

**FACTORS INFLUENCING PERFORMANCE OF
COMMUNITY DEVELOPMENT PROJECTS:
A CASE OF INADES FORMATION KENYA (AFRICAN
INSTITUTE OF SOCIAL AND ECONOMIC
DEVELOPMENT) IN MACHAKOS COUNTY, KENYA**

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**A Research Project Report Submitted in Partial Fulfilment of the
Requirement for the Award of Masters of Arts Degree in Project
Planning and Management of the University of Nairobi**

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DECLARATION

This research project report is my original work and has not been presented for any academic award in any other University.

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This research project report has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research project report to my husband Pastor Peter Mutua Kyengo, my daughter Hadassah Ndunge Mutua and Father Onesmus. This is also dedicated to INADES Formation Kenya.

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ABBREVIATIONS AND ACRONYMS

Ag Invest Africa	Agricultural Investments in Africa
AIDS	Acquired immune deficiency syndrome
AI	Agricultural Innovations
BAFOD	Back Up of Farmers' Organizational Dynamics
CBOs	Community Based Organizations
CDF	Constituency Development Fund
CDPs	Community Development Projects
COA	Community Advocacy
CV	Cost Variance
CPI	Cost Performance Index
FBOs	Faith Based Organizations
GoK	The Government of Kenya
HIV	Human immune Virus
IFK	INADES Formation Kenya
ICAP	International Centre for Aids care and treatment Programs
IFAD	International Fund for Agricultural Development
JIA	Japan International Agency
KIHBS	Kenya Integrated Household Budget Survey
K-SALES	Kenya Semi-Arid Livestock Enhancement Support
L.P	Livestock Production
MDGs	Millennium Development Goals
NPO	Non-Profit Organization
NGO	Non-Governmental Organization
NRM	Natural Resource Management
PERT	Project Evaluation Review Technique
SDGs	Sustainable Development Goals
SHFM	Small Holder Farmer Marketing
SOFDEV	Solidarity Fund for Development
SPI	Schedule Performance Index
SV	Schedule Variance
USAID	United States Agency for International Development
YEF	Youth Enterprise Fund
WEF	Women Enterprise Fund

ABSTRACT

The main purpose of the study was to investigate the factors influencing the performance of Community Development Projects (CDPs) in Machakos County, Kenya with a focus on the initiatives carried out by African Institute of Social and Economic Development (INADES Formation Kenya). The statement of the problem to the research was why most CDPs face challenges when it comes to performance. The purpose of the study was to explore the factors influencing the performance of CDPs: the case of IFK projects in Machakos County. The objectives were; to determine how the planning process of management influences performance of community development projects, to establish how governing policies influence the performance of Community Development Projects in Machakos County, to examine how availability of resources influence the performance of Community Development Projects in Machakos County and to determine how community participation influences the performance of Community Development Projects in Machakos County. The study adopted a descriptive research design. The target population for this study were the 7 INADES Formation Kenya projects. The study worked with a representative sample of 105 respondents which included; 7 IFK project officers, 56 IFK field officers, 37 IFK direct beneficiaries and 5 government officials from the Ministry of Labor, Social Security and Services. The study relied on data collected through questionnaires and an interview guide. The tabulation, coding and processing of the responses gathered was done by use of computer software Statistical package for Social Science (SPSS). The study was able to establish that there exists a positive association between the planning process of management and performance of community development projects. It was clear from the findings that planning influences achievement of objectives and that planning at all levels with involvement of all relevant stakeholders impacts on performance. The study also found out that governing policies and performance of community development projects do have a positive association. The findings showed that involvement of key development practitioners and the community in policy making and implementation and constant policy updates is central to performance. The study established a positive relationship between the availability of resources and performance of community development projects. It was clear from the findings that access and frequency of funding does influence performance and that the qualification and relevance of human resource does impact on performance. The study also established a positive relationship between community participation and the performance of community development projects. It was clear from the findings that community involvement right from project initiation influences project performance and that empowerment and development of transition mechanisms of the management teams at the community level impacts on performance and sustainability. The study recommended a number of undertakings; that INADES Formation Kenya management and staff follow up on community participation right from the planning process; that the beneficiaries be committed to protect initiatives meant for their development; that the government ensures good representation of relevant stakeholders and the community in the entire process of policy making and implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Development is not only a global agenda evidenced by the Millennium Development Goals (MDGs) developed in 2000 and the Sustainable Development Goals (SDGs) developed in 2015 but also a great concern at the community level. Community development initiatives have been on the rise in the recent past with most of the development practitioners targeting to directly work with and impact the people at the community level. United Nations, 1948, define community development as a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon community's initiative. Community development projects (CDPs) were developed to spear head development initiatives at the community level. The onset of CDPs especially in rural areas and the poverty stricken urban was to correct the analogy of the modernized organizations of presenting finished products to the people without the people's input. According to (Lock, 2007) initially planning and implementation of social development initiatives stem from 'above' that is from political elites, technocrats and other experts. These persons assessed the community needs without the communities' inputs and came up with remedies. This has however been challenged by the incorporation of the community by having the development initiatives originate from 'below' or from the community. This essentially means that the community gets the opportunity to identify and prioritize their needs and implement their initiatives.

The potential to change the face of the rural world through CDPs is great. This is because CDPs are designed to accommodate all members in the community without discrimination on any grounds. Their focus on different aspects of life for instance food security, nutrition, health and sanitation, education and environmental issues among others with an overall focus on improvement of livelihoods ensure wholesome development. They are also designed to function and serve the people for a long period of time that is sustainability (Murphy, 2011). In India for instance the Humana People to People movement implements CDPs covering different aspects of life with maximum community participation as the projects are customized for different groups of people that is; the women's groups, the self-help groups, youth groups, adolescent's groups and the farmer's group The movement works towards developing a dignified

life for the people through enhancing their access to sustainable livelihood, health, education and a safe and healthy environment (Humana People to People , 2013).

Since its inception, the idea of CDPs was embraced by different development practitioners including state Governments, Non-Governmental Organizations (NGOs), Faith Based Organizations (FBOs), Community Based Organizations (CBOs) among others and the target community groups as this presented an opportunity to influence the development agenda (Mylius, 1991). However, owing to their wide spectrum and their principle of working ‘with the people’ ‘for the people,’ these development initiatives are prone to challenges that may threaten their performance in terms of realizing set goals and/or objectives in the constraints of cost, time and quality. According to (Murphy, 2011) these challenges range from the internal environment of a CDP which comprises of the management, the project team and the beneficiaries to the external environment which comprise of the donor, the Government of the state and other governing bodies.

1.1.1 Community Development Projects

Poverty has remained a point of concern in many developing countries despite the efforts put together to improve living conditions. Many people in the Third World countries are slipping below the poverty line. This has mainly been observed in Sub Saharan Africa with 42% of the approximately 525 million people living below the poverty line of US \$370 per capita in 1992 (Rono, 2001). In Kenya poverty levels as reported in a 1999 report stood at 52.3% country wide with the rural areas recording 53.9% while urban areas standing at 49.3% (Agricultural Sector Development Support Programme (ASDSP), 2016). The idea of Community Development Projects (CDPs) was started in order to reach out to the social-economically marginalized people in the rural areas

CDPs are development initiatives that provide community groups with a platform, an opportunity to be involved in the development process in its totality especially in decision making. The idea or assumption behind the CDPs approach is that communities are in charge of how their lives and generally their livelihoods can be improved. They are therefore expected to be involved in the different steps of the development process (Murphy, 2011). CDPs are viewed as development mechanisms

that enhance sustainability, improve efficiency and effectiveness. Community based projects are responsible for improvement of socioeconomic welfare especially among developing countries (Dongier et al, 2001). CDPs have been widely employed as the World Bank records lending for such projects having risen from US \$325 million in 1996 to \$2 billion in 2003 or \$3 billion in 1996 to \$7billion in 2003 when lending for an enabling environment for such projects is included (Dongier et al, 2001).

International Fund for Agricultural Development (IFAD) is a funding agency that has been present in Nigeria since 1985. The CDPs started under IFAD have addressed the livelihood needs of the rural poor including farmers, small business owners, the marginalized groups like the women and the youth and the landless people. Completed projects include, Community-Based Natural Resource Management Programme - Niger Delta, Sokoto State Agricultural and Community Development Project, Community-Based Agricultural and Rural Development Programme and many others some of the on-going operations include, Rural Finance Institutions Building Programme, Value Chain Development Programme and Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt (International Fund for Agricultural Development , 2013).

In Kenya community development projects are wide spread in different counties undertaking different initiatives. These projects target the poor whether in the rural areas or the slums in the urbanised regions. In Kisii County various organizations have initiated projects with the sole purpose of improving people's livelihoods. Four community water points in Mwechobori Village were constructed and completed by The Japan International Agency (JIA) in 2010 to deal with the problem of water shortage and people having to walk long distances to fetch water (Kisii.Com, 2011). In Garissa County, the Swiss Development Cooperation (SDC) worked with communities in Jangu, Eldere, Garse and Suldere villages to construct four sustainable dams, six shallow wells and eight ventilated latrines to solve the water and sanitation problem in the county. The project was completed and handed over to the community members by the Swiss ambassador to Kenya in January 2015 (Mudachi, 2015).

The Government of Kenya (GoK) has also taken lead in undertaking such projects through initiatives such as the Constituency Fund for Development (CDF). This fund was established through the CDF Act, 2003 as one of the country's devolved funds to

undertake development projects at the grass-root level. The initiative was meant to mainly deal with the unequal distribution of development resources as it has been a major setback and contribution to the poverty menace in the rural areas. The fund has been able to facilitate the renovation or putting up of new water, health and education facilities in all parts of the country. In Malindi County 45% of the projects are completed some of these include Marikano Primary School and Watamu Dispensary. On-going projects include the Jilore Secondary School, Dormitory and the Sosobora Girimacha water project.

1.1.2 Performance of Community Development Projects

According to Richardson, 2009, the performance of CDPs is considered in relation to achievement of project set objectives in the constraints of time, cost and quality. During project implementation performance indicators inform the project team on the project's progress as it gears towards achieving the ultimate goals and/or objectives. By considering and measuring the three constraints that is time, cost and quality one is able to make a conclusion on the performance of a project. This is the traditional criteria of performance evaluation of projects popularly known as the 'iron triangle' (Atkinson, 1999). Schedule Variance (SV) and Cost Variance (CV) are measured to inform a project manager whether the project has been on schedule and within the budget. For SV the work done is measured against the work planned. A zero SV shows that the project is perfectly on schedule, greater than zero shows that the project is ahead of schedule and less than zero shows that the project is behind schedule. CV shows the difference between the amount budgeted and the amount actually spent for the work done. It shows by how much the project is under or over the approved budget. A zero CV indicates that the project is perfectly within budget, when greater than zero the project is under the budget and when less than zero the project is over budget (Richardson, 2009).

To establish the project's earned value the Schedule Performance Index (SPI) and the Cost Performance Index (CPI) are calculated. SPI analyses the efficiency of time utilized in the project and is expressed as the ratio of earned value to planned value. An SPI greater than one shows more work has been completed than the planned meaning the project is ahead of schedule earning more value than planned, if less than one it shows less work has been completed as compared to the planned work therefore the

project is behind schedule earning less value than the planned and if equal to one then it means all work is completed in time and the expected value attained. CPI analyses the efficiency of the cost utilized by the project by measuring the value of the work completed compared to the actual cost spent on the project. When CPI is less than one the project is spending more and earning less meaning it's over and above the budget and not attaining the planned value, when greater than one the project is earning more than its spending and is therefore under the budget and earning more value than planned value and if equal to one the earning and spending are equal and the project is operating within the budget as planned (Richardson, 2009).

The performance of CDPs in view of the time and cost incurred and the quality to show can also be influenced by external factors. According to Burke 2004, failure to plan in project management has a ripple effect on a project's survival that remains uncontrollable until it has been dealt with from the basics. It is a project plan that shows a project's end from the beginning.

According to their study Usman, Kamau and Mireri, 2014, state that the inability to implement governing policies is a major setback to project performance in developing countries. Policies can have a positive or negative influence on project performance. The reduced frequency of supply of resources or complete lack of the same not only drags a project but threatens the very quality of the project output. The position of resources in a project is therefore a major consideration if the project will be termed successful (Harold, 2009). Belasi and Tukel, 1996 in their review on the reasons why projects fail point out lack of community participation as a major contributor. Reduced community participation challenges a project's progress right from the beginning. These are some of the factors that this study will seek to explore.

1.1.3 Machakos County – Community Development Projects

Machakos County is one of the 47 Counties in Kenya in the Eastern side of the country. The County has a population of 1,098,584 as per the country's last census carried out in 2009. The County is divided into 8 constituencies, 8 sub-counties, 22 divisions, 71 locations and 233 sub-locations. The Constituencies include Machakos Town, Masinga, Yatta, Kangundo, Matungulu, Kathiani, Mavoko and Mwala (Agricultural Sector Development Support Programme (ASDSP), 2016). Community Development Projects

implemented by different development practitioners have made presence and spread out in Machakos County addressing different issues on environment, health, water and sanitation, agriculture, education and many more. The Government has taken lead through the CDF initiative and has been able to construct and/or renovate education, health and water facilities among other infrastructure. Some of the completed CDF projects include the Kiandani water project in Mumbuni location, Kamuthanga dispensary in Ngelani location and Mbembani Secondary in Kimutwa location. Some of the projects are on-going for instance Mungala borehole in Mumbuni location and Ngengeta electricity project in Mutituni location. In Mwala Constituency, completed CDF projects include, Ikalaasa dispensary in Ikalaasa location, Kitile Secondary school and Masilu dam in Miu location (Mzalendo, 2016).

Non-Governmental Organizations (NGOs) have also worked with communities in Machakos County through the CDPs. The Kenya Red Cross Society worked with local leaders and communities in Machakos in 2001 in order to build people's capacities through local and innovative mechanisms to predict cope with and recover from recurrent drought impacts. This was in response to famine that had struck the country in 2000 with the Eastern part being the worst hit (Duran, 2004). APHIA PLUS KAMILI under the United States Agency for International Development (USAID) supports health programs for instance the Machakos HIV Community Project that focuses on People Living with HIV and not only provides them with home based care but also empowers them economically (USAID From the American People, 2014). The Machakos Child Sponsorship Program is also a CDP under Dorcas Aid International (D.A.I) that mainly provides academic sponsorship programs to the poor. African Centre for Climate Change and Environmental Studies and Strategies (ACCESS), Friends of Environment and Envirocare Kenya have established projects that advocate for good environmental habits that protect the environment especially in the face of extreme climatical conditions (Kenya Plex, 2015).

INADES Formation Kenya (IFK) is one of the major NGOs in Machakos County that focus on Agriculture, Environment and rural microfinance. It is a registered Non-governmental organization in Kenya under the NGO Coordination. The organization is registered to work anywhere in the country and is currently working in Machakos, Makueni and Kitui Counties. IFK has also worked in Tharaka Nithi County in partnership with other development partners. IFK operates through a number of projects handling different aspects and needs in the community these include; Natural Resource Management (NRM), Agricultural Innovations (AI), Livestock Production (LP), Community Advocacy (COA), Small Holder Farmer Marketing (SHFM), Solidarity Fund for Development (SOFDEV) and Kenya Semi-arid Agricultural Livestock Enhancement Support (K-SALES).

Notwithstanding the socio-economic development margin in the region has not marched up to the investment made through these CDPs. According to the Kenya Integrated Household Budget Survey (KIHBS) carried out in 2009, Machakos County was at 59.6% in poverty levels against a national average of 47.2% (Agricultural Sector Development Support Programme (ASDSP), 2016).

Chikati, (2009) states that in the past ten years, failure of projects to meet set objectives in developing countries has been quite high in some cases ranging between 50 to 60 %. Some of these projects have gone to full implementation but without much benefit to the communities while still others have succumbed to unsustainability. In Machakos County 55% of the CDF projects undertaken remain incomplete with some like Kyanzasu borehole still being under construction since 2005 while the Mutituni earth dam which had an estimate or planned cost of Kshs. 300,000 having so far spent Kshs. 3,000,000 and yet still incomplete. Community development projects implemented by NGOs have also been victims of low project performance in the constraints of project period(time), project allocated budget and project objectives. One such project in INADES Formation Kenya, is the K-Sales project which has time and again been given a no-cost extension implying delay in the project implementation.

This research initiative therefore seeks to explore the reasons behind the gaps by looking into the performance of the community development projects in order to make some recommendations that can be employed.

1.2 Statement of the Problem

Community development projects are initiated to boost development at the community level which eventually contributes to the national development agenda. Machakos County harbors such projects by different implementers including; religious institutions, non-governmental organizations and the government of Machakos County. These noble initiatives have however not been able to effectively address the poverty menace especially in the rural parts of the County. INADES Formation Kenya, implements seven (7) such projects in Machakos County. The projects contribute largely to the communities' livelihoods as they address the area of agriculture, environment, advocacy, production, marketing and rural micro-finance. The INADES Formation Kenya partners support the organization with monetary and in-kind contributions in order to realize objectives. The Machakos County government supports the IFK initiatives on initiation at the community level especially when making entry into new project areas and during project implementation. The government avails the public community resources for instance the community buildings for projects that require enclosed premises. The local chiefs organize 'barazas' for the project implementers in order to get a platform to address the communities.

This coordination between the Machakos County Government and IFK has been expected to contribute to development largely this however has not been realized and the performance of IFK community development projects is still a concern. Projects either delay in completion, achieving their set objectives and/or experience budget overruns. Chikati, (2009) observes that the concern on performance of such development projects ought to be observed right from initiation through to planning and implementation.

A number of studies carried out in the area of projects by Mudachi (2015); Rono (2001); Usman, Mireri and Kamau (2014); Turner (2004); and Chikati (2009) have been general and/or have failed to give detailed information on factors influencing the performance of community development projects. The studies may have achieved their objectives but they did not detail the factors influencing project performance. This research intends to bridge this gap with focus on Machakos County.

1.3 Purpose of the study

The purpose of the study was to determine the factors influencing performance of Community Based Projects in Machakos County, a case of INADES Formation Kenya in Machakos County.

1.4 Objectives of the Study

This section outlines the specific objectives that this study will explore

1. To determine how the planning process of management influences performance of Community Development Projects in Machakos County
2. To establish how governing policies, influence the performance of Community Development Projects in Machakos County
3. To examine how availability of resources influence the performance of Community Development Projects in Machakos County
4. To determine how community participation influences the performance of Community Development Projects in Machakos County

1.5 Research Questions

In this section the guiding questions of the study are outlined.

1. How does the planning process of management influence performance of Community Based Projects in Machakos County?
2. To what extent do governing policies influence performance of Community Based Projects in Machakos County?
3. How does availability of resources influence the performance of Community Based Projects in Machakos County?
4. How does community participation influence the performance of Community Based Projects in Machakos County?

1.6 Significance of the Study

The study might be significant to the GoK in policy making and application regarding community driven development initiatives. NGOs including IFK, CBOs and FBOs will benefit from the study as they may be able to establish and implement CDPs better. Project managers, field officers and other project persons may be more informed on some of the factors influencing project performance. Through the study donors may be more enlightened on the viability of a project and therefore be more careful when

channelling funds. The study is also significant to all CDP beneficiaries as it seeks to explore such projects with the aim of improving their performance. The results of this study may serve as part of secondary data for other researchers as they may utilize the findings in boosting future studies.

1.7 Limitations of the Study

Some respondents were not willing to share some information for fear of exposing organization information or their groups' information to an outsider. The researcher however ensured that the respondents were comfortable sharing their information by upholding and ensuring them of confidentiality. Financial resources were also limited but the researcher sought to maximize the available resources by meeting the beneficiary respondents during their group meeting days. Data distortion was also a limitation.

1.8 Assumptions of the Study

The study assumed that the performance of community development projects is influenced by certain factors to the extent to which this study endeavoured to establish. The study assumed that the respondents selected would be cooperative and willing to honestly provide the information required. Finally, it was also assumed that the information obtained from this study would be very useful in highlighting the critical issues that need to be addressed to improve the performance of community development projects in Machakos County.

1.9 Definition of Significant Terms

Project: A project refers to a temporary initiative with a defined beginning and end encompassing a number of activities geared towards achieving specific set objectives and/or goals. A project produces unique products and/or services.

Community Development Projects: These are development initiatives at the community level whose focus is improvement of people's social-economic lives while encouraging community participation from the initiation stage to completion

Performance of Community Development Projects: This is the ability of Community Development Projects to achieve set objectives in the constraints of time, cost and quality.

Performance Indicators: This refer to a qualitative or quantitative variables that provide a basis for assessing performance of community development projects by allowing measurement of changes made as the project progresses

Project Set Objectives: These are specific outcomes that a project initiative seeks to accomplish whose progress is monitored with set performance indicators

Community: This refers to a group of people living in the same locality, governed by the same leadership authority, sharing values, moral standards, beliefs and practices. These may also share some or all resources depending on their area of settlement

Policies: These refer to guiding principles, rules and regulations formulated by the government, an organization, a project team, a donor that influence and determine all major decisions and all activities taking place in the project. Policies spell the boundaries within which activities are supposed to be undertaken.

Resources: These refer to economic or productive factors required to directly undertake and accomplish a project activity or used as a means in achieving desired outcomes. They can either be financial-funds, human-the technical team, human labour or material resources-land,

1.10 Organization of the Study

This research project is organised in five chapters. The first chapter presents the Background of the Study, the Assumptions of the Study, Definition of Significant Terms, Limitation of the Study, Purpose of the Study, Research Questions, Scope of the Study, Significance of the Study, Specific Objectives and Statement of the problem. Chapter two outlines Review of Literature and covers Community Development Projects, Availability of Resources and Performance of Community Development Projects, Community Participation and Performance of Community Development Projects, Governing Policies and Performance of Community Development Projects, The Planning Process of Management and Performance of Community Development Projects, Conceptual Framework, Theoretical Framework, Summary and Study Gaps. Chapter three details the Research Methodology which entail, Research Design, Target Population and Sample Frame, Sample Size and Sampling Procedure, Research Instruments, Validity and Reliability of the Research Instrument, Data Collection Procedure, Data Analysis and techniques and Ethical Considerations of the Study. Chapter four outlines data presentation analysis and interpretations. Chapter five comprises of summary, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents review of related literature. It reviews information on Community Development Projects including INADES Formation Kenya, The Planning Process of Management and Performance of Community Development Projects, Governing Policies and Performance of Community Development Projects, Availability of Resources and Performance of Community Development Projects Community Participation and Performance of Community Development Projects, Theoretical Framework, Conceptual Framework, Summary and Study Gaps.

This chapter critically analyses the findings of studies and comes up with a conceptual framework and knowledge research gaps which are further discussed.

2.2 Community Development Projects

Community development projects (CDPs) are development initiatives carried out through appropriate interventions on the basis of the priority needs of a specific community to assist the individuals, families, groups of people or the community as a whole. Through CDPs, communities are able to improve their livelihoods by gaining a better understanding of the climatic conditions of a region and developing adaptive measures, practicing good environmental habits, boosting farm productivity, improving their marketing strategies, increasing income levels, accessing financial services that are rural friendly, improving on health, nutrition and sanitation and increasing literacy levels (Turner, 2004). CDPs may focus on a specific area for instance resource management or handle two phenomena that is resource management and rural micro-finance. They seek to challenge the causes and effects of poverty and inequality and offer new opportunities to those lacking choice, power and resources (Murphy, 2011).

Community development projects, can be classified into two, social projects and income generating projects. The former is concerned with health, environment, agriculture, food and nutrition, water supply, sanitation, education and literacy, social welfare and development of different skills. These focus on promoting human development and improving the people's quality of life with palpable results. The income generating projects for instance ideas on small business enterprises are a means

through which communities can access income and at the same time generate capital for more business with the intention of empowering the community economically. The economic activities established are those within reach, objective-oriented, legal, health and community friendly (World Health Organization, Regional Office for the Eastern Mediterranean, 2006).

Community development projects empower people and encourage participation by involving them in bringing change and in that way develop different skills, knowledge and experiences. Development at the community level is about collective action and cooperation void of discrimination on economic, social, political, racial and religious lines. The community members are expected to be at the fore-front in decision making and the planning and implementing process. Apart from what is provided for by the donor funding, communities also take lead in mobilizing material resources especially those that are locally available. For instance a community member may offer his or her portion of land for demonstration of an innovation in agricultural initiatives (International Fund for Agricultural Development , 2013).

The idea of CDPs may emanate from the community members of a specific area who join hands and put their resources, efforts, knowledge and skills together and address a problem or work towards improving their livelihoods (Murphy, 2011). Most of the self-help groups and women groups in the rural areas are initiated and created by the community. Some of them are meant to provide the people with a platform for savings and taking loans in order to develop them, for others these groups are opportunities for them to come together and seek marketing for their farm products. When they have grown these groups begin projects like the construction of commercial buildings and in that way impact the development of an area (Halter, 2008). Both in the urban and rural Kenya are groups of individuals that operate almost like table banking known as 'Chamas.' Kenya is approximated to have 1.2million Chamas where 300,000 are registered and an estimated 900,000 are unregistered (Start Up Academy , 2014). All these are communities' initiatives working towards development.

Development practitioners with a vision of bringing about change can also support the communities to come up with CDPs. The community however has the upper hand of pointing out and prioritizing its needs. The practitioners in most cases work with the

already existent community groups these are the women groups and the self-help groups, in few cases do they coordinate the community to form new groups. CDPs may either be focused on impacting the community as a whole or households or even individuals. For instance, while a borehole is meant to directly benefit the community as a whole, the rural micro-finance initiatives are meant to empower an individual financially who will eventually provide for his/her household and at long run impact a community. The leadership and management of these projects in both cases however is entirely with the community members. The community members are allowed to propose and appoint leaders since they have profound knowledge of each other. The leadership and management structures are designed in such a way that the community members can easily interact with them. The structure of leadership and management may just indicate the position of the coordinating committee, support committees, action committees, the collaborators for instance other partners or the government, the supporting organizations for instance the funders or donors (Community Tool Box, 2016).

Figure 2.1 below is an example of a leadership structure at the community level that serves the community development initiatives.

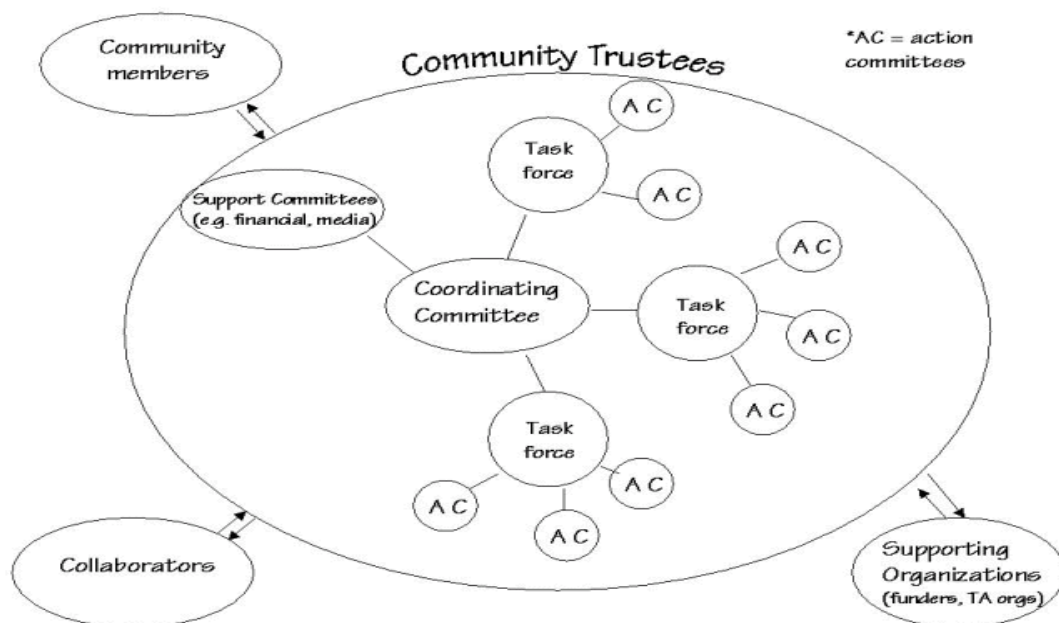


Fig 1.1 Leadership and Management Structure of Community Groups

Source: Community Tool Box, 2016

The community based leadership and management is done to encourage ownership of the initiatives and eventually their sustainability and survival. The development initiators only provide technical and financial support until the CDPs can manage to progress on their own (Community Tool Box, 2016).

The state or country government authorizes the legal existence of these development projects especially in the event of a totally new group. Registered NGOs, CBOs, FBOs and other development practitioners have to also go through the necessary authorities in order to launch their activities. In Kenya for instance the local leadership of the Sub-county registers and coordinates these community groups under the Ministry of Labour, Social Security and Services to ensure they are adhering to the law of the land and are within the principles of human rights. The government also serves the role of following up and monitoring the group's progress especially after the development practitioners have left to other areas of intervention (Halter, 2008).

With its high population of poor people, community development through CDPs has been a priority in India. In response to this reality the Government of India established a three-tier-system of rural local Government in 1957 called 'Panchayati Raj' (Rule by Local Councils) that was meant to decentralize the process of decision making and encourage people's participation. These were Gram Panchayat that is leadership at the village level, Panchayat Samiti leadership at the block level and Zilla Parishad at the District level. The Government was able to meet minimum needs of the poor which included elementary education, health, water supply, roads, electrification, housing and nutrition by mid-eighties. Currently there are 227,678 village Panchayats, 5906 Panchayat Samitis and 474 Zilla Parishads. The active participation of such groups as the women ensured that some priority issues like safe drinking water, girls' education and basic health services were addressed (Hedge, 2006).

The Haiti Community Driven Development (CDD) project was a World Bank initiative that was meant to scale-up the direct transfer of public resources to local community initiatives in poor rural and peri-urban communities in Haiti. The ten-year project was focused on hiring technical assistance service providers to mobilize community organizations in the targeted areas in order to train and prepare them in order for them to carry out subsequent sub-community projects. World Bank was not to directly run

the project but train a technical crew in the community that can run with the vision of alleviating poverty (Mercy Ships, 2016).

‘For change to be sustainable, it must be grounded in a change in community thinking,’ states Mercy ships an Australian initiative that has been able to launch community development projects in different African countries. The development activities encourage good health and improved quality of life among communities. These include health, agriculture, clean water and sanitation, construction and different trainings. Mercy ships have been able to reach 572, 000 patients (Mercy Ships, 2016).

The Mamelani projects is a registered Non-Profit Organization (NPO) in South Africa that works with young people and women from marginalized countries in the Western Cape in order to enable them improve their livelihoods through active change. The initiative builds on existing knowledge and strength of participants ensuring that the people feel valued, respected and listened to. The CDPs focus on two areas that is community health and youth development. About 2,000 women have been reached and trained on basic health care with some going to the level of being health care providers to HIV/AIDs patients (Mamelani Projects , 2016).

Development in rural Kenya is in most cases driven by the community development projects. Most of the development activities are initiated by donor organizations which seek to alleviate poverty. The Joyful Women Organization is an NGO that provides financial resources to women to engage in livelihood projects. The organization started in 2009 with just a handful of women and has currently grown to 431 groups and 10, 000 women who have accumulated a total of over Kshs. 100,000, 000. The women use the financial resources to undertake a variety of income generating activities (Start Up Academy , 2014).

In Machakos County, project Eviive has taken the initiative to construct earthen dams. The March 2015 project was completed in April 2016. These were established in Ngolu where women and children had been walking over 4 kilometers to small wells along dry river beds and Nthenge where the distance of water resources was 5klometeres. Individuals from each community agreed to donate the land where Project Eviive would construct the earthen dams. The village elders also mobilized members to

volunteer in digging out the reservoir site to construct the earthen dam therefore boosting ownership (Project Eviive, 2015).

2.2.1 INADES Formation Kenya (African Institute of Social and Economic Development)

INADES Formation Kenya (IFK) is a registered NGO in Kenya whose headquarters is situated in Machakos town roughly 65Km East of Nairobi. It was registered as a Non-governmental organization under the NGO Coordination Act on 22nd December 1993. IFK is part of an international movement INADES Formation International (IFI) created in 1995. The initials INADES emanated from the French speaking Western countries that bore INADES and its English translation is ‘The African Institute for Economic and Social Development.’

INADES-Formation (IF) is a pan African organization working in ten (10) African Countries; Burkina Faso, Burundi, Cameroon, Chad, Cote D’Ivoire, Rwanda, Tanzania, Kenya, Togo and DR Congo. It was first started in Cote d’Ivoire on 1st January 1962. Then it spread to the other countries. It was first introduced in Kenya in 1978 and registered as a company limited by guarantee. In 1993 it was registered as a Non-Governmental Organization (NGO) under NGO Coordination Act with mandate to work anywhere in Kenya for Social and Economic Development. After a four-year period of low activity, it re-launched its activities in December 1998 - in the then Makueni and Machakos districts with plans to expand to Kitui district. Currently IFK is working in: Machakos County: (Mwala district), Makueni County: (Makueni, Mukaa and Mbooni East districts), Kitui County: (Kitui West, Matinyani district, Migwani districts (in partnership with Kitui Development Centre – KDC). IFK has also worked in Tharaka Nithi County: (Tharaka South district (in partnership with Rural Initiatives Development Program – RIDEP) (INADES Formation Kenya, 2014).

In addition, IFK embraced a new development approach designed by the movement known as Back Up of Farmers’ Organizational Dynamics (BAFOD), which emanated from INADES Formation General Assembly in 1995 and was revised and updated in 2013. The new initiative, BAFOD emphasizes on developing, boosting and backing up social-economic and political change processes initiated by famers giving them the opportunity to manage and supervise the process of community development. In this

regard IFK uses participatory development approaches with rural communities in stimulating and accompanying/supporting a socio-economic and political change process. IFK has focused on building the capacity of rural communities in the development and management of their local natural resources, supporting family farming as well as encouraging particular initiatives for financial solidarity that help to bridge the gap in access to credit facilities for rural farmer communities (INADES Formation Kenya, 2014).

Currently IFK progresses on to its vision ‘a prosperous and influential rural world,’ through a number of projects addressing different needs in the community. The project officers in-charge of the different projects work hand in hand with the field officers to either work with the already existing community groups or form new groups to work with. The main aim is to impact the directly involved beneficiaries in order that they may improve their households, their villages and eventually the whole community. The projects include; Natural Resource Management (NRM), Agricultural Innovations (AI), Livestock Production (LP), Community Advocacy (COA), Small Holder Farmer Marketing (SHFM), Solidarity Fund for Development (SOFDEV) and Kenya Semi-arid Agricultural Livestock Enhancement Support (K-SALES). All these projects work hand in hand to improve the people’s livelihood. For instance, NRM and COA advocate for good environmental habits that will not threaten the naturally occurring resources like rivers, streams and trees. This is done by educating the communities on alternative fuel saving measures and empowering them to resist uncontrolled sand harvesting and cutting down of trees. The Local government authorities are also brought on board in order to assist in policy making and implementation.

Agriculture Livestock Production focuses on improving agriculture and livestock production by introducing new innovations and technologies that can boost yields. Farm demonstrations are conducted and farmers get to learn better ways of doing agriculture. When they obtain the yields, Small Holder Farmer Marketing which deals with marketing strategies for the small holder farmers comes on board and farmers are able to get exposure on the best markets. Rural micro financing through SOFDEV then comes in as farmers can now save money and borrow loans to further boost their farm activities and enterprises. The later provides them with different financial products; solidarity savings which also represent the members’ shares, the current and fixed

savings and loan products like the agricultural loans, the educational loans and emergency loans. Members are also allowed full ownership, leadership and management of the microfinance units and all other groups in the projects mentioned. The projects are currently operating in the Eastern part of Kenya, that is; Machakos County, Kitui County and Makueni County (INADES Formation Kenya, 2014).

INADES Formation Kenya, has also been able to develop partnerships with other organizations and institutions including the Machakos County government. Some of these organizations include; Catholic Relief Services (CRS); Participatory Ecological and Land Use Management (PELUM), Kenya Organic Agriculture Network (KOAN); and African Bio-diversity Network (ABN) (INADES Formation Kenya, 2014).

This study will look into projects in Machakos County, as they have been in operation since 2005 and can therefore provide a clear picture on the performance of projects having grown with the organization over time.

2.3 The Planning Process of Project Management and Performance of Community Development Projects

The planning process of management is a central endeavor of project management. Benjamin Franklin said, 'failing to plan is planning to fail.' The contribution of the planning process to project performance is major as planning forms the foundation on which the entire project rests. It provides a clear picture of the project that is the project scope, its beginning, its means and its end. It outlines and describes the project activities, how they will be accomplished and the expected outcome or end products (Gudda, 2011). The main purpose of the planning process is to identify and define major project tasks, estimate time and resources required to carry them out and come up with a framework for managing reviewing and controlling the project activities.

According to California Office of the State Chief Information Officer (1997), the project planning components that is goals and objectives, deliverables, goal related tasks, resources or budget and time, quality and risk plan entirely carry the project idea and can therefore have serious implications on project performance if not undertaken well. These components constitute the steps carried out in the planning process and are often revisited and reviewed throughout the process until a project plan is developed. A project plan is a formal, approved document used to manage and control a project.

According Larson & Larson (2012), the project plan is a set of living documents that can be expected to change during the project life. Just like a driver following a road map may encounter road construction or new routes to the final destination so can a project manager meet some un-anticipated issues on the project course and be forced to make changes. The project stakeholders also need to be involved in the process of the project plan. These include the project sponsors, designated business experts, project managers, project team and end users. Their roles and responsibilities need to be spelt out clearly in regards to the planning process.

The basic project planning process involves the identification of the project goals and objectives as they are the ultimate destination of the project. According to Haughey (2016) the project goals and objectives are developed from the need or problem that has prompted the project endeavour. The needs established from the project stakeholders are prioritized in order to project the goals. These goals are crafted on the basis of the SMART (Specific, Measurable, Attainable, Realistic and Time bound) principle where the goals are easily identifiable and measurable. The goal related tasks that is the project activities that will lead up to the set goals are also identified during the planning process. The tasks are prioritized and allocated time as per their magnitude of demand and in that way a project schedule is developed.

The tasks identified can only be accomplished when certain resources are employed. For this reason each goal and the tasks attached to it is assigned specific financial, human and material resources required. Most of the community development initiatives are financed either by donor organizations through NGOs, CBOs or FBOs or the government of a country for instance the CDF in Kenya. Human resources refer to the technical persons and all other personell that will be involved in carying out the projects. The tasks identified inform the project team the roles and responsibilities and the technical persons required. These can be obtained through staffing where the planning team will also need to slot in a time period when these can be trained. The human resource aspect also refers to remuneration of the employees and other payments. The finacial, material and human resources form the project's cost baseline (Burke, 2004).

The project plan shows how the project quality and risks will be analyzed. The quality of the product or service should meet all stakeholders' expectations. Quality is however not determined at the end of the project but during implementation in order that errors can be eliminated. The quality plan is involved in setting standards, acceptance criteria and metrics that will be used throughout the project. Quality reviews and inspections are therefore undertaken on the basis of the project plan. In the planning process the project team also need to plan for project risks. Analyzing project risks involves determining the probability of an event happening or not happening and the impact thereof. For instance the possibility of losing donor support can be considered a risk. This helps in determining the highest risks that may need attention. Planning for risks ensures that the project team develops risk management plans to respond to the high-risk events.

Richardson (2009) states that there are project planning tools that help to define and keep track of the project tasks and resources involved in a manageable way. Structured brainstorming involves an interactive session with the project planning team where each of the participants are allowed to air their views on the project's goals/objectives, outputs, tasks to produce each output, a time estimation to complete each task, the budget implication and the persons responsible for each of the tasks. All this information is grouped and ranked in order of importance. The Bar or GANTT Chart provides a graphical illustration of a schedule that assists in planning, co-ordinating and tracking specific tasks in a project. Activities are listed in a sequential order on one side then the time required to complete each is presented by a line or bar to the right. The length of the bar is directly proportional to the time it implies. The PERT Chart also called (Program Evaluation Review Technique). It schedules, organizes and coordinates tasks and activity dependencies in a visually more graphic way.

The constitutes of the project planning process cover a great deal of the project and some of the aspects handled for instance cost, schedule and quality are the very aspects that are considered when determining the project performance. Literature on the influence of the project planning process to community based initiatives in Machakos County is lacking, and this study seeks to unravel this information.

2.4 Governing Policies and Performance of Community Development Projects

Community development projects are governed by different policies from different governing bodies including the donor agencies, the government of the land, and the project management committees including those at the community level. These policies place different demands on the project (Muller, 2009). The World Bank as a donor agency has developed policies that govern its projects and activities; these are termed as Operational Policies designed to ensure that the projects are economically, financially socially and environmentally sound. These policies include policies on business products and instruments that provide rules for the bank products, policies on safeguarding the environment while establishing and undertaking the projects, fiduciary policies which provide rules for governing financial management, procurement and disbursement and management policies covering areas on project monitoring and evaluation. These policies were put in place to ensure that all World Bank projects in different locations maintain a positive progress without causing harm to the surroundings. This has however been varied in different countries owing to the difference in the government policies (The World Bank, 2016).

To achieve valuable goals for the development projects under European Union (EU), the European Commission developed a common rural development policy. This was focused on three thematic areas namely; improving the competitiveness of the agricultural and forestry sector, improving the environment and the countryside and improving the quality of life in rural areas and encouraging diversification of the rural economy. In the previous policy, regions covered by EU came up with their own programs and specified the funding needed while in the current policy emphasis is on coherent strategy for rural development across the EU states as a whole (European Commission , 2008).

In June 2007, the treasury board ministers in Canada approved the Policy on the Management of Projects. This policy replaced the Project Management Policy, the Policy on the Management of Major Crown Projects, and the Project Approval Policy. This policy was a significant change in how the government of Canada managed its projects. Piloting of the policy was done in 2007 with a group of departments and the lessons learnt through the pilot incorporated in 2009. This overall policy that harmonized the other three policies has been in operation and has curbed a

lot of gaps in the national development projects in Canada (Government of Canada, 2016).

The inability to implement policies or plans is widely recognized as a major weakness of contemporary planning in developing countries. Usman, Kamau & Mireri (2014) reported that government policies and procedures in Nigeria put in place to guide in the national development initiatives have not been effectively implemented. This has been characterized by delays by government officials to undertake their duties. Projects have therefore succumbed to lack of achievement of set objectives and goals. This in turn results to lack of confidence by the donor agencies in the event that it's a donor funded project since they operate in specific time allocations. Performance of these development projects is also challenged as the project schedule is halted by the government delays.

In Kenya the Non-Governmental Organizations Co-ordination Board does not only register the national and international NGOs but is also in charge of providing policy guidelines in their operation in Kenya in order to harmonize their activities to the national development plan of Kenya. Some of the guiding policies include; must be transparent and accountable to its donors, the Government and its beneficiaries, in its use of resources, must be willing to share relevant activity-related reports with the Government, other relevant organizations, beneficiaries and other interested parties (NGOs Co-ordination Board, 2016). The development of these guiding principles without the contribution of the people they are meant to guide may pose a challenge when development practitioners or even the community find gaps when adopting them in the community development initiatives (Binswanger, Jacomina, Spector, & Bank, 2010).

Most of the CDPs are operated in community groups registered under the ministry of Labour Social Security and Services. At the local leadership level the groups are served at the sub-county offices in charge of self-help groups. The groups have to adhere to specific guidelines or policies in order to be allowed operation including; ensuring all the members share the mission, vision and objectives of the group, having by-laws or a constitution that guides their activities and dictates their membership including the officials, furnishing the registrar with quarterly reports among others. During

implementation of CDPs despite following the procedures some of the local Government officials take advantage and exploit some of the development projects especially those that seem to be flourishing. Failure to comply groups are threatened de-registration (Oyugi, 2012). If not monitored keenly the community leaders can take advantage of the member's illiteracy and ignorance and twist the bylaws to their advantage.

2.5 Availability of Resources and Performance of Community Development

Projects

The financial, human and material resources are some of the main resources employed in undertaking CDPs. Most of the CDPs receive their financial support from international donor agencies. Grants are also a form of funding that is provided for in carrying out development projects. These are non-repayable funds or products disbursed by one party who are the grant makers for instance a government department, corporation, foundation or trust, to a recipient, often a nonprofit entity, educational institution, business or an individual. The financial component is provided for by the Government or the international donor agencies contacted by development practitioners in the country. Human resources are the personnel that are directly involved in project implementation for example the project manager, the project officers and all other administrative persons and those that are indirectly involved in the project for example the community group leaders. Material resources include the capital assets for instance the office buildings and those used at the community level for instance land and community buildings (Osunlaja, Kilinc, & Sen, 2008).

Donor funding is funding mostly organized by a state or a country from tax payer's money and channelled to developing countries in order to boost development. For example the USAID and the UKAID are funds collected from the American people and the UK people respectively. These fund community projects in the grass root regions and the slum areas in the urban regions. Some funding can also come from religious institution like the Catholic Mission which funds projects for children younger than 15 years of age like schools and orphanages. Belasi & Tukel 1996, state that donor funding is unpredictable as it can only be assured within a specific period of time. Development practitioners are therefore forced to complete projects in time. This may compromise on quality which is one of the aspects to consider in project performance especially in the

face of political instability. Reduced donor funding is also a concern in the performance of CDPs as the project practitioners have to go back to the drawing board and cut on costs, quality is also challenged in the process.

The GoK through the devolved funds system has funding available for the marginalised community groups in the society in order to boost their livelihoods. These include the Women Enterprise Fund (WEF) for the women, the Youth Enterprise Fund (YEF) for the youths and fund for the physically challenged persons. Through this funding the women groups in the community have been able to come up with communal boreholes, market centres, cattle dips among many other initiatives that have boosted the community. The youths have been able to come up with commercial buildings where they have been able to put up small enterprises especially in the rural areas (Uwezo Fund , 2016). According to Halter 2008, access to this fund in some regions in the country has been a challenge due to corruption. Even though the policy of releasing the fund to the public is in place, constant delays and denials have resulted in halting of some development projects.

The achievement of project goals and objectives is also reliant on the personnel hands on in the project. The project technical team are not only the planners but also the project implementers. The quality of the project outcome is dependent on the personnel on the ground. These are therefore great determinants of project performance. Since part of the organizations' resources are used to train some of the technical personnel, its ability to maintain the personnel is also a huge boost on the project continuity. Some of the Material resources at the community level that can be used to spear head development may sometimes prove hard to acquire or maintain. For instance a community project on agriculture expecting to expose farmers to different innovative agricultural techniques may need a demonstration farm to show case the innovations. These farms can only be provided for by a community member that the rest of the community members are comfortable with. Even though this may be done the problem comes in when the project time lapses, farmers have learnt enough and the project team decides to exit the group but leave some of the technical tools being used on the farmer's land. The community may not embrace the idea of leaving the tools the farmer owning the demonstration farm (Binswanger, Jacomina, Spector, & Bank, 2010).

2.6 Community Participation and Performance of Community Development

Projects

According to Mansolff (2000), the concept of community participation has been treated differently by different development practitioners whether knowingly or unknowingly. For some it has remained a policy in paper, for others it has become a practice and for others still it has been revived at the very end of a project in the event of handing over the project product or service. In his 'ladder of citizen participation,' Arnstein (1969), describes the different levels of citizen participation. The 1st step and 2nd step of the ladder is manipulation and therapy; these are said to be levels of non-participation which have been used by some to insinuate genuine participation. The 3rd and 4th rung is informing and consultation where the community is heard and given a chance to speak. The 5th is where the community and/or citizens' advice but still do not make the final decision. In the next level (6th) the communities enter into partnerships that allow them to negotiate. At the utmost rung the 7th and 8th, power and control are delegated to the community.

Mansloff (2000) defines participation as a tool that empowers people, a means to educate citizens and increase their competence while acknowledging their natural abilities in order that they may be involved in decision making. The receptiveness and ownership of a project initiative can only be encouraged by the incorporation of the community. Participation is not only mobilized by an outside party but also the people involved in a group, a community, an institution or a state can reach their fellow members in empowering them on participation on an initiative of their own or such from an outside party. Participation is built in the confines of who participates, what people participate in, why people participate and how they participate (Mansolff, 2000).

Kaufman & Poulin (1994), states that the involvement of community members in community initiatives is a requirement that cannot be ignored owing to the fact that these projects are by the communities and for the communities. The involvement emanates right from project initiation, execution and closure. In the recent past, projects were imposed on community members by elite groups, politicians and other leaders in the society. A greater percentage of those projects succumbed to failure especially when the project initiators exited the areas.

Binswanger, Jacomina, Spector, & Bank (2010) point out that even though efforts have been in place to ensure community participation with the donor agencies and the state governments putting the project implementers on toes, the gaps are still out spoken. Lack of participation they state greatly influences ownership which has major effects on the performance of the CDPs. This is because lack of initiative will eventually influence on their lack of transparency on the impact and quality of the project. NBC NEWS, 2007 report on the failed Lake Turkana fish processing plant project by the Norwegian Government is an indication that the project implementers did not involve the community. This is because the reason given is the fact that the Turkana nomads had no history of fishing or eating fish. This therefore means a context analysis was not undertaken well to establish the people's preferences.

Chikati (2009), concludes that community participation does not just involve roping people in the actual project execution but should be considered right from context analysis where the people's culture can be learned, their needs analysed and prioritised. This should proceed on to the planning process of the project down to execution and finally evaluation and closure.

The connection between community participation and project performance in Machakos County has not been explored to establish a conclusive report. This research will therefore seek to unearth this information.

2.7 Theoretical Framework

Community Development Theories

This section presented the theories regarding performance of community development initiatives.

Group Behavior (Lewin, 1952)

This theory originated from the work of Lewin (1952) whose theory stated, 'people support what they help create.' Lewin observed that students were far more likely to accept and support ideas and change if they participated in the decision-making process or helped conceive the idea in the first place. The implications of Lewin's research in undertaking community work are to ensure involvement of all people in communal initiatives right from the start. When people are involved from the beginning they are likely to support the initiatives to the end.

The theory is applicable to the study as it upholds the place of community in any involvement. Its strength is on the fact that it proves the participation of people in initiatives and therefore relevant to community development projects. It however does not outline how the participation and close involvement from the beginning is done.

Stages of Community Development Groups (Peck, 1987)

The theory on stages of community development groups was coined by Peck (1987), where he considers a group or an organization as a community. Individuals function concurrently in many different kinds of communities. According to Peck, thinking of each of the formal and informal groups as a community provides a frame for interdependence. Knowing about community, philosophically believing in the worth of community, and being skilled at developing and sustaining community are essential aspects of community development initiatives. This theory suggests four stages of community building or development; Stage one also called 'Pseudo community' is where communities seem to be getting along where conflicts are avoided at all costs.

Stage two also called 'Chaos' is where the community experiences chaos when the first stage does not work, the community experiences chaos as different members begin to openly vent their frustrations and disagreements. A community managing to pass this stage is considered authentic. The stage three is also called 'Emptiness' and it is where community members learn to empty themselves of ego-related factors and embrace the needs of the group they are able to balance their individual needs with the needs of the community. In stage four the individuals grant each other empathy and understanding and are able to progress in whatever undertaking they have. This is the authentic stage or true community.

The theory is applicable to the study as it looks into the dynamics of group and community development. This is an essential consideration as they impact on the sustainability of the community development groups. The theory does not however detail on how to handle the issues that encompass each stage of community group development.

Empowerment Theory

The empowerment theory by Staples (1990), states that the experience of personal growth and an improvement in self-definition occurs as a result of the development of capabilities and proficiencies. He further suggests that empowerment is a combination

of personal strengths, initiative, and natural helping systems to bring about change. This theory is applicable to the study as it relates to the importance of the empowerment of communities in regards to development.

2.8 Conceptual Framework

The conceptual framework in the study outlays the different concepts under study and tries to present an analysis of their relationship (Mugenda & Mugenda, 2003).

Figure 2.2 shows the conceptual framework

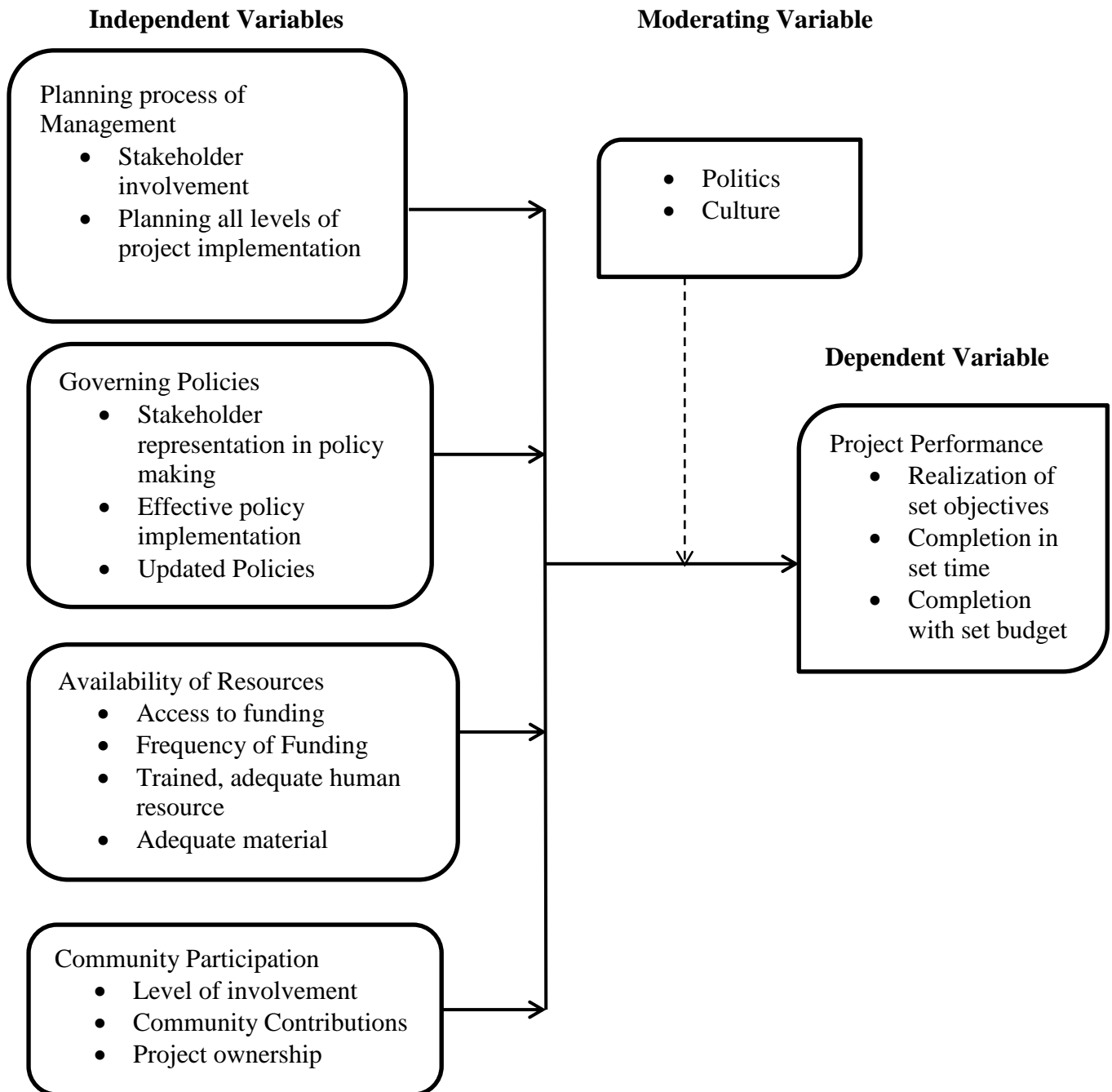


Figure 2.1: Conceptual Framework

The conceptual framework in Figure clearly outlines the relationship between the dependent variable and the independent variables. The expected outcomes from the interaction of the variables are also clearly stated. The dependent variable is the topic under study while the independent variables are the various objectives that the study intends to achieve.

2.9 Summary and Study gaps

In this section a summary of the study gaps shall be outlined. As per the literature explored, even though planning is generally said to have a significant influence on the achievement of a project's objectives and eventually performance, there exists gaps on how planning for all levels of the project life influences performance of CDPs in Machakos County, Kenya. There also exist gaps in how stakeholder involvement in the planning process influences performance of CDPs in Machakos County, Kenya.

Governing policies in project management by different bodies have different effects on the performance of community development projects. The study sought to explore gaps on the impact of lack of representation of development practitioners in policy making, the ineffective implementation of policies, the effect of corruption in policy implementation and the effect of un-updated policies This will be undertaken in regards to Machakos County, Kenya.

Resources are an important consideration in project performance. The three overall resources that the study sought to look into are financial funding, human resources and material resources. All these resources interact in an organization to ensure performance and progress. CDPs are not an exception to this reality and the study sought to explore the influence of these resources on the performance of CDP's in Machakos County. Some of the gaps that this study sought to examine in the Machakos County context include the influence of the access and the frequency of financial funding, influence of the availability of trained human resource and the influence of availability of adequate material resources. Community Development Projects are initiatives designed to serve the community. As the literature reveals the CDPs cover a wide range of needs and issues in the community, community participation is therefore inevitable in such initiatives. The study sought to address gaps in community participation in Machakos County especially on level of community involvement in CDPs, community contributions and ownership.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the Research Methodology which entail, Research Design, Target Population and Sample Frame, Sample Size and Sampling Procedure, Research Instruments, Pretesting of the Instruments, Validity and Reliability of the Research Instrument, Data Collection Procedure, Data Analysis, Ethical Consideration of the Study and Chapter Summary. These will be used in gathering, measuring and analysing data.

3.2 Research Design

The study adopted a descriptive research design. A descriptive research design is one in which the researcher gathers information on the current state of a phenomena. It describes the existing conditions and attitudes without altering the original state of something. Mugenda and Mugenda 2003, state that descriptive research determines and reports the way things are. Descriptive research design was therefore significant in this study as it informed the researcher of the exact position of the phenomenon that was being studied without altering its state. The description in the research design seeks to answer such questions as what, how, when and where.

Descriptive design involves measurement, classification, analysis, comparison and interpretation of data (Calmorin & Calmorin, 2008). This research used descriptive survey research as it sought to gather views on the factors influencing the performance of community based projects in Machakos County, the case of INADES Formation Kenya.

3.3 Target Population and Sample Frame

A population is a complete set of elements that is persons or objects having some common observable characteristics while target population are groups of individuals or objects in their entirety to which a researcher would want to generalize the study findings (Mugenda & Mugenda, 2003). The target population for this study were the 7 community development projects implemented by INADES Formation Kenya in Machakos County, Kenya. According to INADES Formation Kenya (2016) records, the

organization had 317 personnel including; project officers, field officers and direct beneficiaries in Machakos County. Moreover, the study also sought to get information from Machakos County, Ministry of Labor, Social Security and Services, department of Social Development. There are 5 directly involved government officials in the department, monitoring development initiatives at the County level.

3.4 Sample Size and Sampling Procedure

Sampling is where units are selected from a population of interest with the intention of ensuring fair representation of the population in order that the final results would present a generalized but representative image of the population under study (Mitchell & Jolley , 2013).

Only the selected sample of members were served with the questionnaires. The study employed probability and nonprobability sampling techniques to achieve reliability and validity of the research findings. Probability sampling encompasses simple random sampling, systematic sampling, stratified sampling, cluster (area) random sampling and multistage (Trochim, 2006). Purposive sampling a nonprobability technique was used to select all the 7 IFK project officers from the 317 IFK targeted population and the 5 Machakos County social development officers. In order to establish a sample from 310 including; 186 field officers and 124 direct beneficiaries, the study used 30% of the sampled population as a representative of the whole which is 93 respondents. This is in line with Mugenda & Mugenda (2003) who indicates that a sample size of between 10% and 30% is a good representation of the target population and therefore the 30% is sufficient. Stratified random sampling was employed to select 56 IFK field officers and 37 IFK direct project beneficiaries.

Table 3.1 below shows the sample distribution among the clusters

Table 3.1: Sample Size Distribution among the clusters

Cluster	Target	Representative Sample	Percentage (%)
IFK Project Officers	7	7	7
IFK Field Officers	186	56	53
IFK Direct Beneficiaries	124	37	35
Government Officials	5	5	5
Total	322	105	100

3.5 Research Instruments

The study used both primary and secondary data. Primary data was collected using questionnaires while secondary data was collected by reading through published reports of different community development projects in Machakos County, brochures, journals and periodicals.

3.5.1 Questionnaire

A questionnaire is capable of collecting large amounts of information in a short period of time (Kothari, 2005). The questionnaire was characterised with a series of questions meant to assist in gathering information from the respondents. The questionnaire consisted of both open ended and close ended questions which allowed the researcher to gather sufficient, informative and in-depth information about the phenomenon under study. The theme of the questionnaire was to gather responses on the questions related to the objectives of this study. The questionnaire was divided into six sections; the first section generally sought to get the respondents' background information while the five other sections looked into the factors influencing the performance of community development projects as per the objectives of this study. The questionnaire was self-administered and also administered through structured interviews.

3.6 Validity of the Research Instrument

The validity of something is the degree to which a test measures what it is supposed to measure. It is where the results emanating from analyzed data actually represent the phenomena being studied. Validity of tests and measures has different approaches (Mugenda & Mugenda, 2003). This study adopted content validity which measures the degree to which the test items represent the domain or topic under study. The study used content validity to examine whether the instruments would answer the research questions.

3.7 Reliability of the Research Instrument

The reliability of a research instrument is the extent to which the instrument yields the same results on repeated trials. Even though unreliability cannot be totally avoided, there will be consistency in the results generated by a good instrument at different times. This tendency toward consistency seen in repeated measurements is what is referred to as reliability. Cronbach's Coefficient Alpha is a scale measurement tool appropriate in measuring internal consistency in a test or scale. Internal consistency describes the extent to which all items in a test measure the same concept or construct (Cohen , Manion , & Morrison , 2007). Computation of Cronbach's Alpha was done using SPSS windows version 20.0 programme. As indicated by Cohen, Manion & Morrison (2007), correlation coefficient varies on a scale of 0.00 (indicating total unreliability) and 1.00 (indicating perfect reliability). A 0.5 indices indicate an unacceptable reliability, a 0.6-0.8 indicates acceptable reliability and a 0.8-0.9 indicates high reliability. The questionnaire was accepted at reliability indices of 0.75.

3.8 Data Collection Procedure

The researcher got two letters; an introduction letter from the university department offices and one from National Commission for Science, Technology and Innovation(NACOSTI) in order to secure authorization to collect data from the respondents. Data was collected using a questionnaire with both open ended and closed ended questions structured to meet the objectives of the study. The researcher also used trained and qualified research assistants to assist with the questionnaire administration. The study used questionnaires as they are not time consuming and are also less costly. An interview guide was employed for some of the respondents for instance the top and middle level management. Only the selected sample of members were served with the

questionnaires. Each of the respondents was interviewed one at a time and assured both verbally and in writing of confidentiality of the information provided. They were therefore requested to be truthful and honest in the information they shared. Research assistants gave a hand especially in collecting the questionnaires after they had been filled by the respondents.

The questionnaires were filled while the researcher was in waiting and in that way provided clarification in cases where it was needed. For top officials especially from INADES Formation Kenya and the social development government officials, the researcher secured appointments in order to interview them.

3.9 Data Analysis Techniques

After completing the process of data collection, the researcher first did a thorough check in order to ensure completeness. The data was then coded and entered using the Statistical Package for Social Sciences, SPSS Version 20. Descriptive statistics analysis was computed and presented as tables for all the variables to ensure quality of data. Qualitative data was analysed using descriptive statistics including frequencies and percentages.

3.10 Operational Definition of Variables

Table 3.2 provides a summary of research objectives, variables of the study, indicators, level of measurement, tools of analysis for each objective and type of tool employed for each objective.

Table 3.2: Operational Definition of Variables

Objective	Variable	Indicators	Measurement Scale	Data Collection Method	Tools of Analysis	Analysis techniques
Factors influencing the performance of Community Development Projects in Machakos County, Kenya.	<u>Dependent Variable</u> Performance of Community Development Projects	-Realization of set objectives -Sustainability	Ordinal	Questionnaire	SPSS	Percentages, frequencies and Correlation
The influence of the planning process of management on performance of Community Development Projects	<u>Independent Variable</u> Planning Process of Management	-Stakeholder involvement -Detailed plan on project implementation, monitoring and evaluation and project closure	Ordinal	Questionnaire	SPSS	Percentages, frequencies, means and standard deviation
The influence of governance on the performance of community based projects	<u>Independent Variable</u> Governing Policies	-Stakeholder representation in policy making and implementation -Effective policy implementation -Updated governing policies	Ordinal	Questionnaire	SPSS	Percentages, frequencies, means and standard deviation
To examine the influence of availability of resources on community based projects	<u>Independent Variable</u> Availability of resources	-Access to funding -Stable frequency of funding -Trained adequate human resource -Adequate material resources	Ordinal	Questionnaire	SPSS	Percentages, frequencies, means and standard deviation
To find out the influence of community participation on the performance of community based project	<u>Independent Variable</u> Community participation	-Improved level of involvement -Community Contributions -Improved level of community ownership	Ordinal	Questionnaire	SPSS	Percentages, frequencies, means and standard deviation

3.11 Ethical Consideration of the study

This research initiative sought to ensure highest consideration of research ethics by first ensuring that the research undertaking was authorized by the necessary research authorities. The research respondents were allowed to voluntarily participate in the research initiative. They were also assured of confidentiality in the information they provided and none of the respondents' well-being was by any chance compromised.

3.12 Chapter Summary

This chapter explores the procedure that was used in carrying out research, the approach used, the methods applied. It describes the research design employed, the sampling procedure, the research instruments used, the procedure of data collection and the measurements used for the variables. Through these processes the chapter identified the target population and narrowed down to the sample size. The procedure to determine the validity and reliability of the research instruments was also described in the chapter. The chapter further describes the methods that were used to analyze data.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The chapter begins with research response rate which has been computed, presented and interpreted. Next is the demographic characteristics of the participants. Finally, the findings on the four key objective areas of the study that is establishing the influence of planning; governing policies; availability of resources and community participation on project performance have been presented and interpreted. The responses were analyzed using descriptive and inferential statistics. The data has been presented in tables.

4.2 The Study Response Rate

100 of the questionnaires were returned for analysis out of the 105 that had been administered to the interviewees. This translates to 95.2 percent return rate of the respondents. The response rate was regarded sufficient for the study as shown in Table 4.1;

Table 4.1: Response Rate

Response Rate	Project Officers	Field Officers	Government Officials	Direct Beneficiaries	Total
	f (%)	f (%)	f (%)	f (%)	f (%)
Returned	7 7	53 53	5 5	35 35	100 100
Not Returned	0 0	3 60	0 0	2 40	5 100

Table 4.1 shows that there was a high response rate of 100 (95.2%) which according to Mugenda (2003) is acceptable.

4.3 Demographic Characteristics of the Respondents

This research question focused on establishing the background information of the respondents. The question was categorized by gender, age, academic qualification, designation and/or position in the current community development project, contribution

in the community development project, duration of service in the community development project and possible exposure to other community development projects.

The summary of the respondents by gender is given in Table 4.2

Table 4.2: Respondents' Gender

Gender	Project Officers		Field Officers		Government Officials		Direct Beneficiaries		Total	
	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)
Male	4	4	25	25	3	3	15	15	47	47
Female	3	3	28	28	2	2	20	20	53	53
Totals	7	7	53	53	5	5	35	35	100	100

According to the data shown in Table 4.2, the participation of both men and women was balanced as there were 47% males and 53% women. This data therefore shows that there is good representation of both men and women in the community development projects in Machakos County even at the leadership and management levels. The data further indicates that the percentage of women representation in community development projects has improved as compared to what Marx (2002) establishes and concludes from his evaluation of women in community development initiatives

The distribution of respondents by age is given in Table 4.3. Respondents were required to give the age bracket under which their ages fell

Table 4.3: Respondents' Age

Age	Project Officers	Field Officers	Government Officials	Direct Beneficiaries	Total
Years	f (%)	f (%)	f (%)	f (%)	f (%)
20-29	0 0	5 5	0 0	3 3	8 8
30-39	4 4	34 34	2 2	15 15	49 49
40-49	3 3	14 14	2 2	9 9	34 34
50-65	0 0	0 0	1 1	5 5	6 6
66 and above	0 0	0 0	0 0	3 3	3 3
Totals	7 7	53 53	5 5	35 35	100 100

According to Table 4.3, most of the respondents were in the 30-39 and 40-49 age bracket that is 49% and 34% respectively. This therefore indicates that most of the interviewed respondents were mature enough to provide reliable information as sought by the study. It is also clear that the youth in the area are effectively involved in development initiatives therefore encouraging sustainability. From the results it is also clear that the majority of the youths are in the field officers' positions indicating that there is need to encourage them to extend their skills in order to handle greater responsibilities in project management.

The distribution of respondents by academic qualification is given in the Table 4.4

Table 4.4: Respondents' Academic Qualification

Academic Qualification	Project Officers	Field Officers	Government Officials	Direct Beneficiaries	Total
	f (%)	f (%)	f (%)	f (%)	f (%)
Primary	0 0	0 0	0 0	8 8	8 8
Secondary	0 0	0 0	0 0	15 15	15 15
Tertiary College	0 0	20 20	2 2	12 12	34 34
University	7 7	33 33	3 3	0 0	43 43
Totals	7 7	53 53	5 5	35 35	100 100

According to the data in Table 4.4, 77% of the respondents were university and tertiary/college holders while 23% were secondary and primary school leavers. The latter was composed of project beneficiaries who even though had not attended formal institutions, had been taken to different trainings by project practitioners and garnered experience. The data is a proof that most of the respondents were average in their academic qualification and therefore able to understand the questionnaire and projects' specifications.

The distribution of respondents by position in their current community development projects is given in Table 4.5.

Table 4.5: Respondents' Positions in current community development projects

Position	Project Officers	Field Officers	Government Officials	Direct Beneficiaries	Total
	f (%)	f (%)	f (%)	f (%)	f (%)
Management Team	7 7	0 0	2 2	5 5	14 14
Technical Team	0 0	53 53	3 3	0 0	56 56
User Client	0 0	0 0	0 0	30 30	30 30
Totals	7 7	53 53	5 5	35 35	100 100

Table 4.5 above indicates that 14 % and 56% of the respondents were in the management and technical team positions respectively. This shows that the information collected was relevant to the study as the technical and management teams are hands on when it comes to project planning and implementation. The 30% representing the user clients gives the study a wider perspective as it involves the project leaders at the community level and those directly benefiting from community development projects. The distribution of respondents by length of service in community development projects is given in Table 4.6

Table 4.6: Length of involvement with community development projects for Project officers, field officers and Government officials.

Duration of involvement	Project Officers	Field Officers	Government Officials	Total
Years	f (%)	f (%)	f (%)	f (%)
Below 2	0 0	8 8	0 0	8 8
2-5	4 4	25 25	1 1	30 30
6-10	3 3	12 12	3 3	18 18
Over 10	0 0	8 8	1 1	9 9
Totals	7 7	53 53	5 5	65 65

The findings in Table 4.6 show the respondents' level of involvement with community development projects. The findings indicate that 30% had been worked for a duration of 2-5years and 18% had worked for a duration of 6-10 years. This therefore indicated that the respondents had the ability to respond to the question on performance owing to their experience with community development projects. Moreover 9% had been involved for over 10 years.

4.4 Influence of Planning on the Performance of Community Development Projects

This research question sought to find out whether planning influences the performance of community development projects in Machakos County. Table 4.7 indicates the responses of the project officers, field officers and government officials on the general influence of planning on the performance of community development projects.

Table 4.7: Influence of planning on the performance of community development projects

Planning	Frequency (F)	Percentage (%)
Yes	55	84.6
No	10	15.4
Total	65	100.0

Table 4.7 shows that most of the respondents 84.6% agreed that planning influences performance of community development projects while only 15.4% did not consider planning as an influence. The findings were in sync with Belasi (1996) who considers lack of planning and/or inadequate planning as one of the greatest contributors to project failure. The scholar upholds planning and recognizes it as a pre-requisite to performance and progress of community development projects as it outlines the project's scope, objectives, timeline and budget estimates.

Table 4.8 outlines the respondents' rate at which the following factors in regard to how planning influences the performance of community development projects, where, SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree, F=Frequencies, W=Weight.

Table 4.8: The rate at which the following factors in regard to planning influence the performance of community development projects

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)
(i)	Planning facilitates achievement of objectives of community development projects	4	4	0	0	0	0	30	30	66	66
(ii)	Planning should be done at all levels of project implementation	2	2	0	0	0	0	29	29	69	69
(iii)	Community development projects are successful when planning involves all stakeholders.	0	0	0	0	0	0	37	37	63	63
(iv)	Planning is less important when carrying out community development projects	59	59	33	0	8	0	0	0	0	0
(v)	Project Planning is a very expensive endeavor for community development projects	19	19	55	55	14	14	6	6	6	6

The results in Table 4.8 indicate that, 66% of the respondents were in strong agreement on the importance of planning in achieving project objectives, 30% were in agreement on the same. According to Burke (2004) a project plan is the very foundation on which a project is built as it not only outlines the projects' scope and objectives but also the means to achieve the project objectives that is the indicators, the activities, the cost and the time. A plan therefore outlines the way to achieving objectives. Burke (2004) further explains that a plan document is a practical document that should be reviewed throughout the project life to determine whether the project is on track. This is in sync with the results in table 4.8 which show that 98% of the respondents being in agreement that planning ought to be done at all levels of project implementation. All respondents (100%) as per the findings agreed that planning should involve all stakeholders. The results further reveal that 92% of the respondents strongly disagreed on the fact that

planning is less important in project implementation with 59% strongly disagreeing with that fact. On the question of the cost of planning there were mixed reactions, with 14% of the respondents choosing to be neutral about the matter, 55% disagreeing on planning being an expensive endeavour with 19% strongly disagreeing.

4.5 Influence of Governing Policies on the Performance of Community Development Projects

Projects are governed by policies from different governing bodies and/or authorities some of which include; the organizations’ policies, the government of the land and the donor policies, if donor funded. Table 4.9 indicates the responses in regards to influence of governing policies on the performance of community development projects. This was responded to by the project officers, field officers and government officials.

Table 4.9: Influence of governing policies on the performance of community development projects

Governing Policies	Frequency (F)	Percentage (%)
Yes	48	73.8
No	17	26.2
Total	65	100

According to the findings in Table 4.9, the majority (73.8%) of the respondents considered governing policies to have a significant influence on the performance of community development projects. This is in agreement to some of the findings established with community development projects funded by World Bank funding agencies whose failure to adhere to the policies which was a donor requirement affected their progress for instance policies on fiduciary issues which govern financial management, policies on the environment that protect the surroundings so that a project can progress without being a threat to the environment (The World Bank, 2016). However, 26.2% did not consider governing policies to have an influence on the performance of community development projects.

Table 4.9 outlines the extent to which the following factors in regard to governing policies influence the performance of community development projects.

Table 4.10: Extent to which governing policies influences the performance of community development projects

			Very great extent		Great extent		Moderate extent		Minimal extent		Not at all	
			(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)
(i)	Ineffective implementation of policy affects performance		69	69	31	31	0	0	0	0	0	0
(ii)	Representation of key development practitioners and the community in policy making boosts project performance		55	55	42	42	3	3	0	0	0	0
(iii)	Corruption has affected policy implementation		79	79	10	10	11	11	0	0	0	0
(iv)	Lack of constant policy updates affects project performance		31	31	56	56	9	9	4	4	0	0
(v)	Policies do not affect the performance of projects		6	6	6	6	14	14	55	55	19	19

The results in Table 4.10 indicates that, all respondents (100%) agreed that ineffective policy implementation does affect project performance, 69% agreed to a very great extent while 31% agreed to a great extent. The results in this study are in agreement with Belasi (1996) who explains that policy on paper can only remain a theoretical reference if it is not practically put to use. He further states that reluctance to implementation of policies exposes the project to operating outside its required jurisdiction. 55% of the respondents agreed to a very great extent that the representation of relevant stakeholders in policy making does influence project performance. Involvement of all stakeholders in policy making ensures that all views are considered in the policies developed in order that the project may not face hindrances during its implementation. The table also reveals the respondents'

agreement to a very great extent on the effect of corruption on policy implementation that is 79%. In relating to the study, Pal (2010) indicates that the reluctance to policy implementation always exposes the process to vices like corruption which eventually negatively affect the project. 56% and 31% of the respondents agreed that lack of constant policy updates does affect project performance. According to Pal (2010) the process of exploring and improving policies governing an organization or a project often are a pre-requisite that cannot be ignored. It is this constant review that will encourage updates.

4.6 Influence of availability of resources on the Performance of Community Development Projects

This research question sought to find out whether the availability of resources influences the performance of community development projects in Machakos County, Kenya. Table 4.11 shows the responses of the project officers, field officers and beneficiaries on the influence of availability of resources on the performance of community development projects.

Table 4.11: Influence of availability of resources on the performance of community development projects

Availability of Resources	Frequency (F)	Percentage (%)
Yes	85	89.5
No	10	10.5
Total	95	100

Majority of the respondents (89.5%) as indicated in table 4.11 agreed that the availability of resources influences the performance of community development projects in Machakos County, Kenya. According to the findings outlined it is evident that the availability of resources is a major consideration for project performance. According to Halter 2008, funds to undertake development projects at community level are a plus for any country but the inconsistency, delay or even denial of the release of such funds always affects the progress, performance or the actual onset of such projects. Such occurrences end up maiming public community projects which are

expected to contribute to the overall national social-economic change. This therefore supports the respondents' thoughts.

Table 4.12 outlines the extent to which the various factors in regard to availability of resources influence the performance of community development projects.

Table 4.12: Extent to which availability of resources influences the performance of community development projects

		Very great extent		Great extent		Moderate extent		Minimal extent		Not at all	
		(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)
(i)	Access to funding	63	63	36	36	0	0	1	1	0	0
(ii)	Frequency of funding	44	44	52	52	4	4	0	0	0	0
(iii)	Qualification and relevance of the human resource	46	46	49	49	3	3	2	2	0	0
(iv)	Material resources	44	44	23	23	8	8	24	24	0	0
(v)	Availability of funding does not influence performance of projects	2	2	2	2	8	8	30	30	58	58

The results in table 4.12, indicate that 99% of the respondents in the study were in agreement on the significance of access to funding as it relates to project performance, with 63.3% being in agreement at a very great extent and 35.7% at a great extent. Respondents also agreed to a very great extent (43.9%) on the effect of the frequency of funding on project performance. These results are in sync with Dongier (2001) who states that the question of funds access and frequency can never be ignored, it remains a central concern in the running and performance of projects. The onset of project implementation is highly dependent on funding. A good number of respondents (49%) were in agreement on the importance of qualified and relevant human resource. From the table, respondents had diverse responses on the influence of material resources on project performance; 43.9% agree to a very great extent, 24.5% to a great extent, 8.4% to a moderate extent and 23.5% to a minimal extent. Material resources are assets in an

organization that aid in implementation for instance, office furniture and motor vehicle. According to Dongier (2001), these are mostly not considered in regards to project performance as can observed in the diverse responses but their insufficiency derails a project’s performance bit by bit.

4.7 Influence of community participation on the Performance of Community Development Projects in Machakos County, Kenya

This research question sought to find out whether the community participation influences the performance of community development projects in Machakos County, Kenya. Table 4.13 shows the respondents’ general view of the influence of community participation on the performance of community development projects. These involved all the respondents; project officers, field officers, government officials and direct beneficiaries.

Table 4.13: Influence of community participation on the performance of community development projects

Availability of Resources	Frequency (F)	Percentage (%)
Yes	85	86.7
No	15	13.3
Total	100	100

As indicated in table 4.13 above, 86.7% of the respondents agreed that community participation does actually influence the performance of community development projects. Kaufman & Poulin, 1994, after studying development initiatives undertaken in the ‘top-bottom’ principle, where the elite in the society, politicians and other leaders impose project on the community, and their failure concluded that community participation does indeed have a significant effect on the performance of development projects. Development initiatives ‘for the people’ ought to also be ‘by the people.’ This is therefore in sync with the findings in this research study whose views and responses cut across different project officials, the Government officials and users and/or beneficiaries who are actually the community.

Table 4.14 shows the extent at which the following factors in regard to community participation influence the performance of community development projects.

Table 4.14: Extent to which community participation influences the performance of community development projects

		Very great extent		Great extent		Moderate extent		Minimal extent		Not at all	
		(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)	(f)	(%)
(i)	Involvement of the community at all levels of project life	66	66	34	34	0	0	0	0	0	0
(ii)	Community ownership and management of community development projects	69	69	29	29	3	3	0	0	2	2
(iii)	Empowerment of leadership and management teams at community level	60	60	36	36	4	4	0	0	0	0
(iv)	Mechanisms of transition of leadership and management of community development projects at the community level	50	50	39	39	9	9	0	0	2	2
(v)	Material contribution by the community	5	5	24	24	35	35	32	32	5	5

Table 4.14 shows that 66% of the respondents were in agreement to a very great extent on the relevance of community participation in community development projects at all levels of the project life and 34% agreed to a great extent. Kaufman and Poulin (1996), explains that one of the strategies to grow ownership in community development projects has and always will be the people's involvement right from the beginning, through the process and ultimately to the very end. Most (60%) of the respondents also agreed on the influence of empowerment of management teams at the community level. Henry (2006), states that it is not enough to establish management teams at the community level there is need to empower the leaders to first own the project then accrue all the knowledge and skills required. He further upholds the place of transition

mechanisms in the leadership and management teams at the community level a fact that is in sync with the results of this study where 50% of the respondents agreed that mechanisms of transition of leadership also influence the performance of community development projects.

4.8 Project Performance

This research question was focused on gathering information on the performance of community development projects in INADES Formation Kenya, Machakos County. Project performance is measured on the constraints of time, cost and quality (Richardson, 2009). The project officers and field officers were asked to respond to the following questions in regards to the performance of projects they have worked with based on the three variables.

Table 4.15 shows the number of community development projects completed in the planned project period

Table 4.15: Completion of community development projects in the planned project period

Completion	Frequency (F)	Percentage (%)
Yes	33	55
No	27	45
Total	60	100.0

The findings in Table 4.15 show that 55% of community development projects were completed in time while 45% delayed in completion. It was observed that the projects with longer duration of time dragged the implementation process as they were perceived to have more time and therefore ended up taking longer than planned. Some of these projects were given a no-cost extension extra time.

Table 4.16 shows the number of community development projects completed in the planned budget

Table 4.16: Completion of community development projects in the planned budget

Completion	Frequency (F)	Percentage (%)
Yes	43	71.7
No	17	28.3
Total	60	100.0

According to the results in Table 4.16 it is evident that 71.7% of community development projects were completed within the planned project budget. The other percentage 28.3% of projects are said to have exceeded the stipulated project budget. Most of the respondents with the later results blamed the project overrun to poor methods of determining project progress and budget tracking.

Table 4.17 shows the number of community development projects able to achieve the project objectives.

Table 4.17: Achievement of community development projects' objectives

Achievement	Frequency (F)	Percentage (%)
Yes	32	53.3
No	28	46.7
Total	60	100.0

53.3% of the respondents reported that projects' objectives were achieved while 46.7% reported that objectives were either partially or completely unachieved by the end of the project period as shown in Table 4.17. This shows that achievement of objectives in community development projects is still a challenge.

The respondents were also asked to give their general view on the projects' overall performance. Table 4.18 outlays the results

Table 4.18: Overall performance of community development projects

Performance of Community Development Projects	Frequency (F)	Percentage (%)
Poor	6	10
Average	31	51.7
Good	18	30
Excellent	5	8.3
Total	60	100.0

As indicated in Table 4.18, 51.7% of the respondents reported an average performance of community development projects while 30% reported a good performance. This is an indication that the projects' performance was not satisfactory. It is also clear that 12.3% reported poor performance with 15.4% reporting excellent performance. Respondents were required to respond to performance based on the three constraints; time, cost and quality

4.9 Respondents recommendations/suggestions on improvement of performance of community development projects

In this question the study focused on establishing some of the respondents' suggestions and/or recommendations on improving the performance of community development projects.

The responses put forward include; Inclusive stakeholder involvement throughout the project life, improved information and feedback sharing with all the stakeholders, community empowerment for ownership and sustainability, improved governance and accountability, improved monitoring and evaluation mechanisms, improved community needs prioritization, efficient budget allocation for all levels project life among others.

Table 4.19 shows the respondents' recommendations/suggestions on improvement of performance of community development projects

Table 4.19: Respondents’ recommendations/suggestions on improvement of performance of community development projects

	Recommendations/ Suggestions	Project Officers		Field Officers		Government Officials		Direct Beneficiaries		Total
		f	(%)	f	(%)	f	(%)	f	(%)	f (%)
(i)	Inclusive stakeholder involvement throughout project life	5	5	49	49	5	5	26	26	85 85
(ii)	Improved information and feedback sharing with all stakeholders	6	6	32	32	5	5	24	24	67 67
(iii)	Community empowerment for ownership and sustainability	7	7	48	48	4	4	30	30	89 89
(iv)	Improved governance and accountability	7	7	38	38	5	5	21	21	71 71
(v)	Improved monitoring and evaluation mechanisms	7	7	37	37	4	4	12	12	60 60
(vi)	Improved community needs prioritization	7	7	51	51	5	5	35	35	98 98
(vii)	Efficient budget allocation for all levels of project life	7	7	43	43	3	3	15	15	68 68

In table 4.19 most (98%) of the respondents recommended community needs prioritization in the running of projects. Community empowerment was also insisted on by 89% of the respondents putting it across. 85% further suggested inclusive stakeholder involvement and 71% recommended improved governance and accountability. The table also shows that 68% of the respondents recommended efficient budget allocation for all levels of the project life. 67% recommended improved information and feedback sharing with all stakeholders and 60% suggested improved monitoring and evaluation mechanisms.

4.10 Correlation Analysis

In this section the study sought to get Pearson's correlation co-efficient of performance of community development projects based on the study objectives. Using Pearson's correlation coefficient, table 4.20 outlines the relation.

Table 4.20 Pearson's correlation of performance of community development projects and the study objectives

		Performance of community development projects in Kenya	Influence of planning on the performance of community development projects in Kenya	Influence of governing policies on the performance of community development projects in Kenya	Influence of availability of resources on the performance of community development projects in Kenya	Influence of community participation on the performance of community development projects in Kenya
Performance of community development projects in Kenya	Pearson Correlation	1	.687	.346	.775	.987
Influence of planning on the performance of community development projects in Kenya	Pearson Correlation	.687	1			
Influence of governing policies on the performance of community development projects in Kenya	Pearson Correlation	.346		1		
Influence of availability of resources on the performance of community development projects in Kenya	Pearson Correlation	.775			1	
Influence of community participation on the performance of community development projects in Kenya	Pearson Correlation	.987				1

** Correlation is significant at the 0.01 level (2-tailed)

The Pearson's correlation co-efficient of influence of planning on the performance of community development projects is 0.687 (68.7%). This coefficient implies that there exists a positive correlation between planning and the performance of community development projects. It therefore implies that an increase in planning causes a significant increase in the performance of community development projects. Planning should therefore be considered in regards to the performance of community development projects. The correlation co-efficient of influence of governing policies on the performance of community development projects is 0.346 (34.6%). This a clear indication that there also exists a positive correlation between governing policies and the performance of community development projects. Therefore, an increase in the governing policies causes an increase in the performance of community development projects. The correlation co-efficient of the influence of availability of resources on the performance of community development projects is 0.775 (77.5%). In this instance again Pearson's correlation shows that there exists a positive correlation between the availability of resources and the performance of community development projects where an increase in one causes an increase in the other.

CHAPTER FIVE

SUMMARY DISCUSSIONS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDIES

5.1 Introduction

In this chapter the summary of the study is outlined. The chapter also details the discussions, conclusions and recommendations based on the research findings presented and discussed in the previous chapters. The study established a number of findings that are expected to make a direct contribution to knowledge especially in regards to project performance. The recommendations made are expected to encourage further research as well as improve policy and practices in project management.

5.2 Summary to the study

The study here-in presented focused on establishing factors influencing the performance of community development projects with focus on INADES Formation Kenya in Machakos County, Kenya. The task included; establishing the influence of planning on the performance of community development project in Machakos County, Kenya; determining the extent to which governing policies influence the performance of community development project in Machakos County, Kenya; analyzing the extent to which the availability of resources influences the performance of community development project in Machakos County, Kenya; and determining the influence of community participation on the performance of community development projects in Machakos County, Kenya

This study sought to consider previous writings on the subject through library research, establish the gaps and seek to bridge these gaps. The study adopted a descriptive survey design and employed quantitative research as the main approach to guide the study. The study sampled 105 respondents, 100 from INADES Formation Kenya and 5 government officials. The research instrument used in data collection was a questionnaire. Data analysis was started immediately after the data collection process using the computer software, Statistical Package for Social Science (SPSS). There was a high response rate of 100 (95.2%). Data was then summarized into frequencies and percentages and presented in tabular form. This chapter therefore seeks to present discussions on the findings of the research topic

The study findings revealed that most of the development project personnel were falling in the 30-39 age bracket with most of them being female. They also revealed that majority (30%) of the project personnel that is the project officers, the field officers and the government officials had worked with community development projects for 2-5 years. It was also clear from the findings that most of the respondents who had interacted with community development projects worked as the technical team at 56% from INADES Formation Kenya and the government.

5.2.1 Findings on the influence of planning on the performance of community development projects in Machakos County, Kenya

The first objective was to examine how planning influences the performance of community development projects in Machakos County, Kenya. Planning was the main indicator for the measurement of this objective. One of the outstanding findings of this objective was the fact that all respondents from the different institutions agreed that planning does influence the performance of community development projects. Majority of the respondents strongly agreed that planning does have a direct influence on the achievement of project objectives. The findings also reveal that most of the respondents strongly agreed that planning at all levels of project management and involvement of all stakeholders in the planning process has a significant influence on the performance of community development projects. As Burke (2004) writes involvement of all stakeholders ensures presentation of all views, concerns and considerations of persons involved throughout the project process. Most of the respondents disagreed with the analogy that planning is an expensive agenda and recognized it as a pre-requisite for achievement of performance of community development projects. It was clear from the discussions with the respondents that planning has been considered the backbone, the foundation on which the project is built as it carries; the project goals; objectives; activities; project period; budget; project resources (physical and anticipated); project tools to monitor and evaluate the progress.

5.2.2 Findings on the influence of governing policies on the performance of community development projects in Machakos County, Kenya

In the second objective, the study aimed to understand the influence of governing policies on the performance of community development projects in Machakos County, Kenya. The measurement for this objective was based on policies that influence

community development projects may it be at the national level, the donor level, the organization level and/ or the community level. The major finding was that most of the respondents agreed that governing policies affect the performance of community development projects. The presence, implementation or lack of implementation of the policies was said to affect the performance of CDPs. Most of the respondents further agreed that to a very great extent representation of key development practitioners and the community in policy making and effective policy implementation does influence performance of community development projects. Involvement of all relevant personnel in policy making and implementation especially the community was upheld. This is in regards to the whole process of policy making that encompasses; problem identification; agenda setting; policy formulation; adoption; budgeting; implementation; and evaluation.

The findings also reveal that respondents were in agreement to a very great extent that corruption has indeed affected policy implementation in community development projects. Corruption was observed to be a vile that poisons the positive impact expected from policies governing CDPs. To a moderate extent, respondents agreed that lack of constant updates had affected the performance of community development projects as projects had to rely on outdated policies that were ineffective.

5.2.3 Findings on the influence of availability of resources on the performance of community development projects in Machakos County, Kenya

The third objective was to establish the influence of availability of resources on the performance of community development projects in Machakos County, Kenya. The measurement for this objective was based on the following indicators; access, frequency, quantity and relevance. The major finding of this objective was that majority of the respondents agreed that availability of resources does actually influence the performance of community development projects in Machakos County, Kenya. To a very great extent, most of the respondents agreed that access to funding does influence performance and to a great extent frequency does influence performance. Respondents revealed that the latter had not been considered to influence projects but was actually a delay to progress and performance. The study also reveals that respondents did consider qualification and relevance of human resource to have an influence on the performance of community development projects to a great extent. The findings further reveal that a

good project and implementation plan requires relevant personnel to execute. According to the responses the quantity of material resource also influence the performance of community development projects at a very great extent.

5.2.4 Findings on the influence of community participation on the performance of community development projects

The fourth objective of the study was to examine the extent to which community participation influences the performance of community development projects. The indicators employed for the measurement of this objective were; community ownership and management of community projects; community involvement at all levels of project life; empowerment of leadership teams at community level; community material contributions. The major finding of this objective was that all respondents agreed that community participation does influence performance of community development projects in Machakos County, Kenya. Majority of the respondents agreed to a very great extent that community involvement at all levels of the project life right from initiation, planning, implementation, monitoring and evaluation does influence performance of community projects.

Most of the respondents agreed to a great extent that community ownership and management of community projects influences performance projects. It was also evident from the study findings that empowered leadership and management at the community level does influence performance of community development projects. The study findings also revealed that most of the respondents were in agreement that mechanisms of transition of leadership of community projects at the community level do moderately influence the performance of community development projects. More to that the respondents agreed that community material contribution does influence performance of community projects moderately. From the results the respondents felt that community participation is an important consideration in community development projects as it influences the progress, protection and sustainability of such projects.

5.3 Discussions of the Findings

The study findings revealed that planning does influence the performance of community development projects. The study also revealed that other findings that is planning based on the project objectives, planning at all levels of project

implementation and involvement of all the stakeholders in planning are factors in regards to planning that influence the performance of community development projects in Machakos County, Kenya. These findings are in support of Haughey, 2009 who insists that a project plan ought to be a 'living document' that is constantly reviewed as the project progresses as opposed to a theoretical document that is only considered at the onset of a project. He also asserts that stakeholder involvement and especially the targeted population in planning ensures priority needs are met and builds project ownership at the very onset of the project. The idea of bringing community on board during project implementation has not worked over the years and therefore involvement at the very planning stage is an important consideration.

The study findings reveal that governing policies influence the performance of community development projects. The major finding was that governing policies do influence the performance of community development projects at a great extent. The study also found out that ineffective policy implementation, representation of key development practitioners and the community in policy making, corruption, lack of constant update of policies are factors in regards to governing policies that influence performance of community development projects. These findings corresponded with Muller, 2009 who insists that there is more to policies than just being shelved documents that are only reviewed in the face of project challenges so that they are found obsolete a time of project need. The author asserts that every aspect of policy making and implementation ought to be considered in order to avoid hindrances during the project life.

The study findings reveal that availability of resources influences the performance of community development projects. The study results also revealed that access to funding, frequency of funding, qualification and relevance of human resource and inadequate material resource are factors in regards to availability of resources that influence community development projects. The findings for this study are in sync with Murphy, 2011 who asserts that it is not enough to have a good project idea and all the best implementation strategies, if the resources are not projected to carry the project to its completion, it remains a good idea and good strategies. It is therefore clear that the availability of resources encompasses a lot more in regards sustainability, quality and relevance of the project resources.

The study findings also reveal that community participation influences the performance of community development projects in Machakos County, Kenya. The study results also revealed that involvement of community at all levels of project life, ownership and management, empowerment, leadership transition mechanisms, and community material contribution are factors in regard to community participation that influence community development projects in Machakos County, Kenya. The study findings support Mylins, 1991, who insists that presenting a finished product to the community is just but the culminating stage of the whole idea of community participation which does not encourage ownership and sustainability, but a sure process of community participation does. This is further echoed by Belasi, 1996 who avers that project teams ought to have a defined plan on ensuring that communities feel part and parcel of a project initiative right from its onset until when they can independently protect and manage the project. This would therefore require empowerment and having mechanisms in place to manage the leadership itself.

5.4 Conclusion of the Study

In conclusion, the study found that there exists a positive association between planning and performance of community development projects; that planning influences the achievement of project objectives and in order to be effective planning ought to be inclusive of all stakeholders. It was clear from the study that improved planning is guaranteed to impact project performance. The study also suggested that governing policies and performance of community development projects in Kenya have a positive association; that policy making and implementation that involves key development practitioners bears much and vices like corruption and lack of constant policy updates affects these processes. From the study availability of resources and performance of community development projects have a positive association and the access and frequency of funding and the qualification and relevance of human resource are important considerations. The study suggested that community participation and performance of community development projects are positively related and that effective community participation is built on ownership and community management of the projects. The study therefore concludes that planning; governing policies; availability of resources; and community participation are factors influencing performance of community development projects.

5.5 Recommendations of the study

Based on the above conclusions, the following recommendations were made for the factors influencing the performance of community development projects in Machakos County, Kenya.

Recommendations for policy and practice

The study recommends the exertion of the following policies and practices for improved performance of community development projects in Machakos County, Kenya

Recommendations on Planning

The study recommends incorporation of planning at all levels of the project cycle and review of the same in order to ensure that the project is on the right path and inclusive planning which should involve all the stakeholders. The INADES Formation Kenya management, project officers and the field officers should be able to come up with a plan for each project level that is planning level, the implementation level, the monitoring and evaluation level and the level of project closure right from the initiation of the project. In that way, time which is a factor in project performance will not be wasted especially during transitions from one level to the next.

The IFK management should also ensure that all relevant stakeholders are involved in the planning process in order to bring all views into consideration including the beneficiaries. Preliminaries to this inclusion should be done at the project initiation level. The beneficiaries and all other relevant stakeholders should be furnished with the project details in order to effectively contribute to the project plan.

Recommendations on Governing Policies

The study recommends that the government through the Ministry of Labor, Social Security and Services ensures representation of key development practitioners and the community at large throughout the whole process of policy making and implementation. This should be right from problem identification, agenda setting, policy formulation, adoption, budgeting, implementation and evaluation. The government can do this through public forums with good publicity of the same. The study suggests that INADES Formation Kenya follows up on this in order that the

policies developed can serve the diverse IFK thematic areas that is, natural resource management, agricultural production and marketing, community advocacy and rural micro-finance. This can be done by constant interaction with the ministry officials and by showing them the need for inclusion in the making and implementation of policies. Most of the projects in Machakos County are based on these areas and follow up on the relevant policies would impact the country as a whole.

The study further suggests that the government develops mechanisms to curb corruption occurrences especially in the face of project implementation. The government and IFK should join forces and educate the community on the policies in place and empower the community to report any corruption occurrences.

The study also suggests that IFK brings on board all its personnel in understanding the policies governing the organization either at the national level that is Non-Governmental Organizations Co-ordination or at the donor level that is Bread for the World ensuring that they all operate on the set guidelines. The study also suggests constant policy updates as required, IFK should constantly follow up with the government to ensure updates.

Recommendations on Availability of resources

The study suggests to the management of IFK and all other management arms of different organizations dealing with community development projects to determine whether the prospective funding is accessible and frequent throughout the project undertaking. This can be done through signed agreements and contracts with the funders especially at the very onset of the project. INADES Formation Kenya should be able to sign such contracts with donors like Bread for the World and Land O' Lakes. The study also suggests to the IFK management to ensure qualification and relevance of the human resource in order to promote effective project implementation. This can be done through improved recruitment process of the personnel.

The study suggests that IFK, especially the finance office ought to be in constant communication with the project officers and field officers in order that they can be updated on the current conditions of funding and hence improve on improvement. On material resources especially at the community level, the study suggests to the

government through the Ministry of Labor, Social Security and Services, to support IFK with community buildings for projects operating in premises in that way work towards development. The study also encouraged the beneficiaries to take part in contributing the locally available materials to the project and in that way improve on ownership

Recommendations on Community Participation

The study recommends to INADES Formation Kenya right from management to the field officers to constantly involve the community at all levels of the project life right from initiation to closure in order to boost ownership. This can be done by engaging the community in ‘barazas’ during context analysis and allowing them to appoint their management teams at the community level. The study also recommends the empowerment of the leadership and management teams of community projects at the community level and establishment of mechanisms for leadership transitions in order to boost efficiency and sustainability. The study suggests that the government be brought on board in order to follow up on this even after INADES Formation Kenya has left the area.

In boosting community participation still, the study suggests that IFK and the government focus on empowering the community as opposed to giving out hand-outs. To the beneficiaries the study recommended involvement, commitment and protection of the community development projects.

5.6 Recommendations for further Research

This study in attempting to bridge the gap in knowledge that existed, sought to establish the factors influencing the performance of community development projects in Machakos County, Kenya. One of the conclusions of this study is that project planning, which is one of the important stages of a project life, does have an influence on the performance of community development projects. There is need to explore how other stages of a project cycle influence on the performance of community development projects.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

Salome Mutua
P.O. Box 505-90100
Machakos, Kenya
7th January 2017

Dear Respondent,

RE: REQUEST FOR COLLECTION OF DATA

I Salome Njeri Mutua, Reg No. L50/80205/2015, I am a postgraduate student at the University of Nairobi undertaking a Master of Arts degree in Project Planning and Management. As part of the requirements, I am expected to conduct a research on the topic, **Factors Influencing Performance of Community Development Projects in Machakos County, Kenya.**

Kindly assist me by filling in the attached questionnaire. The information given will not be used for any other purpose other than academic. Do not indicate your names or details of your institution. An honest response to the attached questionnaire will be highly appreciated.

Thank you in advance for your co-operation.

Yours sincerely,

MUTUA SALOME NJERI
(MAPPM STUDENT) L50/80205/2015

Appendix II: Questionnaire for INADES Formation Kenya Personnel and Direct Beneficiaries and Machakos County Social Development Government Officials.

Questionnaire Number:

This questionnaire document is meant to gather information regarding the factors influencing performance of community development projects in Machakos County. Any information given will be treated with confidentiality and will be used conclusively for the purpose of the research.

Kindly respond by ticking [√] in the boxes provided or by writing a brief statement in the spaces provided.

SECTION A: Background Information (please check all that apply and respond by ticking [√])

1. What is your Gender?
(a) Male [] (b) Female []

2. Kindly indicate your Age (years)
(a) 20-29 [] (b) 30-39 [] (c) 40-49 [] (d) 50-65 [] (e) Above 66

3. What is your highest level of academic qualification?
(a) Primary [] (b) Secondary [] (c) Tertiary College [] (d) University []
(e) Any other professional training. Explain

4. What is your position in the current community development project you are working with?
(a) Management Team [] (b) Technical Team [] (c) User Client []

5. What is your designation in the current community development project you are working with?
(a) Program/Project Officer [] (b) Field Officer [] (c) Government Official [] (d) Beneficiary []

6. How long have you worked with your current community development project?
(a) <2years [] (b) 2-5years [] (c) 6-10years [] (d) >10years

7. (i) Have you been involved in other similar community development projects?
 (a) Yes [] (b) No []
- (ii) If yes how many projects?
 (a) 1-3 [] (b) 4-6 [] (c) >6 []

SECTION B: PROJECT PERFORMANCE (please check all that apply and respond by ticking [√])

Project Officers and Field Officers

8. (i) Was the last project you worked with completed within the planned period?
 (a) Yes [] (b) No []
- (ii) Explain your answer

9. (i) Was the project completed within the budgeted cost?
 (a) Yes [] (b) No []
- (ii) Explain your answer

10. (i) Was the project able to achieve its set objectives?
 (a) Yes [] (b) No []
- (ii) Explain your answer.

11. What do you consider to be the project overall performance?
 (a) Very poor [] (b) Poor [] (c) Average [] (d) Good [] (e) Excellent []

SECTION C: Influence of Planning on the Performance of Community Development Projects

Project Officers, Field Officers and Government Officials

12. In your opinion, do you consider planning as an influence on the performance of community development projects?
 (a) Yes [] (b) No []

13. Rate your opinion against the statements below by ticking (✓) against respective column. SD=Strongly Disagree (1), D=Disagree (2), N=Neutral (3), A=Agree (4), SA=Strongly Agree (5)

		SD	D	N	A	SA
(i)	Planning facilitates the achievement of the objectives of community development projects					
(ii)	Planning should be done for all levels of project implementation					
(iii)	Community development projects are successful when planning involves all the stakeholders					
(iv)	Planning is less important when carrying out community development projects					
(v)	Project planning is a very expensive endeavor for community development projects					

14. What do you propose should be done to improve on planning of community development projects so as to promote project performance and success?

.....

SECTION D: Influence of Governing Policies on the Performance of Community Development Projects

Government Officials, Project Officers and Field Officers

15. In your opinion do you think Governing Policies influence performance of Community Development Projects? (a) Yes [] (b) No []

16. To what extent do you think governing policies influence performance of community development projects? Use a scale of 1-5, tick (✓) in appropriate columns named to

express your opinion where 5 = Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Minimal extent, 1 = Not at all

		5	4	3	2	1
(i)	Ineffective policy implementation affects					
(ii)	project performance Representation of key development practitioners and the community in policy making is a boost to the					
(iii)	success of community development projects Corruption has affected					
(iv)	policy implementation in community development projects					
(v)	Lack of constant update of the policies in place affects project success Policies do not affect the success of community development projects					

17. How best do you think policy implementation can be improved?

.....
.....

SECTION E: Influence of Availability of Resources on the Performance of Community Development Projects

Project Officers, Field Officers, Government Officials and Beneficiaries

18. Does availability of resources influence the performance of community development projects?

- (a) Yes (b) No

19. To what extent do you think governing policies influence performance of community development projects? Use a scale of 1-5, tick (√) in appropriate columns to express your opinion where 5 = Very Great Extent, 4 = Great Extent, 3 = Moderate Extent, 2 = Minimal Extent, 1 = Not at all

	5	4	3	2	1
(i) Access to funding influences the performance of community development projects					
(ii) Frequency of funding influences the performance of community development projects					
(iii) Successful implementation of a project is dependent on the qualification and relevance of the human resource					
(iv) Inadequate material resources influence project performance					
(v) The availability of funding does not influence performance of community development projects					

20. In what other ways do you think availability of funds can influence performance of community development projects?

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SECTION F: Influence of Community Participation in the Performance of Community Development Projects

Beneficiaries, Project Officers, Field Officers and Government Officials

21. In your opinion does community participation influence performance of community development projects? (a) Yes [] (b) No []

22. To what extent does community participation influence performance of community development projects? Use a scale of 1-5, tick (√) in appropriate columns to express your opinion where 5 = Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Minimal extent, 1 = Not at all

		5	4	3	2	1
(i)	Community involvement at all levels of project life influences project performance					
(ii)	Community ownership and management of community development projects influences performance of community development projects					
(iii)	Empowerment of the leadership and management team at the community level ensures project performance					
(iv)	Mechanisms of transition of leadership and management of community development projects at the community level influence their performance					
(v)	Material contribution by the community members					

23. In your opinion do you think community participation has been incorporated in community development projects?

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24. What is your recommendation on what should be done to improve performance of community development projects?

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.....
.....

THANK YOU FOR YOUR TIME AND COOPERATION

APPENDIX III: INTERVIEW GUIDE FOR ALL RESPONDENTS

Confidentiality: *The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.*

1. In your opinion, does planning influence the performance of community development projects in Machakos County, Kenya? *(If Yes probe how, if No probe for explanation)*
2. In your opinion, do governing policies influence the performance of community development projects in Machakos County, Kenya? *(If Yes probe how, if No probe for explanation)*
3. In your opinion, does availability of resources influence the performance of community development projects in Machakos County, Kenya? *(If Yes probe how, if No probe for explanation)*
4. In your opinion, does community participation influence the performance of community development projects in Machakos County, Kenya? *(If Yes probe how, if No probe for explanation)*
5. Kindly give suggestions/recommendations towards factors influencing the performance of community development projects in Machakos County, Kenya

THANK YOU FOR YOUR TIME AND COOPERATION