provides data protection when working with subcontractors. This thesis does not include order-demand order confirmation channels.

Email may play an important role in supporting weak tie networks based on communities of interest, particularly those that are geographically dispersed (Feldman 1986; Finholt and Sproull 1990). In analyzing email communication within a Fortune 500 office systems company, Feldman (1986) found messages that subjects believed they would not have sent without email were more likely to be between people who are spatially or organizationally distant. Pickering and King (1995) argue that inter-organizational computer mediated communication could catalyze a shift from hierarchical to market relations through its ability to support networking among geographically dispersed professionals. These observations and theoretical conjectures are relevant because they suggest email may be a particularly good way of obtaining information on weak tie networks.

Keyton (2011) defined communication as the process of transmitting information and common understanding from one person to another. Lunenburg (2010) draws attention

to Keyton's definition that unless a common understanding results from the exchange of information, there is no communication. For the message to be understood, effective communication must take place. Effective communication described in Shannon's communication model (1954) shares meaning and understanding between the person sending the message and the person receiving the message. For effective communication to occur there is the need to understand the communication process. The communication process is a simple model that demonstrates all the factors that can affect communication (Keyton, 2011). Keyton (2011) indicated that the elements in the communication process determine the quality of communication and a problem in any one of these elements can reduce communication effectiveness. In view of Keyton's assertion, information must be encoded into a message that can be understood as the sender intended and selection of the particular medium for transmitting the message must be critical since there are various forms of channels.

The rapid adoption of email and the Internet in the 1990s spurred predictions of changes in organizational communication patterns. Recurrent themes include the flattening of hierarchies and increases in communication directed towards communities defined by interest as opposed to physical proximity. The first theme is rooted in contingency theory, particularly Galbraith's work (1973; 1974). It predicts organizations will increase specialization and lateral communication links as a response to increasing environmental complexity. Hinds and Kiesler (1995) explored choices between email, telephone and voicemail in the context of communication patterns among technical and administrative staff in a large telecommunications firm. They found technical employees had more lateral communication than administrators and were also proportionately more likely to use email as opposed to voice mail for asynchronous messages. They also found that lateral and out-of-chain communication was

disproportionately by telephone, which they interpret as suggesting that when employees connect weak ties they must exchange social as well as substantive information. In light of findings from the more general literature on email usage and adoption, it seems likely that the balance between telephone and email communication at a distance differs across organizations. Consistent with social definition theory interpretations, organizational culture and task differentiation may be important explanatory factors.

Communication system facilitate the exchange between all stakeholders (Balit, 2004; Bessette, 2004; Mefalopulos and Grenna, 2004; Muturi and Mwangi, 2006; Stuart, 1994; Thurston *et al.*, 2004).31 Mefalopulos and Grenna (2004) emphasises that, since participation alone is not sufficient to design a sustainable development project, a design that combines the people-based approach of participation with a systematic communication strategy is needed (Mefalopulos and Grenna, 2004). Thurston et al. (2004) suggest an advisory committee as a model for increased communication and understanding. A study by Stuart (1994) of a three-year experimental project to transfer agricultural technology to small agricultural businesses in the Philippines found that public loudspeakers provided open lines of communication to inform every community member. The study (Stuart, 1994) further reveals the importance of adequate social preparation to ensure that project participants know from the beginning how their ideas, problems, needs,preoccupations, and aspirations contribute to the planning. According to Stuart (1994), communication systems should be responsive to the needs of the local people. His study demonstrates that the linkages forged by the Filipino community have widened the perspective of the community members on their opportunities and opened up new entrepreneurial activities.

The face-to-face communication is the personal mode of communication in which the participants can directly respond to signals of the counterpart (mimic and gesture). Such back couplings (feedback) between the communication partners in terms of queries and alternating conversation lead to immediate comprehension opportunities with a high flexibility. The immediate comprehension in the Face-to-Face communication enables a higher influence in comparison to mass communication. (vanKoten 2011). Berko *et al*. (2007) define face-to-face communication as a form of interpersonal communication (being part of human communication) that takes place between two or more persons who establish a communicative relationship. A rather technical explanation is given by Tubbs and Moss (2003): face-to-face communication is a multichannel experience. Simultaneously, we receive and make use of information from a number of different channels. The channels of face-to-face communication are the sensory organs."

Interpersonal Communication is the basic unit of communication. It may occur among three or more individuals depending on the circumstances, such as in group meetings, as well as between two people. (cf. Tubbs, Moss 2003). Organizational Communication from a systems perspective is defined as "the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty (Goldhaber 1990). Wilson, Goodall and Waagen define Organizational Communication as "an evolutionary, culturally dependent process of sharing information and creating relationships in environments designed for manageable, cooperative, goal-oriented behavior." To clarify the notion of Organization in this context a definition by Tubbs and Moss is made use of here: "An organization is often defined as a collection of individuals who, through a hierarchy of ranks and division of labor, seek to achieve a predetermined goal." (2003).

Because of the unique aspects of projects and the matrixed nature of projects, effective communication is vital for project success. Overlapping responsibilities, frequent changes in scope, complex integration and interface requirements, decentralized decision making processes, and potential for conflict are all factors that make communication on projects challenging (Verma, 1996). Written communication skills have become significantly more complex with the advances in the mediums used for communication (Buhler, 2011). Buhler found that understanding how to select the appropriate communication channel is a challenge for project managers – with e-mail being an overused channel of choice. According to Buhler (2011) and Schwalbe (2009), e-mail should be used for routine communication situations and not for sensitive communications, discussions, or topics that need buy-in from stakeholders.

2.4 Citizen Participation and implementation of development projects

Community participation is the process of "giving people more opportunities to participate effectively in development activities, empowering people to mobilize their own capacities, be social actors rather than passive subjects, manage the resources, make decisions and control the activities that affect their lives" (Sproule, 1996). The United Nations (1981) sees community participation as the creation of opportunities to enable all members of a community to actively contribute to and influence the development process and to share equitably in the fruits of development. Community participation is a complex mechanism, and in effect there is no single blue print. Hence, each area is characterized by different dynamics and demographics. This view is held whilst taking cognizance the fact that development does not occur successfully if beneficiaries are not part and parcel of the process of planning and implementation of the process.

Community participation means empowering people by developing their skills and abilities so that they can negotiate with the rural development system and can make their own decisions in terms of their development needs and priorities (Theron, 2005). Community participation is a continuous two way process which involves the full understanding of processes and mechanisms through which development problems are investigated and solved. It covers a spectrum of activities ranging from passive involvement in community life to intensive action-oriented participation in community development. Community participation provides individual with the opportunity to influence public decisions and has long been a component of the democratic decision making process (Cogan and Shape, 1986).

Feeney (1998) defined participation as 'an opportunity for citizens and public and private organizations to express their opinions on general policy goals or to have their priorities and needs integrated into decisions made about specific projects and programmes. According to Desai, the United Nations defines participation as the sharing of ideas by people towards the benefits of development, activities, making an active contribution to the development process and being involved in decision making at all levels of society (Desai, 2002). The World Bank Participatory Learning Group (WBPLG) views participation in terms of stakeholders influence and their shared goals. It defined participation as a process through which stakeholders' influence and share control over development initiatives, decisions and resources which affect them (Nelson and Wright, 1995; McGee, 2002). However, in the contrarily Oakley argued that participation should be a form of voluntary contributions made by people who might be involved in public programmes which are geared towards national, regional or community level development but they are not supposed to make any contribution through decision-making or influence any policy formulation or implementation

(Hilhorst, 2003). Oakley's understanding shows that participation should be passive, where individuals become just representatives rather than active members in the participatory process.

Community development involves efforts of both government and communities. However, in Nigeria, many communities still believe that developmental programmes are sole responsibility of government in power. Projects provided solely by the government without involving the people in many communities could not be sustained because there is no commitment on the part of the people. In such an instance, there is no link between sustainability of projects provided by the government and the interest of the people because people are not involved in decision making. Members of the community should have interest in the programme that affects their welfare and participate actively in the identification of their needs, planning, and execution of programmes, utilization and evaluations. Thus, participation yields greater interest in sustainability (Abiona, 2009). For sustainability of community development programmes to be ensured Abiona (2009) identified some key elements of programmes sustainability among which include: programme should be people oriented, the need for stability of government and stable policies; transparency and accountability in all sectors; equal access to resources; and effective political system; recognition and involvement of local institutions in development programmes.

The spirit of participation has the ability to become a powerful force, when the community is united. Active participation of the community in the decision making process signifies trust and transparency. According to Moseti (2010) at the 46th ISOCARP Conference in Kenya, reiterated the fact that, trust and transparency are the bed-rock of the community taking active part in the decision making process. She goes

on further to state that, a healthy civic culture is an attestation of the proportion of public involvement in local governance. Claeys (2001) sees the ability of the citizenry to participate regardless of their social and economic standing as, the respect that is accorded to an individual recognising, that they have the ability to contribute something meaningful towards community advancement.

In the context of organizational development, Anyanwu (1992) refers to citizen participation as an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receiving a share of the project benefits. Thus, it can be said that citizen participation in organizational development programmes entails the involvement of the people or their representatives in the formulation and development of proposals, planning of programmes and its implementation. Citizen participation in development programme is therefore an obvious strategy for programme success, as it is a powerful tool for mobilizing new and additional resources within the organization (Anyanwu, 1992). The principle of citizen participation implies, therefore, that community members have to supply the necessary and needed stimulus for programme's success. Paul (1987) observed that citizen participation is mainly used to achieve effectiveness, efficiency and cost sharing. A consideration of these definitions of citizen participation and the extent to which project implementation has incorporated participation into project strategy are indications of the minimal practical application of the concept in project design and implementation.

Sidorenko (2006) defines participation as a process of taking part in different spheres of societal life such as political, economic, social, and cultural and others. It is clear in this definition that participation is about being involved in different spheres be it economic or social. With regards to rural development, Jennings (2000) defines

participation as involvement whereby local populations are involved in the creation, content and conduct of a program or policy designed to change their lives. Jennings (2000) argues that participation requires recognition and use of local capacities and avoids the imposition of priorities from outside.

Chambers (1997) asserts that participation is an empowering process that enables people to do their own analysis and to make their decisions. He adds that it means "we" participate in "their" project not "they" in "ours". Both Jennings (2000) and Chambers (1997) acknowledge the importance of the local people's contributions and control in planning and decision making in development. This in turn gives them a sense of ownership. Additionally, De Beer and Swanepoel (1998) confirm that participation may mean that communities are allowed direct and ultimate control in taking decisions concerning their affairs. As can be seen from the above definitions, participation is a process whereby participants actively take part in issues that concern them, especially in planning, decision making and implementation of development programs.

Community participation is one of the key ingredients of an empowered community (Reid 2000). Community participation comprises of a community coming together to plan, make decisions and take full control of issues and manages problems that concern them. It is an important component of community development and reflects a bottom-up approach to problem solving (Mohan 2002). It is significant to note that community participation is not only about using a bottom-up approach to specifically solve problems, but it must also reflect a bottom-approach in all spheres of development. Given that community participation draws advocates from sharply different viewpoints, it is therefore not surprising that the above statement deems participation not only as

being a necessary condition for successful community development, but also empowers local people to be self-reliant.

Rebori (2005) emphasizes that community participation is at the heart of any community development program and is generally recognized as a critical ingredient to civic life and a healthy democracy. In light of this statement, there is need to note that not all citizens participate in community development programs or neither would they vote. Therefore, there is need for further research on this issue. However, arguments in support of participation in community development rests on four themes, people know what is best for them, ownership and commitment as people contribute to the human capital and resources, people can develop skills and knowledge to assist them in future work and hopefully within their communities (Rifkin and Kangere 2003).

Theron (2005) states that community participation means empowering people by developing their skills and abilities, so that they can negotiate with rural development systems and can make their own decisions in terms of needs and resources. Community participation despite the major debate on whether it has brought about a positive impact; has sincerely given some communities an opportunity to determine their own future in terms of resources and basic needs. By means of employing this approach, community members become active participants in decision making, plans and projects. In addition, they gain technical skills to assist them in the implementation of their projects, making them more empowered to take full control of their situations.

Community participation plays a crucial role for meaningful development to take place. The World Bank (2001) gives plausible reasons in support of community participation in that involving the local people can help them develop technical and managerial skills; it would expose them to a great amount of experience and insight into what works, what

does not work and why. For this reason, it gives the local people the power to choose programmes and projects that would be good for them. It gives the local people a voice to make their own decisions and to take their part in their own development.

Extensive literature search has identified the importance of community participation in development projects since it is broadly accepted that community participation is one of the key ingredients of an empowered community .But community participation is far more than a requirement, it is a condition for success studies have documented that communities that engage their citizens and partners deeply in the work of community development raise more resources, achieve more results, and develop in more holistic and ultimately more beneficial way. Community participation then, is critical to community success (Norman, 2000).It is believed that participation ensures success as people get involved when they have a sense of ownership of project and feels that the project meets their needs.

Lancaster (2002), points out the importance of community participation as follows: the approach helps the project to be sustainable as communities themselves learn how to adopt and correct changes resulting from the project ,partnership or participation helps to protect interest of the people concerned, it enhances self-respect and self-reliance among people, that is ,they are enabled to obtain and do this by themselves, communities become aware of the project implementation as they have a great store of wisdom and skills. They understand their local needs and the nature of new project which they achieve. They can easily spread the new knowledge they acquired to other communities, thus cause a rapid increase in growth of the new idea, participation promotes a sense of ownership among the community of equipment used in the project,

and even projects itself. For example, they will protect and maintain the projects through their own means like dispensary buildings, water pumps and school buildings.

Sheikh(2010),found that participation of local communities in development projects planning in the study conducted in Bangladesh has been found to be very low(7%) while the percentage is a bit high (24) in the implementation stage though it is mainly managed ,guided and directed by patron-client relations, mutual benefit-sharing and personal relations. Participation is limited to the rich and socially influential persons, without whom the elected representatives cannot think of their political successes.

Mukandala (1998) in his study conducted in the parts of Tanzania found out that decisions about who is to participate in the Ward Development Committees (WDC) who are the bottom local level decision-making bodies which pass requests before being forwarded to the levels in the district hindering their effectiveness in succeeding high levels of popular participation in decision making. This is because although the norms state that many positions are for people representatives, in practice decisions on who to attend can and were taken in some of the districts by government officer at higher levels of the administration who invited influential people when important decisions were made.

According to Deogratias (1995), in Tanzania there are no citizen participation, the fact is that Elite or expert use their professional power to citizen, instead of promoting people to participate in all issue which affect them. They impose their own ideas of development which do not serve citizen interest. Public participation approach allow citizen on a voluntary and conscious basic to organize themselves to solve their problems also participation give a group members a strengthened self-image, greater

confidence, sense of willingness capacity to take action their own best interest Deogratias&Gajanayake (1993).

2.5 Time Management and implementation of development projects

In Saudi Arabia, Assaf and Al-Hejji (2009) found that only 30% of construction projects were completed within the scheduled completion dates and that the average time overrun was between 10% and 30%. Odeyinka and Yusif (2010) have shown that seven out of ten projects surveyed in Nigeria suffered delays in their execution. Miller and Lessard (2011) contends that close to 40 percent of large engineering projects researched on a worldwide basis experienced serious performance problems ($985 million average cost). Shanmugapriya and Subramanian (2013) posit that upto 60 per cent of construction projects in India are overwhelmed by time and cost overruns (Gupta, 2009). Studies in the U.S. (Ahmed et al., 2009) and in other developed economies revealed a trail of time and cost overruns on building. El-Razek *et al*. (2008) found that delayed payments, coordination difficulty and poor communication in Egypt, Sambasivan and Soon (2007) established poor planning, poor site management, in Malaysian Construction Industry. Kaliba *et a,*. (2009) in road construction in Zambia were delayed payments, construction mistakes, labour disputes and strikes.

Delays as referred in construction are prolonged construction periods while disruptions are events that disturb the construction program. Delays and disruptions are among the challenges faced in the course of executing construction projects (Kikwasi, 2012). Delays as well as disruptions are sources of potential risks that current studies are looking into ways to manage. Various studies (Kikwasi. 2012 citing Cohen and Palmer, 2004; Baloi and Price, 2003; Finnerty, 1996; Miller and Lessard, 2001) have identified sources of and types of construction risks that need to be managed as part of project

management process. There are also risks and factors (Kikwasi, 2012 citing Zou, Zhang and Wang, 2006; Aiyetan, Smallwood & Shakantu; 2008) that affect construction project delivery time which are also causes of delays. Causes of delays have been identified in various parts of the world such as Malaysia, Saudi Arabia, Jordan, Kuwait, Hong Kong and Thailand (Njuguna, 2008 citing Sambasivan and Soon, 2007; Al-Kharashi and Skitmore, 2008; Al-Momani, 2000; Kumaraswamy & Chan, 1998; Noulmanee, Wachirathamrojn, Tantichattanont & Sittivijan, 1999). The results reveal that there are differences and similarities as to the causes of delays. Delays and disruptions have had effects to construction projects. Some of these effects as researched on by Aibinu and Jagboro, (2002) and Njuguna, (2008) citing Sambasivan and Soon, (2007) are time overrun, cost overrun, dispute, arbitration, total abandonment and litigation. All these adversely affect time and cost overruns on projects.

Timely completion of a construction project is frequently seen as a major criterion of project success by clients, contractors and consultants alike. Newcombe *et al* (1990) note that there has been universal criticism of the failure of the construction industry to deliver projects in a timely way. NEDO (1983) states that a disciplined management effort is needed to complete a construction project on time, and that this concerted management effort will help to control both costs and quality. This is tantamount to saying that the client's objectives can be achieved through a management effort that recognizes the interdependence of time, cost and quality.

Chan and Kumaraswamy (2002) remarked that studies in various countries appear to have contributed significantly to the body of knowledge relating to time performance in construction projects over the past three decades, while Iyer and Jha (2005) remarked that project performance in term of cost is studied since 1960s. These studies range

from theoretical work based on experience of researcher on one end to structured research work on the other end. Moreover, Pheng and Chuan (2006) stated that there have been many past studies on project performance according to cost and time factors.

Chan and Kumaraswamy (1996) stated that a number of unexpected problems and changes from original design arise during the construction phase, leading to problems in cost and time performance. It is found that poor site management, unforeseen ground conditions and low speed of decision making involving all project teams are the three most significant factors causing delays and problems of time performance in local building works. Okuwoga (1998) stated that cost and time performance has been identified as general problems in the construction industry worldwide. Dissanayaka and Kumaraswamy (1999) remarked that project complexity, client type, experience of team and communication are highly correlated with the time performance; whilst project complexity, client characteristics and contractor characteristics are highly correlated with the cost performance. Reichelt and Lyneis (1999) obtained that project schedule and budget performance are controlled by the dynamic feedback process. Those processes include the rework cycle, feedback loops creating changes in productivity and quality, and effects between work phases.

Chan and Kumaraswamy (2002) proposed specific technological and managerial strategies to increase speed of construction and so to upgrade the construction time performance. It is remarked that effective communication, fast information transfer between project participants, the better selection and training of managers, and detailed construction programs with advanced available software can help to accelerate the performance. Jouini *et al* (2004) stated that managing speed in engineering, procurement and construction projects is a key factor in the competition between

innovative firms. It is found that customers can consider time as a resource and, in that case, they will encourage the contractor to improve the time performance.

The Critical Path Method (CPM) is a schedule network analysis technique developed by the DuPont Corporation in 1957. CPM is a deterministic technique that, by use of a network of dependencies between tasks and given deterministic values for task durations, calculates the longest path in the network called the 'critical path' (Khodakarami, Fenton *et al*, 2007). The length of the 'Critical Path' is the earliest time for project completion. CPM calculates for each activity, how quickly the task can be accomplished i.e. early start and finish dates of each activity by performing forward pass analysis. Once all these dates have been calculated, the finish date of project can also be determined. With this known finish date, CPM then calculates how slowly each task can be accomplished i.e. late start and late finish dates for each activity. CPM does not takes into consideration any resource limitation for this calculation (Sun 2004). The resulting early and late start and finish dates are not necessarily the project schedule, rather they indicate time periods within which the schedule activity should be scheduled, given activity durations, logical relationships, leads, lags and other known constraints. (PMI, 2004).

CPM provides a graphical view of the project; it predicts total project duration and also identifies which activities are critical in maintaining the schedule. Identification of critical activities and paths helps management to optimize resource allocation and also identifies which tasks can be delayed for a while if resource needs to be reallocated to catch up on missed tasks (MindTools 2004). Often root cause of project overruns is failure to identify factors that have potential to affect the activity (Stelth, Le Roy *et al* 2009). As CPM encourages all members in the project team to evaluate and identify the

requirements of the every project activities and its successor and predecessors in a critical and logical fashion, it helps to draw true and more accurate picture of processes involved and their time and cost. Identification of slack and float enables project manager to maneuver different resources to best satisfy the project time and cost goals. CPM also offers a form of documentation to organizations which can be used for upcoming similar projects in future (Stelth, Le Roy *et al* 2009).

2.6 Theoretical Framework

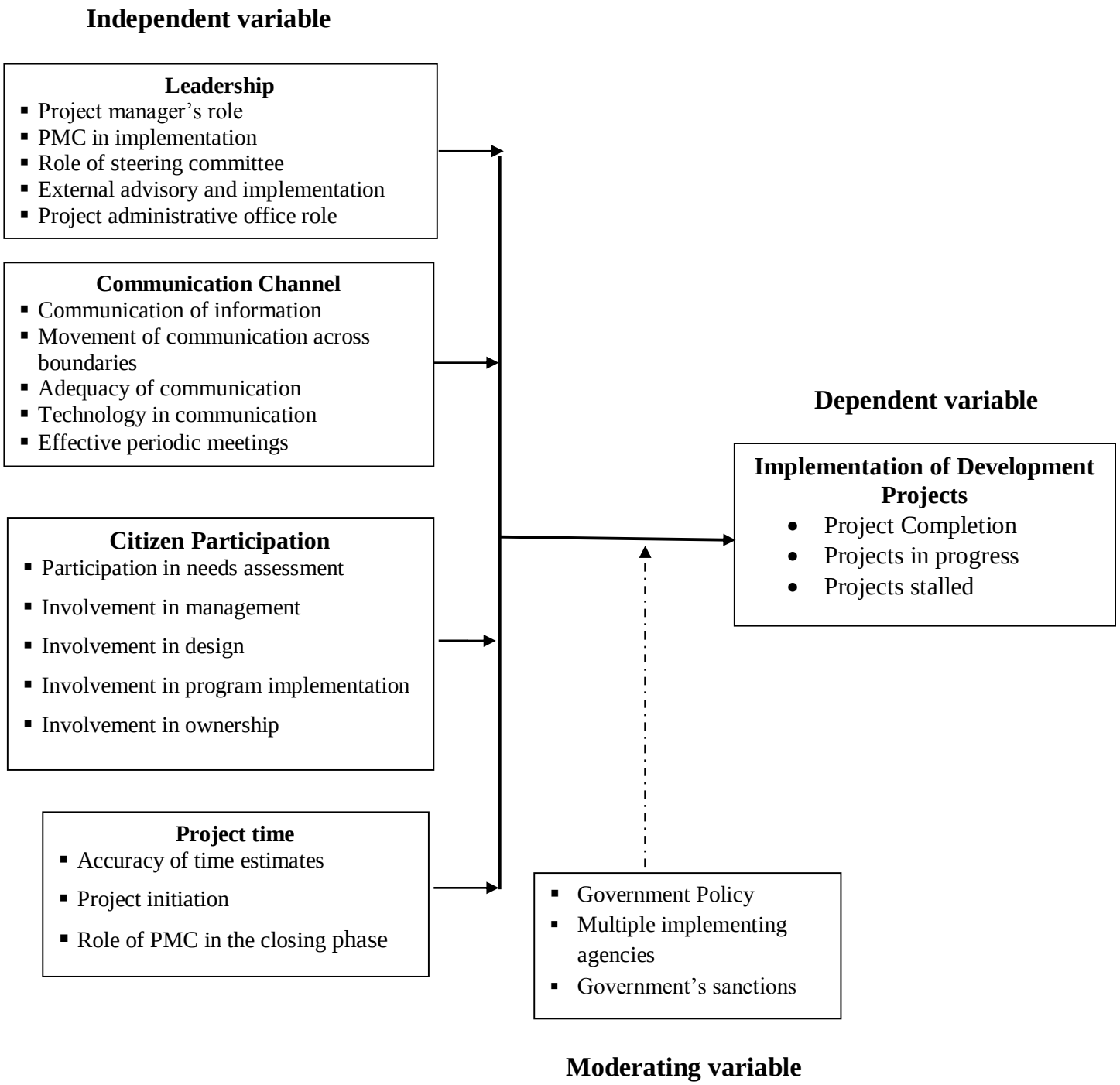
This study adopted the Expectancy Theory. The theory states that if you can create expectancy in a person, the expectancy may indeed become fact' (Newell, 2008). If a person is told that he or she is a poor performer and is no good at doing a job, the person will eventually become no good at doing the job and become a bad performer and consequently if a person is told is a high performer and does good work, the person may indeed become a good worker and a high performer. In practice, the organization structure which treats people with encouragement, giving them a sense of recognition and achievement, and giving them a sense of recognition and achievement, and giving praise publically and criticism privately results in successful project implementation. This can come in handy by the project leaders to exercise their management skills in project implementation thereby improving team productivity.

2.7. Conceptual Framework

The whole literature review will be summarized in the above conceptual framework to examine the organizational structure significance on the implementation of development projects. The figure will show the factors that influence implementation of projects as how leadership styles, communication channel, citizen participation and time management influences implementation of development projects. It will also show

the various indicators that will provide a platform that shall be assessed and provide solution was based on them.

Figure 1. Conceptual framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The focus of this chapter was a presentation of research design, target population, sample size, Sampling procedure, methods of data analysis and presentation and instruments are highlighted. The chapter will further give the ethical consideration and the operational definition of variables.

3.2 Research design

The study applied a descriptive research design; this is the systematic, empirical inquiry into which the researcher won't have a direct control of the independent variables as its manifestation has already occurred (Mugenda and Mugenda, 1999). Descriptive research is concerned with how, what is or what exists is related to some preceding event that will influence or affect the present condition or event (Best, 1970). This is in line with the purpose of the study as it seeks to establish whether organizational structure has any significant impact on the implementation of development projects. The researcher preferred a descriptive research design because the variables under study had already occurred and they are beyond control. Also the design gave the study the advantage of collecting original data for the purpose of describing a population which is too large to observe directly hence it was good for the purpose of generalization (Cohen, Manion and Morrison, 2000).Descriptive survey gathers data on a one shot basis and hence it is economical and efficient (Morrison, 1993). Descriptive survey is also compatible with questionnaire which the research employed in collecting data (Mugenda and Mugenda, 1999).

3.3 Target population

The research targeted a total population of 2,000 County employees who leave within Teso North Sub County. It targeted men and women of all ages within Busia County, Teso North Sub County.

3.4 Sample size and sampling procedure

In this section, the researcher discussed the sample size and sampling procedures that was used. Sample is a small group selected from the target population (Mugenda and Mugenda 2003) large enough to present the salient characteristics of accessible population.

3.4.1 Sample Size

According to Kothari (2003) sample size refers to the number of items to be selected from the target population. The sample size should be optimum to fulfill the requirements of efficiency, reliability, representation and flexibility. The study adopted a sample size of 200 respondents that is 10% of the total population of 2000 in Teso North Sub County, Busia Kenya.

3.4.2 Sampling Procedure

Sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Mugenda and Mugenda 1999). The study adapted a systematic random sampling technique to select the sample population of the County employees by picking the tenth employee from Teso North Sub County (Mugenda and Mugenda, 2003).

3.5 Data Collection Instruments

The research instruments that was employed in this study as a tool for data collection were Questionnaires which was used to supplement each other to give a deeper and wider exploration into research perspective which gave the researcher more quality. According to Bourke (2005) simply states that questionnaires are used to obtain different type of information. It has several advantages. Gay (1992) maintains that questionnaires give respondents freedom to express their views or opinion and also to make suggestions. It is also anonymous, anonymity helps to produce more candid answers than is possible in an interview, low cost of collecting data, designing the questionnaire is easy and sending it to a respondent as well is being less expensive in analyzing and processing the data, It also presents an even stimulus potentially to large numbers of people simultaneously and provides the investigation with an easy accumulation of data. The questionnaire for the employees comprised of personal information. It also collected data on the study objectives.

3.6 Pilot Study

The research instrument was piloted in order to standardize them before the actual study. The pilot study was done in the neighboring Teso South Sub County to determine if the items in the research instruments yielded the required data for the final study.

3.7 Validity and Reliability

3.7.1 Validity of the Instruments

Validity refers to the degree to which results obtained from the analysis of the data actually represent the phenomena under study (Mugenda and Mugenda, 1999). Gay, (1987) states validity as the ability of an instrument to measure what it is intended to

measure. Content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators of a particular concept (Mugenda and Mugenda, 2003).In this study, the researcher ensured that the questionnaire items are constructed or formulated based on the objectives of the study. The item was written in a clear and simple language for easy comprehension by the respondents. To ensure content validity, the researcher used the University lectures including the supervisor to determine the validity of the questionnaires. This ensured that the items in the instruments captured the intended information accurately according to the objectives of the study.

3.7.2 Reliability of the Instruments

Mugenda and Mugenda (1999) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated tests when administered a number of times. In a research study, a reliability coefficient can be computed to indicate how reliable data are. A coefficient of 0.80 or more implies that there is a higher degree of reliability of the data (Mugenda and Mugenda, 2003). In this study, the test-retest method was employed to assess the reliability of the research instruments in one ward which was not part of the actual research.

3.8 Data collection procedures

After the approval of the proposal, the researcher proceeded to obtain a permit from the National Council of Research (NCR) and a letter of authority to conduct research from the University of Nairobi (UoN). The researcher then wrote a letter of introduction to the respondents. The letter indicated the purpose and significance of the study. The researcher undertook a survey of the sample population and developed a rapport with the respondents before the actual study. The researchers carried out a pilot testing of

the instrument to ensure reliability. The researcher then collected the data from the field, assisted by two research assistants whom were inducted on how to carry out the research. Once the information was collected it was analyzed using the instruments, a report written and submitted before a panel for consideration of the award of a Master's Degree in Project Planning and Management.

3.9 Data Analysis Techniques

Data analysis refers to the process in which raw data is ordered and organized to make it useful information. The study used a descriptive statistical methods (Quantitative and Qualitative); it started by editing questionnaires to minimize errors. Questionnaires were crosschecked to ensure the questions were answered well. Coding of the answered question and organization of the whole information was done before analyzing the data. Frequency and percentages was used in the analysis of data. The information in tables was explained to enhance interpretation of the data.

3.10 Ethical issues in the study

The researcher observed confidentiality by keeping information from the respondent confidential. The names and any form of identification that can be associated with the respondents were not to be sought because such information was not included in the report. Moreover prior to volunteering information, the respondents were given enough information regarding the study which will be for academic reasons and their participation was voluntary. The researcher sought permission from relevant authorities before embarking on research. This included seeking permission from the University of Nairobi, the Kenya National Council of Science and technology. This enabled them to provide the required information without any fear.

3.11 Operational definition of variables

There are were two variables Independent and dependent variables. The Independent variables were Leadership style, Communication Channel, Citizen Participation and Time Management. The dependent variable was implementation of development of project.

Table 3. 1 Definitions of Variables

Objectives	**Types of variables**	**Indicators**	**Scale of measurement**	**Tool of Analysis**
To establish how Leadership styles influence implementation of development project in Teso North Sub County, Busia Kenya.	**Independent variable** Leadership style **Dependent variable** Implementation of development projects	• Project manager's role • PMC in implementation • Role of steering committee • External advisory and implementation • Project administrative office role	Nominal	Descriptive analysis, frequency & percentages, cross tabulation, Pearson chi-statistic and likelihood ratios
To examine how communication channel influence implementation of development projects in Teso North Sub County, Busia Kenya.	**Independent variable** Communication Channel **Dependent variable** Implementation of development projects	• Successful communication of information • Efficient movement of communication across boundaries • Adequacy of communication • Proper use of technology in communication • Effective periodic meetings	Nominal	Descriptive analysis, frequency & percentages, cross tabulation, Pearson chi-statistic and likelihood ratios
To evaluate how citizens participation influence development projects in Teso North Sub County, Busia Kenya.	**Independent variable** Community participation **Independent variable**	• Community participation in needs assessment • Community's involvement in management • Community's involvement in design	Nominal	Descriptive analysis, frequency & percentages, cross tabulation,

	Implementation of development projects	• Community's involvement in program implementation • Community's involvement in ownership		Pearson chi-statistic and likelihood ratios
To determine how time management influence implementation of development projects in Teso North Sub County, Busia Kenya	**Independent variable** Time Management **Dependent variable** Implementation of development projects	• Accuracy of time estimates • Project initiation • Role of PMC in the closing phase	Nominal	Descriptive analysis, frequency & percentages, cross tabulation, Pearson chi-statistic and likelihood ratios

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents findings of the study which have been discussed under thematic and sub-thematic sections in line with the study objectives. The thematic areas included costs of production, extent to which agricultural services influence production, extent to which demographic characteristics influence fish production and how accessibility to credit facilities influence fish production among small scale farmers in Teso North Sub-County, Busia

4.2 Questionnaire return rate

The researcher was interested in establishing response return rate owing to the fact that the return rate determines the quality of data collected and significance of the study findings to an existing population. This was presented as in table 4.1.

Table 4.1 Sample population and response rate

Respondents Departments	Sample	Return	Rate
Governor's office	82	82	41
Agriculture	60	59	29.5
Water and Environment	58	32	16
Total	**200**	**173**	**86.5**

It was established from the return of questionnaires that a return rate of 86.5% had been achieved. This included a category of employees from Governor's office who had the majority of returned instruments as with their 41%, followed by agriculture department that presented a 29.5% return rate and lastly the water and environment department that had a 16% return rate. The office of the governor presented a high response rate owing

to the state at which the employees were easy to locate, fixed and stationed in offices within the county headquarters whereas those within the agricultural department had only 1 missing that owed the same to misplacement while those respondents within the water and agricultural departments delayed submission of their filled instruments as the researcher had concluded with coding, labelling and primary data entry when they were presented to her.

4.3. Demographic characteristics of respondents

The study was interested in identifying the whether demographic characteristics inflicted fish production of small scale farmers and this was achieved by studying respondents gender, age bracket, level of education and source of labor respectively.

Table 4.2: Frequency distribution on respondent's gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	113	65.3	65.3	65.3
	Male	60	34.7	34.7	100.0
	Total	173	100.0	100.0	

Results from table 4.2 revealed that majority of the respondents in the study 113 (65.3.4%) were females, followed by 60 (34.7%) that were males therefore indicating more females than males participated in the study. The study sought to further investigate age brackets as a component of demographic characters of the population under study where respondents were asked to indicate the bracket they belonged and results were as follows in table 4.3;

Table 4.3: Frequency distribution on respondent's age bracket

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22 – 32	79	45.7	45.7	45.7
	33 – 43	81	46.8	46.8	92.5
	44 – 54	6	3.5	3.5	96.0
	55 - above	7	4.0	4.0	100.0
	Total	173	100.0	100.0	

Results from table 4.3 revealed that majority of the respondents in the study 81 (46.8%) belonged were between 33 – 43 years of age, followed by those within 22 – 32 years of age 79 (45.7%), those that were of 55 and above years constituted a meager 7 (4.0%) and finally those within 44 – 54 years of age were the minority with 6 (3.5%). Respondents were also asked to state their marital status as a component constituting their demographic factors and the results were as follow in table 4.4;

Table 4.4: Frequency distribution on respondent's marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Widow	29	16.8	16.8	16.8
	Married	97	56.1	56.1	72.8
	Single	47	27.2	27.2	100.0
	Total	173	100.0	100.0	

Results from table 4.4 showed that a majority of the respondents in the study 97 (56.1%) were married followed by 47 (27.2%) that were single whereas a minority, 29 (16.8%) were widowed. The research was interested in establishing the levels of education of participants in the study. Respondents were asked to state their educational levels as a component of the demographic factors studied and the results were as follows in table 4.5;

Table 4.5: Frequency distribution on respondent's education level

	Frequency	Percent	Valid Percent	Cumulative Percent
"O" Level/Certificate	45	26.0	26.0	26.0
Graduate Degrees/M.A >	40	23.1	23.1	49.1
"A" Level/Diplomas	88	50.9	50.9	100.0
Total	173	100.0	100.0	

Results obtained from table 4.5 indicated that majority of respondents in Teso North Sub-County, Busia administration that participated in the study were "A" Level/Diploma graduates that constituted 88 (50.9%) followed by "O" Level/Certificate holders with 45 (26.0%) and a minority Degree and M.A holders with 40 (23.1%). The study was further interested in identifying cluster departments where participants in the study worked and the results were as presented in table 4.6; respondents were asked to state the departments they worked in;-

Table 4.6: Frequency distribution on respondent's working department

	Frequency	Percent	Valid Percent	Cumulative Percent
Governor's office	82	47.4	47.4	47.4
Agriculture	59	34.1	34.1	81.5
Water and Environment	32	18.5	18.5	100.0
Total	173	100.0	100.0	

It was established form the results in table 4.6 that majority of respondents in the study were attached to the Governor's office as presented with 82 (47.4%) followed by those within the agriculture sector with 59 (34.1%) whereas a minority worked within the water and environment department as presented with 32 (18.5%). Among the demographic factor the research was interested to establish was whether their sole departments were involved in and the results were as shown in table 4.7;

Table 4.7: Frequency distribution on current program implementation by department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	86	49.7	49.7	49.7
	No	87	50.3	50.3	100.0
	Total	173	100.0	100.0	

Results from table 4.7 revealed that majority of the respondents in the study were aware of project being implemented by their departments as represented by 87 (50.3%) followed by those that were not aware at 86 (49.7%).

4.3. LEADERSHIP AND IMPLEMENTATION OF DEVELOPMENT PROJECTS

This was the first objective of the study where the study sought to establish whether leadership and implementation of development as a factor within organization structure influenced implementation of development projects in Teso North Sub – County. The objective was studied in five sub-themes that follow;-

4.3.1. Project manager's role

This was a component within leadership and implementation where the responses were solicited from the population as drawn from a likert scale as of *strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD).* Respondents' reactions were as shown in table 4.8 that follow:-

Table 4.8. Frequency distribution satisfaction with project managers' role in implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	80	46.2	46.2	46.2
	A	79	45.7	45.7	91.9
	D	7	4.0	4.0	96.0
	SD	7	4.0	4.0	100.0
	Total	**173**	**100.0**	**100.0**	

Table 4.8 shows responses solicited when the study sought to establish whether as a component of leadership and implementation, project manager's role influenced the factors within the study. It was therefore established that majority among respondents 80 (46.2%) strongly agreed on its influence, followed by 79 (45.7%) that agreed on the same, an equal representation of 7 (4.0%) disagreed and strongly disagreed on project manager's role being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.9 with a mini tab performing chi-statistic measure of association.

Table 4.9. Cross tabulation on project managers role in implementation

			satisfaction with project managers role in implementation				Total
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count % influence on development projects	40 35.4%	63 55.8%	6 5.3%	4 3.5%	113 100.0%
	No	Count % influence on development projects	40 66.7%	16 26.7%	1 1.7%	3 5.0%	60 100.0%
Total		**Count % influence on development projects**	**80 46.2%**	**79 45.7%**	**7 4.0%**	**7 4.0%**	**173 100.0%**

Each chi-square test provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The study observed the p-value that was comparing it to the 0.05 common alpha-level. The Pearson chi-square statistic was 17.038 (with a p-value of 0.001) with a likelihood chi-square statistic of 17.507 (which also gave a p-value of 0.001) at a 3df thereby showing a significant association between project manager's role and implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.038(a)	3	.001
Continuity Correction			
Likelihood Ratio	17.507	3	.001
Linear-by-Linear Association	7.271	1	.007
N of Valid Cases	173		

4.3.2. Project Management Committee's role

This was the second component within leadership and implementation where the responses were solicited from the population as drawn from a likert scale as of *strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD).* Respondents' reactions were as shown in table 4.10 that follow:-

Table 4.10. Frequency distribution satisfaction with PMC in project implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	78	45.1	45.1	45.1
	A	81	46.8	46.8	91.9
	D	7	4.0	4.0	96.0
	SD	7	4.0	4.0	100.0
	Total	173	100.0	100.0	

Results obtained with table 4.10 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project manager's role influenced the factors within the study. It was therefore established that majority among respondents 81 (46.8%) agreed on its influence, followed by 78 (45.1%) that strongly agreed on the same, an equal representation of 7 (4.0%) disagreed and strongly disagreed on project management committees' role being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.11 with a mini tab performing chi-statistic measure of association.

Table 4.11. Cross tabulation on PMC in project implementation success

			satisfaction with PMC in project implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count % influence on development projects	43 38.1%	61 54.0%	5 4.4%	4 3.5%	113 100.0%
	No	Count % influence on development projects	35 58.3%	20 33.3%	2 3.3%	3 5.0%	60 100.0%
Total		**Count % influence on development projects**	**78 45.1%**	**81 46.8%**	**7 4.0%**	**7 4.0%**	**173 100.0%**

When a chi-statistic was conducted with the study observing the p-value and comparing it to the 0.05 common alpha-level, the Pearson chi-square statistic was 7.466 (with a p-value of 0.058) with a likelihood chi-square statistic of 7.538 (which gave a p-value of 0.057) at a 3df thereby showing a significant association between project manager's

role and implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.466(a)	3	.058
Continuity Correction			
Likelihood Ratio	7.538	3	.057
Linear-by-Linear Association	2.436	1	.119
N of Valid Cases	173		

4.3.3. Project Steering Committee

This was the third sub-thematic factor within leadership and implementation where the responses were solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.12 that follow:-

Table 4.12. Frequency distribution on satisfaction with role of steering committee in project implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	72	41.6	41.6	41.6
	A	85	49.1	49.1	90.8
	D	8	4.6	4.6	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Findings in table 4.12 revealed responses solicited when the study sought to establish whether as a component of leadership and implementation, steering committee's role influenced the success in project implementation within the study. It was therefore established that majority among respondents 85 (49.1%) agreed on its influence,

followed by 72 (41.6%) that strongly agreed on the same, an equal representation of 8 (4.6%) disagreed and strongly disagreed on steering committees role being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.13 with a mini tab performing chi-statistic measure of association.

Table 4.13. Cross tabulation on Steering committee in project implementation success

			Satisfaction with role of steering committee in project implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	39 34.5%	64 56.6%	6 5.3%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	33 55.0%	21 35.0%	2 3.3%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	**72** **41.6%**	**85** **49.1%**	**8** **4.6%**	**8** **4.6%**	**173** **100.0%**

When a chi-square test was conducted, it provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. Here the study observed the p-value that was comparing it to the 0.05 common alpha-level. The Pearson chi-square statistic was 8.846 (with a p-value of 0.031) with a likelihood chi-square statistic of 8.884 (which gave a p-value of 0.031) at a 3df thereby showing a significant association between steering committee's role and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.846(a)	3	.031
Continuity Correction			
Likelihood Ratio	8.884	3	.031
Linear-by-Linear Association	1.795	1	.180
N of Valid Cases	173		

4.3.4. External advisory committee

This was the fourth component within leadership and implementation where the responses were solicited from the population as drawn from a likert scale as of *strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD).* Respondents' reactions were as shown in table 4.14 that follow:-

Table 4.14. Frequency distribution on satisfaction with role of external advisory committee in project implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	77	44.5	44.5	44.5
	A	81	46.8	46.8	91.3
	D	8	4.6	4.6	96.0
	SD	7	4.0	4.0	100.0
	Total	**173**	**100.0**	**100.0**	

Figures obtained with table 4.14 show responses solicited when the study sought to establish whether as a component of leadership and implementation, external advisory committee's role influenced the factors within the study. It was therefore established that majority among respondents 81 (46.8%) agreed on its influence, followed by 77 (44.5%) that strongly agreed on the same, 8 (4.6%) disagreed and lastly 7 (4.0%) of the respondents strongly disagreed on external advisory committee's role being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further

conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.15 with a mini tab performing chi-statistic measure of association.

Table 4.15. Cross tabulation on role of external advisory committee in project implementation success

		satisfaction with role of external advisory committee in project implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	44 38.9%	59 52.2%	5 4.4%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	33 55.0%	22 36.7%	3 5.0%	2 3.3%	60 100.0%
Total		Count & % within organization structures influence	**77** **44.5%**	**81** **46.8%**	**8** **4.6%**	**7** **4.0%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 4.438 (with a p-value of 0.218) with a likelihood chi-square statistic of 4.454 (which gave a p-value of 0.216) at a 3df thereby revealing a less significant association between external advisory committee's role and successful implementation of development projects in Teso North Sub-county of Busia County.

.**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.438(a)	3	.218
Continuity Correction			
Likelihood Ratio	4.454	3	.216
Linear-by-Linear Association	2.203	1	.138
N of Valid Cases	173		

4.3.5. Project administrative office

This was the fifth sub-thematic factor within leadership and implementation where the responses were solicited from the population as drawn from a likert scale as of *strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD).* Respondents' reactions were as shown in table 4.16 that follow:-

Table 4.16. Frequency distribution on satisfaction with role of the project administrative office in project implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	72	41.6	41.6	41.6
	A	85	49.1	49.1	90.8
	D	8	4.6	4.6	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.16 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 85 (49.1%) agreed on its influence, followed by 72 (41.6%) that strongly agreed on the same, an equal representation of 8 (4.6%) disagreed and strongly disagreed on administrative office's role being an influencing factor within leadership and implementation on implementation of

development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.17 with a mini tab performing chi-statistic measure of association

Table 4.17. Cross tabulation on organization structures influence on development projects and satisfaction with role of the project administrative office in project implementation success

			Satisfaction with role of the project administrative office in project implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	39 34.5%	62 54.9%	6 5.3%	6 5.3%	113 100.0%
	No	Count & % within organization structures influence	33 55.0%	23 38.3%	2 3.3%	2 3.3%	60 100.0%
Total		Count & % within organization structures influence	**72** **41.6%**	**85** **49.1%**	**8** **4.6%**	**8** **4.6%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 6.795 (with a p-value of 0.079) with a likelihood chi-square statistic of 6.767 (which gave a p-value of 0.080) at a 3df thereby revealing a slight significant association between project administrative office's role and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.795(a)	3	.079
Continuity Correction			
Likelihood Ratio	6.767	3	.080
Linear-by-Linear Association	4.767	1	.029
N of Valid Cases	173		

4.4. Communication and implementation of development projects

This was the second objective of the study where the study sought to establish whether communication channels influenced successful implementation of development as a factor within organization structure influenced implementation of development projects in Teso North Sub – County. The objective was studied in five sub-themes that follow;-

4.4.1. Successful communication of information

This was the first sub-thematic factor within leadership and implementation where the responses were solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.18 that follows:-

Table 4.18. Frequency distribution on satisfaction with successful communication of information in program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	83	48.0	48.0	48.0
	A	76	43.9	43.9	91.9
	D	7	4.0	4.0	96.0
	SD	7	4.0	4.0	100.0
	Total	**173**	**100.0**	**100.0**	

Figures obtained with table 4.18 show responses solicited when the study sought to establish whether as a component of communication channel and implementation,

project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 83 (48.0%) strongly agreed on its influence, followed by 76 (43.9%) that strongly agreed on the same, an equal representation of 7 (4.0%) disagreed and strongly disagreed on communication of information being an influencing factor within communication of information on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.19 with a mini tab performing chi-statistic measure of association

Table 4.19. Cross tabulation on satisfaction with successful communication of information in program implementation success

			Satisfaction with successful communication of information in program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	47 41.6%	57 50.4%	5 4.4%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	36 60.0%	19 31.7%	2 3.3%	3 5.0%	60 100.0%
Total		Count & % within organization structures influence	**83** **48.0%**	**76** **43.9%**	**7** **4.0%**	**7** **4.0%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 6.235 (with a p-value of 0.101) with a likelihood chi-square statistic of 6.316 (which gave a p-value of 0.097) at a 3df thereby revealing a slight significance in association between communication of information

and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.235(a)	3	.101
Continuity Correction			
Likelihood Ratio	6.316	3	.097
Linear-by-Linear Association	1.934	1	.164
N of Valid Cases	173		

4.4.2. Efficient movement of communication

As a second sub-thematic factor within communication channel and implementation, the factor solicited responses from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.20 that follows:-

Table 4.20. Satisfaction with efficient movement of communication in program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	76	43.9	43.9	43.9
	A	78	45.1	45.1	89.0
	D	10	5.8	5.8	94.8
	SD	9	5.2	5.2	100.0
	Total	**173**	**100.0**	**100.0**	

As presented by the figures in table 4.20, they revealed responses solicited when the study sought to establish whether as a component of communication channel and implementation, efficient movement of communication influenced the factors within the study. It was therefore established that majority among respondents 78 (45.1%) agreed on its influence, followed by 76 (43.9%) that strongly agreed on the same, this

was followed by 10 (5.8) who disagreed and lastly 9 (5.2%) that strongly disagreed. On efficient movement of communication across the channels being an influencing factor within communication channel and implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.21 with a mini tab performing chi-statistic measure of association

Table 4.21. Cross tabulation showing satisfaction with efficient movement of communication in program implementation success

			Satisfaction with efficient movement of communication in program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	42 37.2%	57 50.4%	7 6.2%	7 6.2%	113 100.0%
	No	Count & % within organization structures influence	34 56.7%	21 35.0%	3 5.0%	2 3.3%	60 100.0%
Total		**Count & % within organization structures influence**	**76 43.9%**	**78 45.1%**	**10 5.8%**	**9 5.2%**	**173 100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 6.178 (with a p-value of 0.103) with a likelihood chi-square statistic of 6.192 (which gave a p-value of 0.103) at a 3df thereby revealing efficient movement of communication as an independent factor, less significant association to successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.178(a)	3	.103
Continuity Correction			
Likelihood Ratio	6.192	3	.103
Linear-by-Linear Association	4.328	1	.037
N of Valid Cases	173		

4.4.3. Adequacy with information

As a third sub-thematic factor within communication channel and implementation, the factor solicited responses from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.22 that follows:-

Table 4.22. Satisfaction with adequacy of communication across boundaries (owners and stakeholders) in program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	82	47.4	47.4	47.4
	A	76	43.9	43.9	91.3
	D	6	3.5	3.5	94.8
	SD	9	5.2	5.2	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.22 show responses solicited when the study sought to establish whether as a component of leadership and implementation, adequacy with information influenced the factors within the study. It was therefore established that majority among respondents 82 (47.4%) strongly agreed on its influence, followed by 76 (43.9%) who agreed on the same whereas 9 (5.2%) disagreed followed by 6 (3.5%(that disagreed on adequacy with information being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to

identify categorical responses within the study responses and the results were as presented as follows in table 4.23 with a mini tab performing chi-statistic measure of association

Table 4.23. Cross tabulation showing satisfaction with adequacy of communication across boundaries (owners and stakeholders) in program implementation success

			Adequacy of communication across boundaries (owners and stakeholders) in program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	46 40.7%	56 49.6%	5 4.4%	6 5.3%	113 100.0%
	No	Count & % within organization structures influence	36 60.0%	20 33.3%	1 1.7%	3 5.0%	60 100.0%
Total		Count & % within organization structures influence	**82** **47.4%**	**76** **43.9%**	**6** **3.5%**	**9** **5.2%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 6.292 (with a p-value of 0.098) with a likelihood chi-square statistic of 6.408 (which gave a p-value of 0.093) at a 3df thereby revealing an independent factor in adequacy of communication and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	6.292(a)	3	.098
Continuity Correction			
Likelihood Ratio	6.408	3	.093
Linear-by-Linear Association	3.313	1	.069
N of Valid Cases	173		

4.4.4. Technology in communication

This was the fourth sub-thematic indicator studied within communication channel and implementation, the factor solicited responses from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.24 that follows:-

Table 4.24. Satisfaction with proper use of technology in communication in program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SS	75	43.4	43.4	43.4
	S	77	44.5	44.5	87.9
	NS	12	6.9	6.9	94.8
	D	9	5.2	5.2	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.24 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 85 (49.1%) agreed on its influence, followed by 72 (41.6%) that strongly agreed on the same, an equal representation of 8 (4.6%) disagreed and strongly disagreed on administrative office's role being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.25 with a mini tab performing chi-statistic measure of association

Table 4.25. Cross tabulation showing satisfaction with proper use of technology in communication in program implementation success

			Proper use of technology in communication in program implementation success				Total
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	42 37.2%	57 50.4%	9 8.0%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	33 55.0%	20 33.3%	3 5.0%	4 6.7%	60 100.0%
Total		**Count & % within organization structures influence**	**75 43.4%**	**77 44.5%**	**12 6.9%**	**9 5.2%**	**173 100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 6.327 (with a p-value of 0.097) with a likelihood chi-square statistic of 6.368 (which gave a p-value of 0.095) at a 3df thereby revealing a slight significant association between proper use of technology in communication and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	6.327(a)	3	.097
Continuity Correction			
Likelihood Ratio	6.368	3	.095
Linear-by-Linear Association	1.612	1	.204
N of Valid Cases	173		

4.4.5. Effective periodic meetings

This was the fifth sub-thematic factor within communication channel and implementation where the responses were solicited from the population as drawn from a likert scale as of *strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD).* Respondents' reactions were as shown in table 4.26 that follow:-

Table 4.26. Level of satisfaction with effective periodic meetings of the PMC in program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	70	40.5	40.5	40.5
	A	79	45.7	45.7	86.1
	D	13	7.5	7.5	93.6
	SD	11	6.4	6.4	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.26 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 79 (45.7%) agreed on its influence, followed by 70 (40.5%) that strongly agreed on the same, 13 (7.5%) followed by disagreeing with effective periodic meetings in communication channels within program implementation and a minority 11 (6.4%) that strongly disagreed on the effective periodic meetings influence on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.27 with a mini tab performing chi-statistic measure of association

Table 4.27. Cross tabulation showing level of satisfaction with effective periodic meetings of the PMc in program implementation success

			Level of satisfaction with effective periodic meetings of the PMC in program implementation success				Total
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	39 34.5%	60 53.1%	10 8.8%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	31 51.7%	19 31.7%	3 5.0%	7 11.7%	60 100.0%
	Total	Count & % within organization structures influence	**70** **40.5%**	**79** **45.7%**	**13** **7.5%**	**11** **6.4%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 11.635 (with a p-value of 0.009) with a likelihood chi-square statistic of 11.575 (which gave a p-value of 0.009) at a 3df thereby revealing a slight significant association between project's periodic meeting's role and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	11.635(a)	3	.009
Continuity Correction			
Likelihood Ratio	11.575	3	.009
Linear-by-Linear Association	.127	1	.722
N of Valid Cases	173		

4.5. Community participation

This was the third objective of the study where the study sought to establish whether community participation influenced successful implementation of development as a factor within organization structure influenced implementation of development projects in Teso North Sub – County. The objective was studied in five sub-themes that follow;-

4.4.1. Needs assessment

This was the first sub-thematic factor within community participation and implementation where the responses were solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.28 that follows:-

Table 4.28. Community's participation in needs assessment and program implementation success

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	SA	113	65.3	65.3	65.3
	A	47	27.2	27.2	92.5
	D	5	2.9	2.9	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.28 showed responses solicited when the study sought to establish whether as a component of community participation and successful implementation, community's participation in needs assessment influenced the factors within the study. It was therefore established that majority among respondents 113 (65.3%) strongly agreed on its influence, followed by 47 (27.2%) who agreed on the same, whereas 8 (4.6%) strongly disagreed on community's participation in needs assessment as influencing successful implementation of development projects and a

minority 5 (2.9%) that disagreed on the same on projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.29 with a mini tab performing chi-statistic measure of association

Table 4.29. Organization structures influence on development projects and community's participation in needs assessment and program implementation success

			Community's participation in needs assessment and program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	74 65.5%	31 27.4%	3 2.7%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	39 65.0%	16 26.7%	2 3.3%	3 5.0%	60 100.0%
Total		Count & % within organization structures influence	113 65.3%	47 27.2%	5 2.9%	8 4.6%	173 100.0%

When a chi-square test was conducted to provide two statistics to indicate the association and/or independence of variables in the study; it was observed that with a statistic of 0.100 (with a p-value of 0.992) and a likelihood chi-square statistic of 0.099 (which gave a p-value of 0.992) at a 3df thereby revealing an independent factor in community participation that needs assessment was and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.100(a)	3	.992
Continuity Correction			
Likelihood Ratio	.099	3	.992
Linear-by-Linear Association	.036	1	.850
N of Valid Cases	173		

4.5.2. Community's involvement in management

This was the second sub-thematic factor within community participation and implementation where the responses were solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.30 that follows:-

Table 4.30. Community's involvement in management and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	77	44.5	44.5	44.5
	A	80	46.2	46.2	90.8
	D	8	4.6	4.6	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.30 show responses solicited when the study sought to establish whether as a component of community participation, involvement in management by the community influenced successful implementation of development projects. It was therefore established that majority among respondents 80 (46.2%) agreed on its influence, followed by 77 (44.5%) that strongly agreed on the same, an equal representation of 8 (4.6%) disagreed and strongly disagreed on involvement in

management being an influencing factor within community participation and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.31 with a mini tab performing chi-statistic measure of association

Table 4.31. Organization structures influence on development projects and community's involvement in management and program implementation success

		Community's involvement in management and program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	42 37.2%	61 54.0%	6 5.3%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	35 58.3%	19 31.7%	2 3.3%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	**77** **44.5%**	**80** **46.2%**	**8** **4.6%**	**8** **4.6%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 9.325 (with a p-value of 0.025) with a likelihood chi-square statistic of 9.424 (which gave a p-value of 0.025) at a 3df thereby revealing a very significant association between community's involvement in management and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.325(a)	3	.025
Continuity Correction			
Likelihood Ratio	9.424	3	.024
Linear-by-Linear Association	1.908	1	.167
N of Valid Cases	173		

4.5.3. Project design

This was the third sub-thematic factor within community participation and implementation where the responses were solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.32 that follows:-

Table 4.32. Community's involvement in project design and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	75	43.4	43.4	43.4
	A	79	45.7	45.7	89.0
	D	9	5.2	5.2	94.2
	SD	10	5.8	5.8	100.0
	Total	**173**	**100.0**	**100.0**	

Table 4.32 show responses solicited when the study sought to establish whether as a component of community participation, involvement in program design influenced the factors within the study. It was therefore established that majority among respondents 79 (45.7%) agreed on its influence, followed by 75 (43.4%) that strongly agreed on the same, 10 (5.8%) strongly disagreed and 9 (5.2%) disagreed on community's involvement in project design on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to

identify categorical responses within the study responses and the results were as presented as follows in table 4.34 with a mini tab performing chi-statistic measure of association

Table 4.34. Organization structures influence on development projects and community's involvement in project design and program implementation success

		Community's involvement in project design and program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	42 37.2%	60 53.1%	6 5.3%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	33 55.0%	19 31.7%	3 5.0%	5 8.3%	60 100.0%
Total		Count & % within organization structures influence	75 43.4%	79 45.7%	9 5.2%	10 5.8%	173 100.0%

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; the study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 7.859 (with a p-value of 0.049) with a likelihood chi-square statistic of 7.955 (which gave a p-value of 0.047) at a 3df thereby revealing a very significant association between community's involvement in project design successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	7.859(a)	3	.049
Likelihood Ratio	7.955	3	.047
Linear-by-Linear Association	.643	1	.423
N of Valid Cases	173		

4.5.4. Program Implementation

This was the fourth sub-thematic factor within community participation and implementation where the responses were solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.35 that follows:-

Table 4.35. Community's involvement in program implementation and its success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	76	43.9	43.9	43.9
	A	79	45.7	45.7	89.6
	D	8	4.6	4.6	94.2
	SD	10	5.8	5.8	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.35 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 79 (45.7%) agreed on its influence, followed by 76 (43.9%) that strongly agreed on the same, 10 (5.8%) that disagreed and 8 (4.6%) disagreed on community's involvement in program implementation and successful implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.36 with a mini tab performing chi-statistic measure of association

Table 4.36. Organization structures influence on development projects and community's involvement in program implementation and its success

			Community's involvement in program implementation and its success				Total
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	43 38.1%	60 53.1%	6 5.3%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	33 55.0%	19 31.7%	2 3.3%	6 10.0%	60 100.0%
Total		Count & % within organization structures influence	**76** **43.9%**	**79** **45.7%**	**8** **4.6%**	**10** **5.8%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 9.664 (with a p-value of 0.022) with a likelihood chi-square statistic of 9.669 (which gave a p-value of 0.022) at a 3df thereby revealing highly significant association between program implantation and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**Df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	9.664(a)	3	.022
Continuity Correction			
Likelihood Ratio	9.669	3	.022
Linear-by-Linear Association	.219	1	.639
N of Valid Cases	173		

4.5.5. Program ownership

As a fifth factor within community participation and implementation the study sought for reactions from respondents on whether program ownership by the community

inflicted successful implementation of development projects. The Reponses solicited from the population as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.37 that follows:-

Table 4.37. Community's involvement in ownership and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	74	42.8	42.8	42.8
	A	82	47.4	47.4	90.2
	D	9	5.2	5.2	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.37 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 82 (47.4%) agreed on its influence, followed by 74 (42.8%) that strongly agreed on the same, 9 (5.2%) that disagreed and 8 (4.6%) that strongly disagreed on community's program ownership as an influencing factor within community participation on successful implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.38 with a mini tab performing chi-statistic measure of association

Table 4.38. Organization structures influence on development projects and community's involvement in ownership and program implementation success

			Community's involvement in ownership and program implementation success				Total
			SA	**A**	**D**	**SD**	
Influence on development project	Yes	Count & % within organization structures influence	40 35.4%	62 54.9%	7 6.2%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	34 56.7%	20 33.3%	2 3.3%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	**74** **42.8%**	**82** **47.4%**	**9** **5.2%**	**8** **4.6%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 9.424 (with a p-value of 0.024) with a likelihood chi-square statistic of 9.496 (which gave a p-value of 0.023) at a 3df thereby revealing a very significant association between program ownership by the community and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	9.424(a)	3	.024
Continuity Correction			
Likelihood Ratio	9.496	3	.023
Linear-by-Linear Association	2.130	1	.144
N of Valid Cases	173		

4.6. Time Management

This was the fourth objective of the study where the study sought to establish whether time management in project life influenced successful implementation of development as a factor within organization structure influenced implementation of development projects in Teso North Sub – County. The objective was studied in four sub-themes that follow;-

4.6.1. Accuracy of time

This was the first sub-thematic factor within project time and successful implementation where the responses were solicited from the population's reaction as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.39 that follows:-

Table 4.39. Frequency distribution on accuracy of time estimates for program schedule and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	77	44.5	44.5	44.5
	A	80	46.2	46.2	90.8
	D	9	5.2	5.2	96.0
	SD	7	4.0	4.0	100.0
	Total	173	100.0	100.0	

Results obtained with table 4.39 show responses solicited when the study sought to establish whether as a component of project time management, accuracy of time estimates influenced the factors within the study. It was therefore established that majority among respondents 80 (46.2%) agreed on its influence, followed by 77 (44.5%) that strongly agreed on the same, 9 (5.2%) strongly disagreed and 7 (4.0%)

disagreed on accuracy of time estimates in project lifecycle and its influence successful implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.40 with a mini tab performing chi-statistic measure of association

Table 4.40. Cross tabulation on organization structures influence on development projects and accuracy of time estimates for program schedule and program implementation success

			Accuracy of time estimates for program schedule and program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	**Yes**	Count & % within organization structures influence	42 37.2%	61 54.0%	7 6.2%	3 2.7%	113 100.0%
	No	Count & % within organization structures influence	35 58.3%	19 31.7%	2 3.3%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	**77** **44.5%**	**80** **46.2%**	**9** **5.2%**	**7** **4.0%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 10.341 (with a p-value of 0.016) with a likelihood chi-square statistic of 10.341 (which gave a p-value of 0.015) at a 3df thereby revealing a very significant association between accuracy of project time and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.341(a)	3	.016
Continuity Correction			
Likelihood Ratio	10.416	3	.015
Linear-by-Linear Association	1.777	1	.183
N of Valid Cases	173		

4.6.2. Project initiation

This was the second sub-thematic factor within project time and successful implementation where the responses were solicited from the population's reaction as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.41 that follows:-

Table 4.41. Project initiation as a component of time by PMC and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	75	43.4	43.4	43.4
	A	78	45.1	45.1	88.4
	D	12	6.9	6.9	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.41 show responses solicited when the study sought to establish whether as a component of leadership and implementation, project administrative office's role influenced the factors within the study. It was therefore established that majority among respondents 78 (45.1%) agreed on its influence, followed by 75 (43.1%) that strongly agreed on the same, an equal representation of 8 (4.6%) disagreed and strongly disagreed on project initiation period's role being an

influencing factor within project's accuracy in time on development in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.42 with a mini tab performing chi-statistic measure of association

Table 4.42. Cross tabulation showing project initiation as a component of time by PMC and program implementation success

			Project initiation as a component of time by PMC and program implementation success				**Total**
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	43 38.1%	59 52.2%	8 7.1%	3 2.7%	113 100.0%
	No	Count & % within organization structures influence	32 53.3%	19 31.7%	4 6.7%	5 8.3%	60 100.0%
Total		Count & % within organization structures influence	**75** **43.4%**	**78** **45.1%**	**12** **6.9%**	**8** **4.6%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 8.522 (with a p-value of 0.036) with a likelihood chi-square statistic of 8.505 (which gave a p-value of 0.037) at a 3df thereby revealing a very significant association between project initiation within accuracy of project time and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.522(a)	3	.036
Continuity Correction			
Likelihood Ratio	8.505	3	.037
Linear-by-Linear Association	.119	1	.730
N of Valid Cases	173		

4.6.3. Project Management Committee

This was the third sub-thematic factor within project time and successful implementation where the responses were solicited from the population's reaction as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions on PMC's responsibilities were as shown in table 4.43 that follows:-

Table 4.43. Role of the PMC in the closing phase as a component of time and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	77	44.5	44.5	44.5
	A	79	45.7	45.7	90.2
	D	9	5.2	5.2	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.43 show responses solicited when the study sought to establish whether as a component of project time (life cycle) and implementation, PMC's role influenced implementation of development projects within the study. It was therefore established that majority among respondents 79 (45.7%) agreed on its influence, followed by 77 (44.5%) that strongly agreed on the same, 9 (5.2%) that disagreed in opinion whereas 8 (4.6%) strongly disagreed on the same. Categorical responses within respondent opinions were studied when contingency tables were

conducted with their respective mini tabs showing chi-square results as follows in table 4.44-

Table 4.44. Organization structures influence on development projects and role of PMC in execution as a component within time and program implementation success

			Role of PMC in execution as a component within time and program implementation success				Total
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	41 36.3%	61 54.0%	6 5.3%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	32 53.3%	21 35.0%	2 3.3%	5 8.3%	60 100.0%
Total		Count & % within organization structures influence	**73** **42.2%**	**82** **47.4%**	**8** **4.6%**	**10** **5.8%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 6.166 (with a p-value of 0.104) with a likelihood chi-square statistic of 6.218 (which gave a p-value of 0.101) at a 3df thereby revealing a slight significant association between PMC and successful implementation of development projects in Teso North Sub-county.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	6.166(a)	3	.104
Continuity Correction			
Likelihood Ratio	6.218	3	.101
Linear-by-Linear Association	.674	1	.412
N of Valid Cases	173		

4.7. Other Factors (Moderating factors)

The study further studied other factors that influenced achieving project development which stood between independent and dependent variables. These factors were studied in sub-thematic elements that included multiplicity in implementing agencies, sanctions by the government and government's actions on such projects.

4.7.1. Multiple implementing agencies

This was the first sub-thematic factor among moderating factors studied as influencing the outcome of independent indicators on the dependent factor where the responses were solicited from the population's reaction as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.45 that follows:-

Table 4.45. Multiplicity of implementation agencies and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	75	43.4	43.4	43.4
	A	79	45.7	45.7	89.0
	D	10	5.8	5.8	94.8
	SD	9	5.2	5.2	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.45 show responses solicited when the study sought to establish whether as a component of moderating factors, multiplicity in implementing agencies influenced the factors within the study. It was therefore established that majority among respondents 79 (45.7%) agreed on its influence, followed by 75 (43.4%) that strongly agreed on the same, 10 (5.8%) disagreed to the factor whereas 9 (5.2%) strongly disagreed. The study further conducted cross tabulation to identify

categorical responses within the study responses and the results were as presented as follows in table 4.46 with a mini tab performing chi-statistic measure of association

Table 4.46. Organization structures influence on development projects and multiplicity of implementation agencies and program implementation success

			Multiplicity of implementation agencies and program implementation success				Total
			SA	A	D	SD	
Influence on development projects	**Yes**	Count & % within organization structures influence	41 36.3%	60 53.1%	7 6.2%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	34 56.7%	19 31.7%	3 5.0%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	75 43.4%	79 45.7%	10 5.8%	9 5.2%	173 100.0%

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 8.173 (with a p-value of 0.043) with a likelihood chi-square statistic of 8.265 (which gave a p-value of 0.041) at a 3df thereby revealing a significant association between multiplicity in implementation of projects and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	8.173(a)	3	.043
Likelihood Ratio	8.265	3	.041
Linear-by-Linear Association	1.820	1	.177
N of Valid Cases	173		

4.7.2. Sanction on implementation by the government

This was the second sub-thematic factor among moderating factors studied as influencing the outcome of independent indicators on the dependent factor where the responses were solicited from the population's reaction as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.47 that follows:-

Table 4.47. Government's involvement in sanction and program implementation success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	74	42.8	42.8	42.8
	A	80	46.2	46.2	89.0
	D	10	5.8	5.8	94.8
	SD	9	5.2	5.2	100.0
	Total	173	100.0	100.0	

Results obtained with table 4.47 show responses solicited when the study sought to establish whether as a component within other factors, government's involvement in sanctions influenced the factors within the study. It was therefore established that majority among respondents 80 (46.2%) agreed on its influence, followed by 74 (42.8%) that strongly agreed on the same, 10 (5.8%) and 9 (5.2%) that disagreed and strongly disagreed respectively on government's involvement in sanctions being an influencing factor within leadership and implementation on implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.48 with a mini tab performing chi-statistic measure of association.

Table 4.48. Organization structures influence on development projects and government's involvement in sanction and program implementation success

			Government's involvement in sanction and program implementation success				Total
			SA	**A**	**D**	**SD**	
Influence on development projects	Yes	Count & % within organization structures influence	40 35.4%	61 54.0%	7 6.2%	5 4.4%	113 100.0%
	No	Count & % within organization structures influence	34 56.7%	19 31.7%	3 5.0%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	74 42.8%	80 46.2%	10 5.8%	9 5.2%	173 100.0%

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 8.840 (with a p-value of 0.031) with a likelihood chi-square statistic of 8.938 (which gave a p-value of 0.030) at a 3df thereby revealing a very significant association between project administrative office's role and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	8.840(a)	3	.031
Continuity Correction			
Likelihood Ratio	8.938	3	.030
Linear-by-Linear Association	2.022	1	.155
N of Valid Cases	173		

4.7.3. Government's interference

This was the third sub-thematic factor among moderating factors studied as influencing the outcome of independent indicators on the dependent factor where the responses were solicited from the population's reaction as drawn from a likert scale as of strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD). Respondents' reactions were as shown in table 4.49 that follows:-

Table 4.49. Government's interference with project structures as a component and program implementation success

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	SA	77	44.5	44.5	44.5
	A	78	45.1	45.1	89.6
	D	10	5.8	5.8	95.4
	SD	8	4.6	4.6	100.0
	Total	**173**	**100.0**	**100.0**	

Results obtained with table 4.49 show responses solicited when the study sought to establish whether as a component within other factors, government interference influenced the factors within the study. It was therefore established that majority among respondents 78 (45.1%) agreed on its influence, followed by 77 (44.5%) that strongly agreed on the same, 10 (5.8%) disagreed, and 8 (4.6%) strongly disagreed on government's interference as a factor influencing implementation of development projects in Teso North sub-county, in Busia County. The study further conducted cross tabulation to identify categorical responses within the study responses and the results were as presented as follows in table 4.50 with a mini tab performing chi-statistic measure of association.

Table 4.50. Organization structures influence on development projects and governments interference with project structures as a component and program implementation success

			Government's interference with project structures as a component and program implementation success				Total
			SA	A	D	SD	
Influence on development projects	Yes	Count & % within organization structures influence	42 37.2%	59 52.2%	8 7.1%	4 3.5%	113 100.0%
	No	Count & % within organization structures influence	35 58.3%	19 31.7%	2 3.3%	4 6.7%	60 100.0%
Total		Count & % within organization structures influence	**77** **44.5%**	**78** **45.1%**	**10** **5.8%**	**8** **4.6%**	**173** **100.0%**

A chi-square test that was conducted provided two statistics that indicated the association and/or independence of variables in the study; a chi-square statistic and a p-value. The Study therefore observed the p-value and compared it to the 0.05 table standard alpha-level. Chi-square statistic of 9.394 (with a p-value of 0.024) with a likelihood chi-square statistic of 9.514 (which gave a p-value of 0.023) at a 3df thereby revealing a slight significant association between government's interference and successful implementation of development projects in Teso North Sub-county of Busia County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.394(a)	3	.024
Continuity Correction			
Likelihood Ratio	9.514	3	.023
Linear-by-Linear Association	2.257	1	.133
N of Valid Cases	173		

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTION FOR FURTHER STUDIES

5.1. Summary of findings

The study attained a return rate of 86.5% obtained from the three departments under study. The descriptive data was sorted, coded, presented and analyzed quantitatively aided by SPSS ver. 20 IBM. Form the study, it was established that; majority of respondents were females, aged between 33 – 43 years. It was also evident that majority of the respondents in the study were married, with their education levels corresponding at A-levels and Diploma graduates. The office of the governor as a department presented a high response rate and that majority of the population were aware of the development projects being undertaken by their respective offices/departments.

The study was guided by four major objectives that were studied under sub-thematic factors pointing towards establishing significance of individual factors.

Within the first objective, the study established that between the five indicators generated by the responses on Leadership and implementation of projects; project manager's role as a factor within leadership and implementation highly influenced implementation with its Pearson chi-square and likelihood ratio presenting a .001 re-occurrence over the study. This was followed by project steering committee presenting a .031 likelihood of occurrence, project management committee posting a .058 likelihood, project administration office presenting a .079 likelihood and lastly project external advisory committee presenting the less likelihood of re-occurrence.

Factors within communication and implementation, as presented in the second objective revealed that; respondents preferred effective periodic meetings during project implementation as a factor influencing implementation as it presented a high likelihood of re-occurrence with a .009 likelihood, followed by adequacy with the information presented that revealed a .093 likelihood, use of technology in communication came with a .095 likelihood of re-occurrence, followed by successful communication of information across all channels involved in implementation as it presented a .101 likelihood of re-occurrence and lastly efficient movement of information across stakeholders presented a less likelihood of occurrence as shown with .103 likelihood ratios.

The study found out that the community in Teso North sub-county wanted to be involved in project implementation within community participation as presented by a .022 likelihood of occurrence, this was followed by the community's urge to own the program which revealed a likelihood of .023, followed by their involvement in management that presented a likelihood of .024. the community in Teso North further wanted to be involved in project design but in a diminished role, as presented by a .047 likelihood that was within the alpha in re-occurrence but came as a fourth most factor in importance whereas their participation in needs assessment was seen to be of least importance as a determining factor of successful implementation.

Project lifecycle and time promptness in execution of processes within project implementation was studied under; accuracy of time, project initiation, and project management committee's role. Accuracy in time of implementation was the most re-current factor within project lifecycle as majority of respondents responses resulted into a .015 likelihood of re-occurring that showed that it was the most influencing factor

within project time, followed by project initiation, .037, and lastly project management committee presented a .101 likelihood of re-occurring. This showed that the community within Teso North sub-county had the opinion that factors within leadership and implementation and community participation exhibited more likelihoodness to re-occur in successful implantation of development projects.

5.2. Conclusions

From the study, four objectives were studied that include; to establish how leadership styles influence implementation of development projects, examining how communication channel influence implementation of development projects evaluating how citizen participation influence implementation of development projects and to determine how time management influence implementation of development projects in Teso North Sub County, Busia Kenya. It was established form the study that communication channels and community participation highly influenced successful implementation of development projects. 173 respondents participated in the study presenting an 86.5% return rate with data being presented in tables, cross tabulation with mini tabs presenting chi-square results and likelihood ratios.

Further factors influencing the study were termed moderating and included multiple implementing agencies, sanctions on implantation and government's interference in implementation of such projects.

5.3. Recommendations

Results from the findings of the study recommend:-

1. A proper PMC in project management for fluent execution of project policies and intended outcomes
2. Quantitative communication channels to allow for proper information dissemination and decision making
3. It recommends to stakeholders that intra-organisational relations should be fostered to allow fluent implementing agencies and similar projects

5.4. Suggestions for further studies

From the study, the following areas could be studied in furthering outcomes of other elements revealed by findings of the same.

A study ought to be carried out on multiplicity of implementing organs in project implementation among communities, i.e. shareholders of certain projects

The study also recommends a further study on project management committee in implementation of projects within the community.

Finally, project life cycle and stakeholder communication ought to be studied in effort to ascertain their correlations to successful implementation and sustainability of community development projects.

REFERENCES

Abiona, I. A. (2009). *Principles and Practice of Community Development* (pp. 17-81). Ibadan University Press.

Ahmed, S.M., Azhar, S., Castillo, M. &Kappagantula, P. (2009) Construction Delays in Florida:*International Journal of Project Management,* 34(5) 70-97

Akpan E.O.P. and Chizea E.F. (2002) Project Management: Theory and Practice FUTO Press Ltd. Owerri Nigeria.

Antill, J.M. (1974), *Project management: an overall concept,* I.E. Aust, Adelaide, Keynote Address to Project Management Symposium, South Australian Division

Anyanwu, C. N. (1992). Community Development: The Nigerian Perspective, Ibadan, Gabesther Educational Publishers.

Assaf, S. & Al-Hejji S (2009) Causes of delay in large construction projects. *International Journal of Project Management*, 24(4), 349-57.

Auya, S., Bunei, K. and Kimeu, S. (2015). Rural Development Programs in Kenya: Challenges Facing Constituency Development Fund in North Mugirango/Borabu Constituency. *Asian Journal of Social Sciences & Humanities*, [online] 4(4), pp.29-35. Available at: Bowden, P. (1986). Problems of implementation. *Public Admin. Dev.*, 6(1), pp.61-71.

Ayodele, E, (2008), The Contractual Procedures Utilized in Execution of Building Projects in Nigeria Tertiary Institutions, in *Journal of IQSK*, Vol 10, 2008

Balit, S. (2004). Listening to rural women. *Journal of Development Communication, 15*(2), 69-79.

Baloi, D & Price ADF, (2001), Evaluation of Global Risk Factors Affecting Cost Performance in Mozambique, COBRA 2001 Conference, Glasgow, Caledonia University

Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: Freeman.

Baradyana, J.R, (1996), Delays; a Major Management Problem for Construction Projects in East Africa Region; The Case Study of Tanzania, *Paper presented in 1st Regional Conference on Construction Project Management, East Africa context, Machakos Kenya*, Nov. 20-23

Bass, B.M. (1985), *Leadership and performance beyond expectations*. New York: Free Press.

Belassi, W. and Tukel, O. I. (1996) A new framework for determining critical success/failure factors in projects. *International Journal of Project Management*, 14 (3), 141-151.

Berko, R. et al. (2007): Communicating: A Social and Career Focus. Boston: Houghton Mifflin Company

Bono, J.E. and Judge, T.E. (2004), 'Personality and Transformational and Transactional Leadership: A Meta-Analysis', *Journal of Applied Psychology*, Vol.89, No 5.

Boone, Mary E (2000). Managing Interactively: Executing Business Strategy, Improving Communication & Creating a Knowledge-Sharing Culture. Blacklick, OH, USA: McGraw-Hill Professional Book Group.

Boyce D. and Haddad A. (2001). An Analysis of ongoing and Completed Projects in Latin America and the Caribbean World Bank,

Buhler, P. M. (2011). Professional polish: A key to the development of today's workforce. *Supervision, 72*(7), 5-7.

Campbell, S.L., Fowles, E.R., & Weber, B.J. (2000). 'Organizational structure and job satisfaction'

Chambers, R. 1997. *"Who's Reality Counts? Putting the first last."* London: Intermediate Technology.

Chan Daniel w. m. and Kumaraswamy Mohan M., (2002), Compressing construction durations: lessons learned from Hong Kong building projects, International Journal of Project Management, Vol.20, PP. 23ñ35

Chemers, M. M. (1984). *The social, organizational, and cultural context of effective leadership.* In B. Kellerman, *Leadership*: *Multidisciplinary perspectives* (91-108). Englewood Cliffs, NJ: Prentice-Hall

Claeys, A. (2001). Engaging the poor in policy-making on poverty and social exclusion in Flanders (Belgium).

Cogan, S. & Sharpe, J.H. (1986). Planning Analysis: The Theory of Citizen Participation, International City Managers' Association. Chicago.

Conger, J. A., & Benjamin, B. (1999). *Building leaders: How successful companies develop the next generation*. San Francisco: Jossey-Bass.

Den Hartog, D.N. and Koopman, P.L. (2001). 'Leadership in organizations, In: Anderson, N., Ones, D.S.; Kepir- Sinangil, H. & Viswesvaran, C. (eds.)', *Handbook of Industrial, work and organizational psychology*, Vol. 2, London: Sage, pp.166-187.

Desai, V. (2002a) Community Participation in Development in Desai, V. and Potter, R. B. (eds) *The Companion to Development Studies*, London: Arnold pp 117- 121.

Dissanayaka Sunnil M. and Kumaraswamy Mohan M., (1999), Comparing contributors to time and cost performance in building projects, Building and Environment, Vol. 34, PP. 31- 42

Dlakwa M. & Culpin M.F (1990), Reasons for Overruns in Public Sector Construction Projects in Nigeria, *International Journal of Project Management*, 8: 237-241, Elsevier Science Ltd

El-Razek, M.E.A. Basoioni, H.A &Mobarak, A.M. (2008), Causes and Delays in Building C, Causes and Delays in Building Construction Projects in Egypt.*Journal of Construction Management* Vol. 134, Issue 11, p 831

Farh, J. L., & Cheng, B. S. 2000. *A cultural analysis of paternalistic leadership in Chinese organizations*. In J. T. Li., A. S. Tsui, & E. Weldon (Eds.), Management and organizations in the Chinese context: 84-127. London: Macmillan

Feeney, P. (1998) *Accountable Aid: Local Participation in Majors Projects*. Oxford: Oxfam, Great Britain

Feldman, M. S. (1986). Constraints on Communication and Electronic Mail. Proceedings of the 1986 ACM Conference on Computer Supported Cooperative Work, Austin, Texas.

Fiol, C.M., Harris, D. and House, R.J. (1999). 'Charismatic leadership: strategies for effecting social change', *Leadership Quarterly*, Vol.10, 449-82.

Fletcher C. (2001) 'Performance appraisal and management: the developing research agenda', *Journal of Occupational and Organizational Psychology*, 74: 473–87

Galbraith, J. R. (1974). "Organizational Design: An Information Processing View." Interfaces **4**(3): 28-36.

Goldhaber, G. (1990): Organizational Communication. Dubuque, IA: Brown (5th ed)

Hinson R. 2004. The Importance of Service Quality in Ghana's Banking Sector. *The Marketing Challenge, Journal of the Canadian Institute of Marketing*, 7(3):16 –18.

Hoel, H. and Salin, D, (2003), "Organizational Antecedents of Workplace Bullying." In Einarsen, S., Hoel, H., Zapf, D. and Cooper L. C, "Bullying and emotional abuse in the workplace: International perspectives in research and practice" New York: Taylor & Francis, pp. 203-218.

Iyer K.C. and Jha K.N., (2005), Factors affecting cost performance: evidence from Indian construction projects, International Journal of Project Management, Vol. 23, PP. 283ñ295

Jennings, R. 2000. *Participatory Development as a New Paradigm: The Transition of Development Professionalism* http://www.usaid.gov/our_work accessed 24 May 2011.

JouiniSihem Ben Mahmoud, Midler Christophe and Garel Gilles, (2004), Time-to-market vs. time-to-delivery; managing speed in engineering, Procurement and Construction projects, International Journal of Project Management, Vol.22, PP. 359ñ367

Kaliba C., Muya M. & Mumba, K. (2009) Cost Escalation and Schedule in Road Construction Projects in Zambia, *Journal of Construction Engineering and Management*, Vol 127, Issue 5 p 522-531

Kerzner H. (2004). Project Management: A System Approach to Planning, Scheduling and Controlling 2nd Edition CBS Publishers and Distributors.

Keyton, J. (2011). Communication and Organizational Culture: A Key to understanding work experiences (2nd ed.) Thousand Oaks, CA: Sage.

Khodakarami, V., et al. (2007). "Project Scheduling: Improved approach to incorporate uncertainty using Bayesian Networks." Project management journal 38(2): 39.

Kikwasi, G.J. (2012) „Causes and Effects of Delays and Disruptions in Construction Projects in Tanzania", *Australasian Journal of Construction Economics and Building, Conference Series*, (2) 52-59

Koech, P., & Namusunge, G. S. (2012). Effect of leadership styles on organization performance at State Corporation in Kenya. *International Journal of Business and Commerce*, 2(1), 1-12.

Kotnour, T. (2000) Organizational Learning practices in the project management environment. *International Journal of Quality & Reliability Management*, **17** (4/5), 393-406.

Lancaster, T. (2002).Setting Community Health Programmes: A practical Manual for Use in Developing Countries .London: Macmillan Press Limited.

Ledwith, A., (2000). Management of new product development in small electronic firms. Journal of European Industrial Training. 24, 2/3/4, 137-48.

Lewin, K., Lippitt, R., & White, R.K. (1939). Patterns of aggressive behavior in experimentally created social climates. Journal of Social Psychology, 10, 271-301.

Lunenburg, F. C. (2010). Communication: The Process, Barriers, and Improving Effectiveness. Schooling vol. 1. Sam Houston State University, Texas.

Luthans, F. (2005).*Organizational Behavior* (10thed.).McGraw – Hill/ Irwin Publication

McCauley, and E. van Velsor (Eds.), The Center for Creative Leadership Handbook of Leadership Development (2nd ed.) (pp.1-22). San Francisco, CA7 Jossey-Bass.

Mefalopulos, P., &Grenna, L. (2004). Promoting sustainable development through strategic communication In D. Hamú, E. Auchincloss & W. Goldstein (Eds.), *Communicating protected areas* (pp. 24-31). Cambridge, UK: IUCN.

Mehra, A., Smith, B.R., Dixon, A.L and Robertson, B. (2006). Distributed leadership in teams: The networks of leadership perceptions and team performance. *The Leadership Quarterly*, 17, p. 232-245

Miller, R. &Lessard, D.(2011). "The Strategic Management of Large Engineering Projects: shaping Risks, Institutions and Governance" Cambridge, Mass. MIT Press.

MindTools (2004). "Critical Path Analysis and PERT Charts." Retrieved 12/11, 2014, from http://www.mindtools.com/critpath.html?route=article/newPPM_04.htm.

Mohan, G. 2008. '*Participatory Development'*. The Companion to Development Studies. London: Hodder Education.

Moseti, Y. (2010). Public Participation for Sustainable Development in Local Cities, 46th ISOCARP Congress 2010, Kenya.

Mukandala, R. (1998), Decentralization and Democratization in Tanzania: Five Monographs on Decentralization in Sub-Saharan Africa, Iowa City: University of Iowa.

Mwende, V. (2015). *Devolved Governments in Kenya: A Case Study Of Their Establishment In Machakos County Department of Sociology and Social Work*. [online] Sociology.uonbi.ac.ke. Available at: http://sociology.uonbi.ac.ke/node/5188 [Accessed 17 Jul. 2016].

National Economic Development Office (N.E.D.O.) (1983) Faster Building for Industry. Her Majesty's Stationery Office, London.

Nelson, N. and Wright, S. (1995) 'Participation and Power', In Nelson, N. and Wright, S. (eds) *Power and Participatory Development: Theory and Practice,* London: Intermediate Technology Publications:, pp1-18.

Newcombe, R., Langford, D. and Fellows, R. (1990) Construction Management 2. Mitchell, London

Nicholas, J., Ledwith, A., Perks H., (2011). New product development best practice in SME and large organizations: theory vs practice. European Journal of Innovation Management 14, 2, 227-251.

Njuguna, B (2008), The Construction Industry in Kenya and Tanzania; Understanding Mechanism that Promote Performance, ESAM DBA assignment

Northouse, G. (2007). *Leadership theory and practice*. (3rd Ed.) Thousand Oaks, CA: Sage Publications.

Oberlender G.D. (2000) Project Management for Engineering and Construction. Second Edition. McGraw Hill Boston.

Odeyinka H.A. and Yusuf A. (2010): The causes and effects of construction Delays on cost of housing project in Nigeria. *Journal of Financial Management and Property and Construction*. 2, 31-41

Okuwoga Adeyinka A., (1998), Cost ñ time performance of public sector housing projects in Nigeria, Habital Intl., Vol. 22, No. 4, PP. 389 ñ 395

Omolayo, B. O, (2007), "Effect of leadership style on job-related tension and psychological sense of community in work organizations: A case Study of

Four organizations in Lagos state, Nigeria Bangladesh", e-Journal of Sociology, Vol. 4, No. 2.

Ouma, D. (2012). *Factors affecting the effective implementation of Donor funded projects in Kenya: a case of world bank Funded projects in Kenya.*. Erepository.uonbi.ac.ke. Available at: http://erepository.uonbi.ac.ke/handle/11295/14119 [Accessed 17 Jul. 2016].

Paul, S. (1999). *Community Participation in Development Projects*. The World Bank Experience in Researching Community Development Institute Workshop. A Community participation, September, 1997 Washington, DC.

Paulk, M.C., Curtis, B., Chrissis, M.B. and Weber, C.V., (1993). Capability maturity model for software version 1.1", Technical Report No. CMU/SEI-93-TR-24. Software Engineering Institute, Carnegie Mellon University, Pittsburgh, PA.

Pickering, J. M. and J. L. King (1995). "Hardwiring Weak Ties: Inter organizational Computer-mediated Communication, Occupational Communities, and Organizational Change." Organization Science **6**(4): 479-486.

PMI (1999). Project management software survey, Project Management Institute.

Reichelt Kimberly and Lyneis James, (1999), The dynamic of project performance: Benchmarking the drivers of cost and schedule overrun, European management journal, Vol. 17, No.2, PP. 135-150

Reid, N. 2000. "*Community Participation: How People Power Brings Sustainable Benefits to Communities"*, http://www.rurdev.usda.gov accessed 20 April 2011.

Rifkin, S. & Kangere, M. 2003. *"What is Participation?"* http://www.asksource.info accessed 12 May 2011.

Robbins, S. P., Judge, T. A. & Sanghi, S. (2007). Organizational Behavior. (12th Ed.). India: Pearson: Prentice Hall.

Rondinelli, D. (1976). *Problems of project management in developing countries*. Pmi.org. Available at: http://www.pmi.org/learning/library/problems-project-management-developing-countries-1739 [Accessed 17 Jul. 2016].

Sambasvan, M. and Soon, Y. W. (2007) Causes and Delays in Malaysian Construction Industry, International Journal of Project Management Vol. 25 Issue 5, pp 517-526

Shaker A. Zahra (2003) "*The Practice of Management": Reflections on Peter F. Drucker's Landmark Book Author(s)*:",[Online].Available from http://www.jstor.org/stable/4165976, [Accessed: 16/06/2011].

Shamir, B. & Howell, A.M. (1999). 'Organizational and contextual influences on the emergence and effectiveness of charismatic leadership', *Leadership Quarterly*, Vol. 10, No 2, pp.257-283.

Shanmugapriya, S. & Subramanian K. (2013). Investigation of significant factors affecting cost and time overrun in Indian construction projects. *Project Management Journal.* 30(2): 60-71.

Skogstad, A., Matthiesen, B. S. and Einarsen, S, (2007), "Organizational changes: A precursor of bullying at work", International Journal of Organization Theory and Behavior, Vol. 10, No. 1, pp. 58-94.

Sproule, K. W. (1996). Community-based ecotourism development: Identifying partners in the process, The Ecotourism Equation: Measuring the Impacts. Bulletin Series, Yale School of Forestry and Environmental Studies, No. 99, New Haven, CT: Yale University,233-250.

Stelth, P., et al. (2009). "Business Management and Economics Section." School of Doctoral Studies European Union: 9.

Stuart, T. H. (1994). Participation for empowerment and sustainability: How Development Support Communication makes a difference. *Media Asia*, *21*(4), 213-220.

Sun, L. (2004). A Guide to the Project Management Body of Knowledge : (PMBOK Guide), Project Management Institute, Incorporated.

Theron, F. 2005. *Public Participation as a Micro-level Development Strategy*, in Davids, F. Theron & K. J. Maphunye. *Participatory Development in South Africa. A Development Management Perspective*. Pretoria: Van Schaik Publishers.

Theron, F. 2005. The Co-operative tradition in South Africa and Namibia, Essential Research for a co-operative facility. Geneva: ILO

Thurston, W. E., Farrar, P. J., Casebeer, A. L., & Grossman, J. C. (2004). Hearing silenced voices: Developing community with an advisory committee. *Development in Practice,14*(4), 481-494.

Tracey, J.B. & Hinkin, T.R. (1998). Transformational leadership or effective managerial practices? *Group and Organizational Management*, 23 (3), 220-237

Tubbs, S./Moss, S. (2003): Human Communication. Principles and Contexts. New York: McGraw-Hill (9th ed)

Van-Eeden, R., Cilliers, F., & van Deventer, V. (2008). Leadership styles and associated personality traits: Support for the conceptualization of transactional and transformational leadership. *South African Journal of Psychology*, 38(2), 253-267.

Van Velsor, E. and McCauley, C.D. (2004). Our view of leadership development. In C.D.

Wallace S. (2007) Project Structure and Organization www.empbook.org.au.

Whetten, D. A, (1980), "Sources, responses and effects of organizational decline". In Kimberly, J. R. and Miles, H. R, The organizational Life Cycle, San Francisco: Jossey-Bass.

White, R. K. and Lippitt, R. O, (1960), "Autocracy and democracy: An experimental inquiry", New York: Harper & Brothers

Whitty, S.J. Maylor, H., (2007). And then complex project management. The Proceedings of 21st IPMA World Congress on Project Management, Cracow, Poland.

Wiio, Osmo A (2009). Viestintäyleensäepäonnistuu – paitsisattumalta. Wiionlaitviestinnästäjatulevaisuudesta. Espoo: Technologos Oy/ Deltakirja.

World Bank, (2016). *Kenya's Devolution*. World Bank. Available at: http://www.worldbank.org/en/country/kenya/brief/kenyas-devolution [Accessed 17 Jul. 2016].

Yukl, G. (1994). *Leadership in organizations* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.

Yukl, G. (2006). *Leadership in organizations, Sixth edition*. Upper Saddle River, NJ: Prentice Hall.

Zhu, W., Chew, I. K. h. & Spangler, W. D. (2005). CEO Transformational Leadership & Organizational Outcomes: The Mediating Role of Human-Capital-Enhancing Human Resource Management. *The Leadership Quarterly*, 16(1): 39-52.

APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

ANNET MWEBAZE IDEWA,
P.O BOX 45,
AMAGORO.

TO WHOM IT MAY CONCERN;

Dear sir/madam,

REF: REQUEST FOR COLLECTION OF DATA.

I am currently a student at the University of Nairobi pursuing a Master's degree in project planning and management .You have been identified as a participant in this research survey on County organization structures on the implementation of development projects in Teso North Sub County, Busia Kenya.

You are kindly advised to fill this questionnaire all sections, giving your opinion as freely and, honestly as possible. Your views and contributions are vital and shall be held with confidence.

The information gathered will be strictly used for academic purpose and in fulfillment of the requirements of the University of Nairobi graduate qualifications in Project planning and Management. Your assistance and cooperation will be highly appreciated.

Yours Sincerely,

ANNET MWEBAZE IDEWA,

.

APPENDIX II: QUESTIONNAIRE FOR COUNTY EMPLOYEE

Dear respondents**,**

I am a student of Masters of Arts in Project Planning and Management at the University of Nairobi. I am currently doing a research on County organization structures on the implementation of development projects in Teso North Sub County, Busia Kenya. As a respondent you have been identified as a potential respondent in this research. The information you provide will help the Government in setting up new policies that will help the County in implementation of its strategic plans. This information will be treated as confidential. Kindly provide the information that is well known to you. **DO NOT WRITE YOUR NAME ON THIS QUESTIONAIRE.** Your support and cooperation will be very important and will be highly appreciated.

Thank you.

Please tick [√] **where appropriate**

SECTION A: RESPONDENT'S BACKGROUND INFORMATION

1. Gender : Male ☐ Female ☐

2. Age:

- ☐ 18- 21 yrs
- ☐ 22- 26yrs
- ☐ 27-31 yrs
- ☐ 32 -35 yrs

3. Marital status

- ☐ Married
- ☐ Single
- ☐ Divorced/Separated

4. Highest Education Level

- ☐ Primary Level
- ☐ Secondary level

- ☐ College level
- ☐ University level
- ☐ Other (specify)……

5. Department

- ☐ Governor's Office
- ☐ Agriculture
- ☐ Water and Environment
- ☐ Public works
- ☐ Vocational Training
- ☐ Health

6. Is your department currently implementing any development project?

- ☐ Yes
- ☐ No

SECTION B: INFLUENCE OF LEADERSHIP STYLE ON PROJECT IMPLEMENTATION

5. Do you understand the meaning of leadership?

- ☐ Yes
- ☐ No

6. What type of leadership style does your organization use?

- ☐ Democratic
- ☐ Authoritarian
- ☐ Laissez-faire
- ☐ Others (specify)……..

7. The following questions are to assess how leadership style influences project implementation in Teso North Sub- County. Tick on the number that best indicates your opinion on the question using the following scales:

1. SD= Strongly Disagree 2. **D**= Disagree 3. **N**=Neutral 4.**A**=Agree 5. **SA**=Strongly Agree

		1	2	3	4	5
a.	Leadership is an important driver in project implementation in Teso North Sub-County					
b.	Leadership affects project implementation in Teso North Sub-County					
c.	The project leader encourages full participation of all members of the projects					
d.	The project leader takes responsibility of the project outcome					
e.	The leadership style is democratic					
f.	The leadership motivates employees towards achieving the desired project goals					
g	The leader encourages team work in decision making					

8. In your opinion, how does the leadership style affect the project implementation in your department?

……

……

……

SECTION C: INFLUENCE OF COMMUNICATION CHANNELS ON PROJECT IMPLEMENTATION

9. What communication channels are used in Teso North Sub-county?

- ☐ Written
- ☐ Phone
- ☐ Email
- ☐ Others (specify)……..

10. Do the communication channels affect project implementation?

- ☐ Yes
- ☐ No

11. The following questions are to assess how communication channels influences project implementation in Teso North Sub- County. Tick on the number that best indicates your opinion on the question using the following scales:

1. SD= *Strongly Disagree* 2. **D**= *Disagree* 3. **N**=*Neutral* 4.**A**=*Agree* 5. **SA**=*Strongly Agree*

		1	2	3	4	5
a.	The communication channels influence project implementation					
b.	The communication channels are effective					
c.	The communication channels promotes success in the projects					
d.	There is feedback in the communication channels used					
d.	The organization uses modern communication technologies					

12. In your opinion, how do the communication channels affect the project implementation in your department?

……

……

……

SECTION D: INFLUENCE OF CITIZEN PARTICIPATION ON PROJECT IMPLEMENTATION

13. Do you understand the meaning of Citizen Participation?

- ☐ Yes
- ☐ No

14. Does your organization encourage Citizen Participation in project implementation?

- ☐ Yes
- ☐ No

15. The following questions are to assess how citizen participation influences project implementation in Teso North Sub- County. Tick on the number that best indicates your opinion on the question using the following scales:

***1. SD**= Strongly Disagree 2. **D**= Disagree 3. **N**=Neutral 4.**A**=Agree 5. **SA**=Strongly Agree*

		1	2	3	4	5
a.	There is citizen participation in project implementation					
b.	The citizen have an understanding of the projects being implemented in the sub-county					
c.	The citizens have an opportunity of participating in decision making of the projects					
d.	The projects incorporate the government, private sector and citizens					
e.	Citizen participation enhances transparency and accountability of the projects					
f.	By citizen participation it encourages empowerment					
g.	Citizen participation enhances project sustainability					

16. In your opinion, how does the citizen participation affect the project implementation in your department?

……

……

……

……