INFLUENCE OF ORGANIZATIONATIONAL STRATEGIES ON IMPLEMENTATION OF COMMUNITY WATER PROJECTS BY THEDEVOLVED GOVERNMENTIN HOMA-BAY COUNTY, KENYA

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DECLARATION

This research project is my original work and has never been presented for the award of any degree in any other university.

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L50/85494/2016

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

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DEDICATION

This study is dedicated to my spouse Roseline Akoth and my children Brian Johnson and Bravin Johnson for their sacrifice, encouragement and support during the entire process of my studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

GCPC   Germans Consortium of Project Consultants

ADB   African Development Bank

NGO   Non-Governmental Organization

PM&E   Project Monitoring and Evaluation

DFRD   District Focus for Rural Development

WWAP   World Water Assessment Programme

UNESCO   United Nations Education and Scientific Organization

PMC   Project Management Committee

SPSSS   Statistical Packages for Social Scientists

ABSTRACT

This study sought to investigate the influence of organizational strategies implementation of community water projects by the devolved government in Homa-Bay County. The study was informed by the objectives; to investigate the influence of resource mobilization, technical competency, stakeholder involvement and leadership on implementation of community water projects by the devolved government in Homa-Bay County. The study would be found significant to several stakeholders working with different communities on development matters such as the community members, the County government, national government agencies and NGOs. These would be informed of the best project implementation strategies to put in place to ensure that community projects are executed effectively for sustainable development. The study was grounded on the basic assumptions that the final selected sample would be a true reflection of the salient characteristics of the target population; respondents being willing to give information truthfully and objectively and that the data collection instruments would be valid and reliable in taking the expected measures. Moreover, the study was also grounded on the Behavioral theories that help project implementers to understand how an innovation is introduced, disseminated, adopted and sustained by the general community in an endeavor to initiate development interventions for prosperity. On methodological aspects, a descriptive survey research design was used, with the study targeting a population of 819 PMC members from where a sample size of 164 PMCs was drawn. Data was obtained using researcher developed questionnaire, initially pretested with a sample similar, yet not the actual study sample and whose validity and reliability was ascertained to ensure collection of relevant information. Validity was ascertained through adequate coverage of research objectives, peer review and expert judgment, while reliability was assured through split half reliability measure. Data was analyzed using descriptive statistics such as, frequencies and percentages aided by Statistical Packages for Social Scientists (SPSS) and presented using frequency distribution tables. The results of the study established that resource mobilization, technical competency, stakeholder involvement and leadership had significant influence on implementation of community water projects by the devolved government in Homa-Bay County. Besides, the study recommends a raft of measures, both for policy formulation and further studies in this area in order to address the challenges of effective implementation of community water projects.

<center>**CHAPTER ONE**</center>

<center>**INTRODUCTION**</center>

1.1 Background of the Study

In mature democracies all over the world, emerging trends on service delivery to the citizens take into consideration the principles of equity and equality, so much such that, human rights watch and political activists consistently pile pressure on governments to ensure that resources reach even the remotest areas, Ablion (2016).

While focusing on effective project implementation of the Community Based water Projects in Australia, Hajnati (2013) noted that effective project implementation is a function of empowerment of project team through regular knowledge replenishment to obtain the most effective project management best practices for successful delivery of the project goals. In the views of Alliany (2014), a project consultant working with the Germans Consortium of Project Consultants (GCPC) with specialization in the implementation of community water projects indicated that effective project implementation is undertaken by a project team with the best training, extensive resource mobilization, stakeholder involvement and prudent project leadership.

Working in the manufacturing projects in China, Khoder (2012), indicated that most projects that deliver their planned objectives bring on board project teams that are comprised of people with the most competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of project teams to focus on projects objectives. In his study findings based on factors influencing implementation of community water projects in Dofasco Chile, Emerson (2015), observed that local community beneficiaries must fully take charge

of project implementation in order to realize long term benefits and sustainability. In this attempt, a project intervention should create a stakeholder package that brings on board all individuals likely to be affected in any way by the project being initiated.

Reporting from his experiences in the implementation of community based water projects in Japan; Orlearns (2012) stated that effective project implementation requires a project team that is well able and trained in such a way that the members possess the most recent and competitive knowledge and skills that can assist them to handle project work. Besides, effective project implementation often demands provision of adequate project resources availed promptly, project teams which are equipped with the capacity to fully participate in crucial project activities and effective personnel management that ensures maximum stakeholder participation for project ownership.

In Africa, project management approaches are considered as the most resourceful methods turning around various sectors development performances. In regard to factors influencing community-based water related projects implementation in the Guinea Bissau region, the study of Tounde (2014) demonstrated that project implementation that is effective requires personnel that are skilled, nevertheless, participants in most projects never displayed substantial capability for effectively performing individual activities of the project. He further notes that each project team should be well versed with knowledge and skills in project planning and management, as well as acquiring strategic project monitoring in order to affectively direct project activities to achieve the desired objectives.

With its focus on the implementation of infrastructure projects in west Africa, stretching from Senegal, Burkina Faso, and Nigeria, Manane (2012) noted that the

critical ingredients of effective project implementation entails empowerment parameters of the general project participants. He outlines the aspects of project members' empowerment as raising sufficient resources, acquisition of relevant knowledge in project work, stakeholder involvement in decision making and effective leadership offered by each category of the project teams.

Conducting a study on the level of delivery of the desired project outcomes among the devolved informal upgrading projects in Uganda, Nebo (2015), observed that project success was direct function of the nature of project management practices employed, resource mobilization strategies, people involvement and prudent management of the project teams leading to project ownership for sustainability.

In Rwanda, the country's reconstruction projects were initiated by initially empowering the project teams through training, availing adequate funding, and popularizing the concept of public participation, Moris (2016). Having been greatly devastated by the genocide, the country supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Kabula (2015). In this effort, training of project teams was emphasized, resources were aggressively mobilized and generated information regularly provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

In the neighboring Somali and Southern Sudan, The African Development Bank (ADB) supported projects, recognized the project team empowerment as fundamental to project implementation for sustained gains in their reconstruction efforts, Omar (2012). In such endeavors, training of project teams was emphasized, in addition to prudent management of the project resources. Conducting a study on delivery of

effective project outcomes among the local NGOs in Uganda, Laban (2012) observed that project success was directly corresponding to the nature of project management practices employed, such that with prudent management of the project teams, project ownership for sustainability is achieved.

In Kenya, as a result of the promulgation of the Kenya Constitution (2010), devolved government dispensation was born and embraced as the most effective framework of addressing historical inequalities in the country, thereby creating 47 devolved counties as foundation of project implementation. It was thus envisaged that faster growth of the counties would be attained through this approach, yet surveys conducted on the level of project implementation in most of the devolved units cast doubts of ever meeting the desired needs of the people, as numerous cases of project failure are often being reported, Kembo (2016).

Surveys conducted on the status of implementation of most projects in the public sector often reveal numerous cases of project failures, Ondari (2013). Focusing on the implementation of water projects in Vihiga County, Wafula (2014) indicated that this project was poorly initiated for the people without any form of needs assessment done to establish if the beneficiaries really needed the project. Reporting from a survey of factors that influence community-based water projects implementation in Bureti Sub County, Korir (2017) stated that these projects were poorly implemented leading to the presence of scattered dry taps that subsequently failed to meet the expectation of the citizens.

In Homa Bay County, local poultry commercialization project was initiated with no people involvement and no report indicates how this project was conceived, yet the scanty information traceable lists beneficiaries who were simply given hatcheries that

have been converted in to cabinets, Oguda (2015). In this report, this is a classic case of a project that died immediately after conception, an indication of how poor project identification can often lead to loss of public resources.

Reporting from a study on factors influencing implementation of devolved government infrastructure projects in Homa Bay County, Osodo (2015), noted that devolved government infrastructure projects equally faced unique bottlenecks attributed to implementation gaps and two years down the line, most ambitious devolved government project initiatives had turned in mere wishes, as most of the projects were poorly implemented leading to the presence of scattered initiatives that subsequently fail to meet the expectations of the citizens.

1.2 Statement of the Problem

In Kenya, as a consequence of the promulgation of the Kenya Constitution (2010), devolved government dispensation was born and embraced as the most effective framework of addressing historical inequalities in the country, thereby creating 47 devolved counties as foundation of project implementation. It was thus envisaged that faster growth of the counties would be attained through this approach, yet surveys conducted on the level of project implementation in most of the devolved units cast doubts of ever meeting the desired needs of the people, as numerous cases of project failure are often being reported, Ooko (2018). According to Kibogo (2017), while monitoring the implementation status of devolved government water projects in Homa Bay County, observed that whereas many water boreholes were reportedly drilled and installed in most community neighborhoods, it was unfathomable that acute water shortage was still a common phenomenon.

According to the Auditor General's Report (2015-2016), Homa Bay County Government indicated having done 89 water projects, fully installed, up and running in the eight sub counties, yet due diligence revealed conspicuous absence of such projects. Besides, a visit to the actual location of these projects indicated that even the hitherto community beneficiaries did not have any idea about the said projects which were only mentioned in political rallies. In yet another revelation by Homa Bay County Assembly's Oversight Report (2018), it was noted that the 89 water projects purportedly drilled in the county were merely on paper, with 54displaying an on-going implementation status and only 12 being operational. It is on the basis of such revelations that this study sought to investigate the influence of organizational strategies on implementation of community water projects by devolved government in Homa-Bay County.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of organizational strategies on implementation of community water projects by devolved government in Homa-Bay County.

1.4 Research Objectives

The following were the objectives of the study:

1. To establish how resource mobilization influence implementation of community water project by the devolved government in Homa-Bay County.

2. To determine how technical competence influence implementation of community water projects by the devolved government in Homa-Bay County.

3. To examine the extent to which stakeholder involvement influence implementation of community water project by the devolved government in Homa-Bay County.

4. To assess how leadership influence implementation of community water project by the devolved government in Homa-Bay County.

1.5 Research Questions

The following research questions guided the study;

1. How does resource mobilization influence implementation of community water projects by the devolved government in Homa-Bay County?

2. How does technical competence influence implementation of community water projects by the devolved government in Homa-Bay County?

3. How does stakeholder involvement influence implementation of community water projects by the devolved government in Homa-Bay County?

4. How does leadership influence implementation of community water projects by the devolved government in Homa-Bay County?

1.6 Significance of the Study

It was hoped that the study findings would be beneficial to several individuals and agencies engaged in various development projects in Homa Bay County in different ways. To begin with, the findings of the study would be of great significance to PMCs implementing community water projects in Hom Bay County in particular, and

any other bodies and agencies engaged in implementation of different development projects in the county in general.

In view of this reality, the study promised to provide insights into superior practices worth embracing for effective project implementation that would offer to consolidate the envisaged gains from devolved government dispensation. Besides, the study would also be significant to the central government in formulating policies that would be favorable to implementation of community projects as alternative job creation opportunities, not only at the national level, but also at the devolved units.

Moreover, the County Government of Homa Bay through the PMCs implementing different projects would also benefit, as lessons would be learned and solutions devised on the challenges normally encountered in the general domain of community project implementation. In addition, the NGO's and other donors implementing projects in the community are likely to initiate effective measures to ensure these projects reap full potentials in an effort to promise hope to local community members in the entire country.

1.7 Limitations of the Study

The study, like any other research undertaking was limited by many factors, given that projects are normally implemented in a complex environment, prone to risks and implemented under pressure to deliver the quality output within the projects triple constraints. In the light of this eventuality, the fluctuating weather conditions in Homa Bay County constrained the study. This is because the study was carried out during the long rains season. This resulted in a situation where most of the roads were muddy and very impassable for a long time, and this hindered easy access of the selected participants during the data collection process.

Another limitation of this study was inadequate resources that could have been utilized in the development of instruments for data collection, and also for meeting all other expenses related to research. Further, the study faced the limitation of some respondents' unwillingness to provide data as a result of fear that is unexplained, as some also provided inaccurate information deliberately. Since this study was also investigative in nature, coupled with the prevailing feeling in the country that these devolved funds were being misappropriated, the major custodians of the relevant documents in the department of water in the devolved government hesitated in availing such records.

However, the researcher put in place certain strategies to overcome these challenges, for instance, paying visits to the respondents by means of motorcycles, operations within the set budget as well as informing the participants regarding the benefits of the research, which were purely academic-based, and also by disclosing a confidentiality statement between the respondent and the researcher in such a way that; the obtained data obtained could be treated with extreme confidentiality.

1.8 Delimitations of the Study

The study was confined to investigating the influence of organizational strategies implementation of community water projects by the devolved government in Homa-Bay County. These projects were the initiations of the county government of Homa Bay in the entire eight sub counties at the community level, drawing PMC membership from the county government department of water, community representatives and other rights group entities.

These projects were being implemented in the entire eight Sub Counties such as, Homa Bay Town, Rangwe, Ndhiwa, Suba, Mbita, Kasipul, Karachuonyo and Kabondo Kasipul. Moreover, the target projects were restricted to those initiated and

funded by the county government of Homa Bay by the department of Water, Environment and natural resources.

1.9 Basic Assumptions of the Study

The researcher carried out this study on the basis of an assumption that the ultimate chosen sample size of the study would provide an accurate picture of the significant features of the entirely targeted population. The study as well assumed that the selected participants would have total willingness to provide data in an honest and objective manner, and also that the developed instruments for data collection would contain valid and reliable items that could lead the study to take the expected measures.

1.10 Definition of significant terms used in this Study

Community water projects : Water projects initiated by the devolved government for use by members of the various communities within the entire Homa Bay County.

Devolved government: a unit of public administration, governance and decentralization of resources devolved from the central government of Kenya to the county level.

Resource mobilization: a systematic approach and strategy geared towards obtaining diverse financial, material, equipment and other valuable items to be invested in a project intervention.

Technical competency: ability to display specific skills, knowledge and competencies necessary in execution of tasks in a project intervention.

Stakeholder involvement: identifying persons with various interests in the project

initiative and involving them in the performance of different project activities.

Project leadership: guiding, influencing, directing personnel and allocating, managing and controlling the resources and different project interfaces.

1.11. Organization of the Study

The research project report was organized into five chapters. Chapter one presents background of the study, statement of the problem, purpose of the study and objectives of the study. Also included in this chapter were research questions, significance and limitations of the study. Besides, it also presents basic assumptions of the study, delimitations of the study and definition of significant terms used in the study.

Chapter two contains literature review done on the basis of key study variables. Also outlined in the chapter are theoretical framework, conceptual framework, gaps in literature and summary of the literature review.

Chapter three outlines aspects of the research methodology that include introduction, research design, target population, sample size and sample selection. In addition, it also presents data collection instruments, instruments pretesting, instruments validity and instruments' reliability. Moreover, it also highlights the procedures of data collection, methods of data analysis, operationalization of the variables and ethical issues in research.

Chapter four presents data analysis and presentation. Data was analyzed and presented in line with the objectives of the study.

Chapter five presents summary of key findings, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1.Introduction

This chapter presents general literature on studies that have previously been done by other scholars in the area of implementation of development projects. The literature review was done on the back drop of the key study variables; the concept of implementation of community water projects, resource mobilization, technical competence, project leadership and stakeholder participation. This chapter also puts to focus the theoretical as well as the conceptual frameworks of the study.

2.2. The concept of implementation of community water projects

In Kenya, as a result of the promulgation of the Kenya Constitution (2010), devolved government dispensation was born and embraced as the most effective framework of addressing historical inequalities in the country, thereby creating 47 devolved counties as foundation of project implementation. It was thus envisaged that faster growth of the counties would be attained through this approach, yet surveys conducted on the level of project implementation in most of the devolved units cast doubts of ever meeting the desired needs of the people, as numerous cases of project failure are often being reported (Kembo, 2016).

In a study focusing on factors influencing implementation of devolved government infrastructure projects in Bomet Central Sub County, Kipsang (2016), noted that it was difficult to imagine whether certain projects would be completed because in a number of them, even indications that contractors were on site was hard to tell. Besides, Kirui (201), giving the results of a study conducted on factors that influence implementation of devolved government projects in Sotik Sub County, observed that

many projects were hurriedly initiated and subsequently abandoned before completion due to conflicts among the intended beneficiaries.

According to Kitur (2016), in a study based on factors influencing implementation of devolved government projects in Bomet East Sub county, more often development projects implemented in most public organizations normally fail to meet the needs of the beneficiaries, as most of these projects were generally delayed unnecessarily, grounds for breeding community conflicts and avenues in which economic crimes are promoted.

According to Bomet County Government project implementation status report (2018), most projects initiated from 2013-2017 displayed unique bottlenecks attributed to implementation gaps and five years down the line, most ambitious devolved government project initiatives have turned into ghosts, as such projects regarded flagships have failed to take off. This study therefore seeks to analyze the determinants of implementation of devolved government projects in Bomet County. Besides, the first University to be constructed was delayed and continues to draw opposition from a wide cross section of the citizens and there seems that no immediate remedy will be arrived at any soon, Kipkoech (2016).

In mature democracies all over the world, emerging trends on service delivery to the citizens take into consideration the principles of equity and equality, so much such that, human rights watch and political activists consistently pile pressure on governments to ensure that resources reach even the remotest areas, Ablion (2016). In the light of this global contemporary approach to governance, devolution of both power and resources promise extensive gains in the efforts to serve citizens effectively. According to Bellingham (2014), while focusing on the best global

strategies in public project implementation noted that the people factor, through involvement and training, offers the highest return in any project initiative.

In the views of Alliany (2014), effective project implementation is undertaken by a project team with the best training, extensive resource mobilization, stakeholder involvement and prudent project leadership. Moreover, Hajnati (2013) notes that effective project implementation is a function of empowerment of project team through regular knowledge replenishment to obtain the most effective project management best practices for successful delivery of the project goals.

In his study findings based on factors influencing implementation of community water projects in Dofasco Chile, Emerson (2015), observed that local community beneficiaries must fully take charge of project implementation in order to realize long term benefits and sustainability. In this attempt, a project intervention should create a stakeholder package that brings on board all individuals likely to be affected in any way by the project being initiated.

According to Orlearns (2012), effective project implementation requires a project team that is well able and trained in such a way that the members possess the most recent and competitive knowledge and skills that can assist them to handle project work. Besides, effective project implementation often demands provision of adequate project resources availed promptly, project teams which are equipped with the capacity to fully participate in crucial project activities and effective personnel management that ensures maximum stakeholder participation for project ownership.

Chomez (2012) noted that for effective realization of project outputs, the project team must have the best skills through regular training. She noted that the project key stakeholders should be involved fully in key project activities to acquire the necessary

experience so that when the main financiers pull out, project is still sustained. In the views of Odili (2015), community empowerment initiatives must be emphasized to ensure that once the donors pull out from a project, it can still be sustained through the efforts of beneficiaries. He emphasizes the need to train the project stakeholders in the latest project management skills; provide adequate resources for execution of project tasks and involvement of project stakeholders in key functions, as well as putting in place a people driven model of project leadership.

Kolometo (2016) observed that such were successful because training of project teams was emphasized, resources were aggressively mobilized and generated information regularly provided to guide the project team in taking strategic decisions prior to taking any action. Besides, stakeholder involvement in key project activities was emphasized to build their confidence in the interventions and ownership for sustainability.

Conducting a study on the level of delivery of the desired project outcomes among the devolved informal upgrading projects in Uganda, Nebo (2015) observed that project success was direct function of the nature of project management practices employed, resource mobilization strategies, people involvement and prudent management of the project teams leading to project ownership for sustainability.

In Rwanda, the country's reconstruction projects were initiated by initially empowering the project teams through training, availing adequate funding, and popularizing the concept of public participation, Moris (2016). Having been greatly devastated by the genocide, the country supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Kabula (2015). In this effort, training of project teams

was emphasized, resources were aggressively mobilized and generated information regularly provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

In the neighboring Somali and Southern Sudan, The African Development Bank (ADB) supported projects, recognized the project team empowerment as fundamental to project implementation for sustained gains in their reconstruction efforts, Omar (2012). In such endeavors, training of project teams was emphasized, in addition to prudent management of the project resources. Conducting a study on delivery of effective project outcomes among the local NGOs in Uganda, Laban (2012) observed that project success was directly corresponding to the nature of project management practices employed, such that with prudent management of the project teams, project ownership for sustainability is achieved.

2.3. Resource mobilization and implementation of community water projects

A major constraint that faces the majority of the PMCs in countries that are developing, particularly Africa, is the lack of adequate financing particularly in low income groups. Accessing credit facilities is a fundamental aspect contributing to better living standards and greater productivity in small farms as well as entrepreneurial businesses in the urban and rural settings (Agwa, 2012).

Participation of women in formalized credit project activities has mostly been hindered by legal constraints, application procedures that are cumbersome, somewhat great opportunities as well as transaction costs, social-cultural related barriers, absence of secure property titles or even other types of security and strong policies that play a significant part in production activities, and also marketing of produce in the agricultural sector. In the case of Germany, urban women often experience alike

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constraints in the course of establishing or expanding their businesses. As their businesses are self-employment sources, most of the women are usually forced to engage in informal credit sources where they end up incurring very high costs. Germany has in place a bank that specializes in giving credit for special programs that uplift businesses. It facilitates the access of women to credit facilities, hence; raising their output in traditional ways or through organized groups into units that are productive.

Some of the measures put in place by banks are inclusive of; suitable employees formal institutions' training, financial expansion services support that are directed towards reaching prospective women businesses, intensifying intermediary institutions of credit as well as associations that include informal and formal saving and credit cooperatives.

Predominant involvement of women leads to business intensification as most of them engage in active outreaching and promotion activities, where they inform others on availability of credit measures and programs that could surpass legal constraints and other hindrances that provide room for unbiased treatment of women intending to obtain credit facilities. In India female entrepreneurs in the industrial sector are fewer than male counterparts. This situation reflects the trend visible in other sphere of economic activity; where males greatly outnumber females. An increased number of women in India have established business in the formal sectors as a way of generating income.

Most women are poor farmers and most of the enterprises remain dormant as most women are poor, Markiat (2008). Youth participation is supreme as it aims at empowering people that lack power so that they can assume total responsibility for

their future in the structure of socio-economic and socio-cultural realities (Mulwa, 2008). Poverty is considered as a structure based outcome, and its existence cannot be blamed on poor behavior of youths, but can be attributed to both local and global society's structural forces. Therefore, it is termed as everyone's liability to turn the world into a better place so that it can become more sociable for each person.

Corneal (2004) has suggested that 'participation' alone does not sufficiently address ownership issues in relation to local activities. He suggested that those youth that have the responsibility of controlling their lives by power to make valid choices and determine their priorities, plan, implement and make judgments in relation to the failure or success of projects cannot be termed as important in participation in community projects.

Cernea (2004) emphasized that in such cases, the youth are not just regarded to have participated in developmental activities, but they simply take part in such activities. Such people become managers and actors to their self economic development, survival as well as change based programs (Cernea, 2004). Bhatnagar and Williams, (2006) study has conceptualized participation to be process through which people, particularly the disadvantaged (like the youth), can influence decisions affecting their participation in development projects.

Participation entails influencing development related decisions, not just being involved in implementing projects or acquiring benefits from development activities, even though those forms of participation are significant, and are habitually encouraged through available opportunities as well as influence. It is often asserted that participation of youth in activities of development enhances the civic capability,

(Hart, 2008), therefore; making it possible for adults to acquire an improved perception of youth.

Youth participation in activities leads to the advancement their stability in their community as well as the society's life (Skelton, 2008). Additionally, youth participation benefits are often amplified due to the youth undergoing fast psychosocial growth, and due to the fact that in the past, there have been very minimal areas where they have been involved (Frank, 2006). Youthful participants straightforwardly benefit from entrainment, educational as well as the networking planning processes' aspects; they are pleased about contributing in public issues and often feel more attached to the community as well as the environment (Checkoway & Gutierrez, 2006); Driskell, 2002).

Youth participation that is sustainable could effectively counteract the community disenfranchisement epidemic and make it possible for a community comprising of adults and youth to directly benefit from projects as well as policy outcomes (Frank, 2006). Furthermore, as youth often act as resources for universal values, their contribution helps in fostering social learning, and also indirectly facilitating the wider society's benefits. Youth engagement is considered to be deficient devoid of the empowerment dimension, and is one of the goals.

Empowerment is usually considered to be a more reasonable power sharing method as well as a greater political awareness level, and also power for the youth. In the context of this study, there exists a suggestion that; the most significant consequence of development activities may not improved in economic productivity or incomes, however, could be improved through youth's capacity development for initiation of actions or influencing of decisions of actors that are micro powerful (Bharnagar *et al*.,

2006). The fundamental assumptions in popular involvement are that; participation is necessary; it is normally accomplished through efforts for capacity building among key beneficiaries of a project. This contributes to the development sustainability advantages, beyond the external intervention periods as a result of improved recipient interests as well as competency in management of development (Mulwa, 2008).

Popular participation promotion concerns power distribution in a society, because it is the power that makes it possible for a group to agree on the needs, and also whose to me fulfilled through management and distribution of resources (Oakley and Marsden, 2006). Participation that is genuine does not only seek involvement of the beneficiary societies in project designing and implementing, but also, the process seeks connecting the felt needs of the youth with projects' objectives and goals. This is additional milestone contemplation that ensures that local sustainability and ownership of the benefits of a project are achieved.

2.4. Technical competency on implementation of community water projects

Working in the manufacturing projects in China, Khoder (2012), indicated that most projects that deliver their planned objectives bring on board project teams that are comprised of people with the most competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of project teams to focus on projects objectives. While focusing on effective project implementation of the Community Based water Projects in Australia, Hajnati (2013) noted that effective project implementation is a function of empowerment of project team through regular knowledge replenishment to obtain the most effective project management best practices for successful delivery of the project goals.

According to Dometo (2011), while working as a project manager in charge of the Project Monitoring and Evaluation (PM&E) in the implementation of Community based water projects in Javalpur in India, observed that any project environment is complex and replete of continuous changes and the rate of project success hinges on one's ability to skillfully obtain the necessary information through regular environmental analysis.

In Africa, project management approach is considered the most effective technique for turning around the performance of the various sectors of development. Based on factors influencing implementation of community based water projects in Guinea Bissau, Tounde (2014) noted that effective project implementation is a field of practice that demands skilled personnel, yet most project participants did not display substantial ability to effectively perform their individual project activities. He further notes that each project team should be well versed with knowledge and skills in project planning and management, as well as acquiring strategic project monitoring in order to affectively direct project activities to achieve the desired objectives.

Encountering various project implementation strategies in Mozambique, Paelo (2014) supervising the implementation of community water projects noted that effective project implementation depends on the extent to which empowerment is up-scaled to boost the efforts of implementing agencies and the broad stakeholders to fully participate in a project intervention.

Specializing in the implementation of devolved projects in the public sector in South Africa, Darien (2015), noted that empowerment of the project team and all the project beneficiaries through regular training was considered the greatest success factor in meeting the intended project deliverables. He indicated that such projects required

sufficient and adequate funding and therefore skilled personnel must be recruited to perform specialized activities professionally, lest resources be misused with disastrous project consequences.

While assessing the influence of project team's empowerment on implementation of devolved government projects in Ghana, Ogoni (2014), observed that regular training was important in imparting relevant skills and knowledge to the project team members for effective performance of project tasks, in the sense that any project environment was prone to regular changes. Moreover, Unyoke (2015), working with the local Housing Projects in Egypt noted that an empowered project team was like a vehicle with an empowered engine ready to overtake the other. Such individuals have the best skills, access adequate project resources, have the best project teams that is affectively managed and in possession of the latest trends in the business environment.

In his study done in Morocco focusing on the strategies of effective community project implementation, Torres (2012), reported that success was easy to attain in the projects with teams that displayed intensive empowerment initiatives through the modern project management approach, identifying community needs in a participatory approach, training the people involved in various project tasks and regularly informing the teams on any emerging issues in the entire implementation process.

2.5. Stakeholder involvement on implementation of community water projects

In his study findings based on factors influencing implementation of community water projects in Dofasco Chile, Emerson (2015), observed that local community beneficiaries must fully take charge of project implementation in order to realize long

term benefits and sustainability. In this attempt, a project intervention should create a stakeholder package that brings on board all individuals likely to be affected in any way by the project being initiated.

After the famous Rwandese genocide, the country' reconstruction projects were initiated through a devolved approach by the help of the international community to ensure that all regions were taken into account for subsequent faster healing process. The projects were implemented systematically by initially empowering the project teams through participatory stakeholder training and adequate resource provision, prior to thorough needs assessment to establish the most felt needs by the communities, Morris (2014). Development can hardly be done for people and identification of project stakeholders before project initiation is critical so that collective views from a broad spectrum of stakeholders may result in ownership for project sustainability, Paelo (2014). Projects undertaken at the community level often encounter challenges of implementation if people participation is not emphasized, whether they support the initiative, or are against it, Olango (2014).

In the light of the need to attain social, economic and political development of the people, this reality features a fundamental dilemma which can only be unlocked by extensive engagement of the efforts of the local communities to take actions through community based development projects.

The degree to which community water projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making. Participation involves people taking part in decision making relating to their development and welfare, Adagala (2010). It permits people to take

initiatives; mobilize local resources for use in development; and increase a sense of belonging to the community.

According to Owuoth (2011), it is vital to observe that where participation is low, people are rarely consulted, nor given information; they are merely told what to do. The agency plans and implements its programmes which reduces people identification with it as well as poor maintenance and high mortality of projects.

Where it is high, people gain control of the process, they are guided by an agency to identify their problems and make key decisions. Otieno (2013) argues that the District Focus for rural Development (DFRD) strategy could not achieve much as most projects were identified, implemented and monitored by the government while local people were only used as "rubber stamps" by assembling them and informing them of their problems.

Reed (2006) observed that involvement could take diverse methods that include a first expression of water demand, assortment of technology as well as its foundation, labour provision as well as local materials, contribution of cash to costs of a project, selecting the type of management, and also the tariffs of water to be levied. In concurrence with this view, Ouma (2009) found out that grass root participation encourages the community to learn and make informed decisions on the implementation of the projects.

In his study, Ogutu (2010) notes that community involvement and participation in the NGO water projects is fundamental at different stages of the project cycle. He points out that community participation facilitates capacity building for sound management of water projects by the community members on sustainable manner.

Munro (2009) indicated that a main challenge to those in development is the hard realization that any programme working in isolation only delivers up to a certain level. Those on the other hand, who manage to weave together partnerships or programmes that are able to work in conjunction with other organizations end up delivering much more and eventually end up with broader ownership among the communities being developed. Such programs are the ones that are sustainable in the long run.

In a recent survey showing massive wastage of devolved funds, Oching (2014) blamed the poor handling of devolved fund kitties on incoherent synergy among stakeholders, less community participation, ambiguous governance structures and failure to respect basic constitutional principles of checks and balances. Gitonga's report is a replica of common experiences in several parts of the country, typical of people complaining of the dissatisfying project outcomes. Any project's sustainability is dependent on the overall effect on of households that are participating, as opposed to merely being on individual activities outcomes.

Through fostering for approaches that are participatory, outstanding flexibility in the face of predictable disadvantages as well as strengthening of the stakeholders' capability for planning and managing actions makes sure that there is permanent effect on communities that are vulnerable, Dogo (2011). Participation of community members in community based development interventions is thus considered crucial, for it creates a sense of project ownership. Nihanya (2014) giving her encounters with women of BeitShemash, a town near Jerusalem notes that participation of community members in development initiatives should be emphasized, without which meaningful success will remain a mirage.

Menlo (2011) has suggested that in case beneficiaries are capable of expressing their ideas in the course of setting up of projects which can meet their requirements, there is a high likelihood for them to work and also make pays for sustenance of systems. This gives reasons as to why external agencies of support are reliant on society level firms so that they can respond to societal demands and also help out in the planning process, construction as well as maintenance of most projects. The participation of people in projects leads to obtaining of project goals that attend to the requirements for implementation of society based groups.

2.6. Project leadership on implementation of community water projects

Leadership entails a display of vision and integrity, perseverance and courage, hunger for innovation and willingness to take risks. Effective leaders have the ability to read the forces that shaped their times and seize on the resulting opportunities, Mayo (2005). In the views of Bwisa (2009), good governance must be a priority as it is the single most important factor which will determine the rate at which the country will eradicate poverty. There is need to identify and remove institutions and regulatory obstacles that hamper the participation of citizens in the process of formulation and implementation of economic policies.

Governance, as enshrined by the guiding principles of leadership and integrity in the new Kenyan Constitution (2010, 2c) entails selfless service based solely on the public interest demonstrated by: honesty in the execution of public duties; accountability to the public for decisions and actions; and discipline and commitment in service to the people. On account of such leadership perceptions, it is apparent that adequate community leadership is pivotal to the sustainability of community based development projects.

According to Paulo Freire, the founder of psycho-social analysis, development means a balanced growth in the economic and social fields, and that development should be much more quality of life as seen by an individual, a community or a country at large. This principle is based on the premise that the core of any chosen community development intervention should emanate from distinct people's needs. This felt need must be seen to cut across majority of community members, thus through adequate leadership the community will be sensitized to set own goals and initiate sound actions that address such needs according to their experiences and local resources.

In the words of Kimutai (2006) a good leader listens and takes into consideration team member's views. The leader should be able to allow people to contribute, never overbearing and always motivating. For community based development projects to be sustained, it is incumbent upon the leaders to steer the process of setting the community goals. These goals must be agreed on by the majority and should be congruent with the aspirations, desires and expectations of the people. This can only be attained by involving the community members in decision making, planning, and design of the projects, implementation, monitoring and evaluation in addition to future sustainability of the projects.

Lulu (2006) noted that a firm's public relations can only be good if the staff are motivated and are willing to go to great length to protect its image. Social service activities involving all staff will help boost the organization's image and while this does not always translate into direct profit, it provides an opportunity for staff to interact in a social setting and build the team spirit. The staffs involved in planning

and execution of such projects are likely to feel important part of the organization and will thus be motivated, develop project ownership and become innovative.

Onyango (2010) in his study on the implementation of projects in primary schools in Kisumu noted that one of the major causes of stalling of projects was mismanagement of funds. He indicated that as a result of disagreement between the school committees and the head teachers on the management of such funds, several buildings stalled. Effective community leadership must confront attitude and practices that lead to all forms of discrimination against different groups of people including the marginalized, minority and those challenged. This task may remain a mirage if community leadership is wanting, and an effective leader must recognize that cooperation with other constituents, government agencies and other professionals will have far reading consequences on the sustainability of community based development initiatives.

Given that community leadership aligns all parameters that influence sustainability of community based development interventions, and in concurrence, Larson (2008) observes that of the key qualities of being an effective project manager is building a cooperative relationship among different groups of people to complete projects. He believes that project's failure or success often depends on the performance of the project team, rather success or failure often heavily depends on the contributions of the top management, financial managers, customers, suppliers and contractors among other stake holders.

Should a leader reflect a good sense of value, courage and utilization of various inherent leadership capabilities of the group members, the community leadership is established and maintained even in the absence of the pioneering leader. This means

that delegations and mentoring are considered vital elements of the process of nurturing community leadership which is very crucial to the sustainability of community based development initiatives. Martha Karua (2005) preparing ground for UNESCs World Water Assessment Programme (WWAP) organized a workshop meant to assemble together and sensitize players and stake holders and solicit their commitment to provide data and the information for the water project according to the existing political, legal, administrative and functional requirements. She notes that the Ministry of Irrigation and Water took the lead as the sector leader.

2.7. Conceptual Framework of the study

A conceptual framework presents the relationship between variables in a study and shows the relationship graphically or diagrammatically (Mugenda and Mugenda, 2003). In this study, the researcher believed that no project could be implemented in the absence of adequate resource mobilization. In view of this, resource mobilization was measured on the basis of the availability of adequate resources, variety of resources, means of resource mobilization and frequency of sourcing.

The variable; technial competency was considered critical to the realization of the projet output, as the researcher underscored the role of education and training on accomplishment of specific tasks in the project environment, such that, with acquisition of competitive knowledge and skills especially in project management systems and practices, the project team members are bound to effectively implement any project intervention.

This variable was measured on the basis of the highest professional training exibited by the various project team members, relevance of the training to their specific duties

at the project environment, form of training and the frequency of training to keep abreast with emerging changes in the working environment.

The variable stakeholder participation was measured against the backdrop of the tasks individual PMCs perform in the community water projects, extent of involvement on key project activities, the number of stakeholder groups involved and the fequency of involvement of these stakeholders.

Project leadership wasperceived against the prism of the aspects of human resource management practices which help to develop feelings of project ownership, self-worth and recognition, leadership style being adopted in influencing behavior of project teams, communication system put in place in the project organization and the presence of a conflict resolution policy in the project that would help manage levels of conflicts arising among the teams in the process of performing their tasks. The envisaged relationship is illustrated in figure2.1.

Table 2.1 Conceptual framework of the study

Independent variables

Resource mobilization

- Availability of resources
- Variety of resources
- Mode of sourcing
- Frequency of sourcing

Dependent variable

Technical competence

- Highest professional training
- Relevance of training
- Form of training
- Frequency of training

Implementation of community water projects

- Number of water projects started
- Number of projects completed
- Rate of completion
- Projects giving the desired products

Stakeholder involvement

- Number of stakeholder groups
- Activities performed
- Extent of performance
- Frequency of involvement

Project leadership

- Communication structure
- Leadership style
- Conflict management system
- Criteria for appointment.

Moderating variables

- Political issues
- Donor interventions

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2.8: Theoretical framework of the study:

According to Tromp and Kombo (2002), a theoretical framework consists of a collection of ideas that are interrelated on the basis theories that attempt to bring clarity regarding the reason as to why situations are in a certain way. It helps to introduce a new observation of a research problem, and allows comprehension of realms of a problem, helps to conceptualize a particular topic entirely, and also to recognize a problem from a broader outlook for objectivity.

In most fields, propositions and theories concerning aspects and associations have often been formulated. In most fields, researchers may have interest to in ascertain or test particular theories, Mugenda Mugenda (2003). The study was anchored on 'McClelland's achievement theory'. This theory was taken to be considered relevant as the study was on the basis of motives driving PMCs to carry out activities in a particular way, and this was McClelland's most important concern in this theory.

Motivation has been taken to mean all the pressures and inner energies driving a move for people to start behaving in a particular way. It concerns the reason as to why human behavior is the way it is and also provides explanations for reason behind people behaving in particular ways (Angela, 2006). McClelland formulated this theory that classifies the needs of people within organizations into three classes, and he referred to motivational requirements; necessity for affiliation, and also achievement as well as power.

Needs for relationships were connected to workers at lower levels in an organization's chain of command, and mean that a human being's needs' meaningful associations as well as place of work are taken to offer a foundation for workers seeking to strike commendable working associations. Necessity for achieving was closely linked to middle-level employees and comprises of desires for workers to be

considered to achieve more in their organization. The necessity for authority was connected to top managements, and it was seen that workers at this point were driven by a strong desires for altering the itinerary of actions or create strong impressions on other people as well as events, hence; they desire to have control people as well as situations.

Linking 'achievement theory' to the study, the researcher had realized that inspiration has a noteworthy responsibility to influence PMCs to enhance effort for effective implementation of the community water projects in Homa Bay County. In order to increase employee productivity in organizations, workers at all levels in the chain of command in organizations have got to get a feeling that their requirements have been met for them to be motivated so that elevated productivity can be obtained. The Management needs to bargain that the workforce needs to be considered based on their requirements as opposed to being universally considered as this would boost performance.

2.9. Summary of literature review

In this study, the researcher observedthat no project could be implemented in the absence of adequate resource mobilization. In view of this, resource mobilization was perceived on the basis of the availability of adequate resources, variety of resources, means of resource mobilization and frequency of sourcing. Technial competency was considered critical to the realization of the projet output, as the researcher underscored the role of education and training on accomplishment of specific tasks in the project environment, such that, with acquisition of competitive knowledge and skills especially in project management systems and practices, the project team members are bound to effectively implement any project intervention.

Professional training was therefore seen in light of the highest professional training exibited by the various project team members, relevance of the training to their specific duties at the project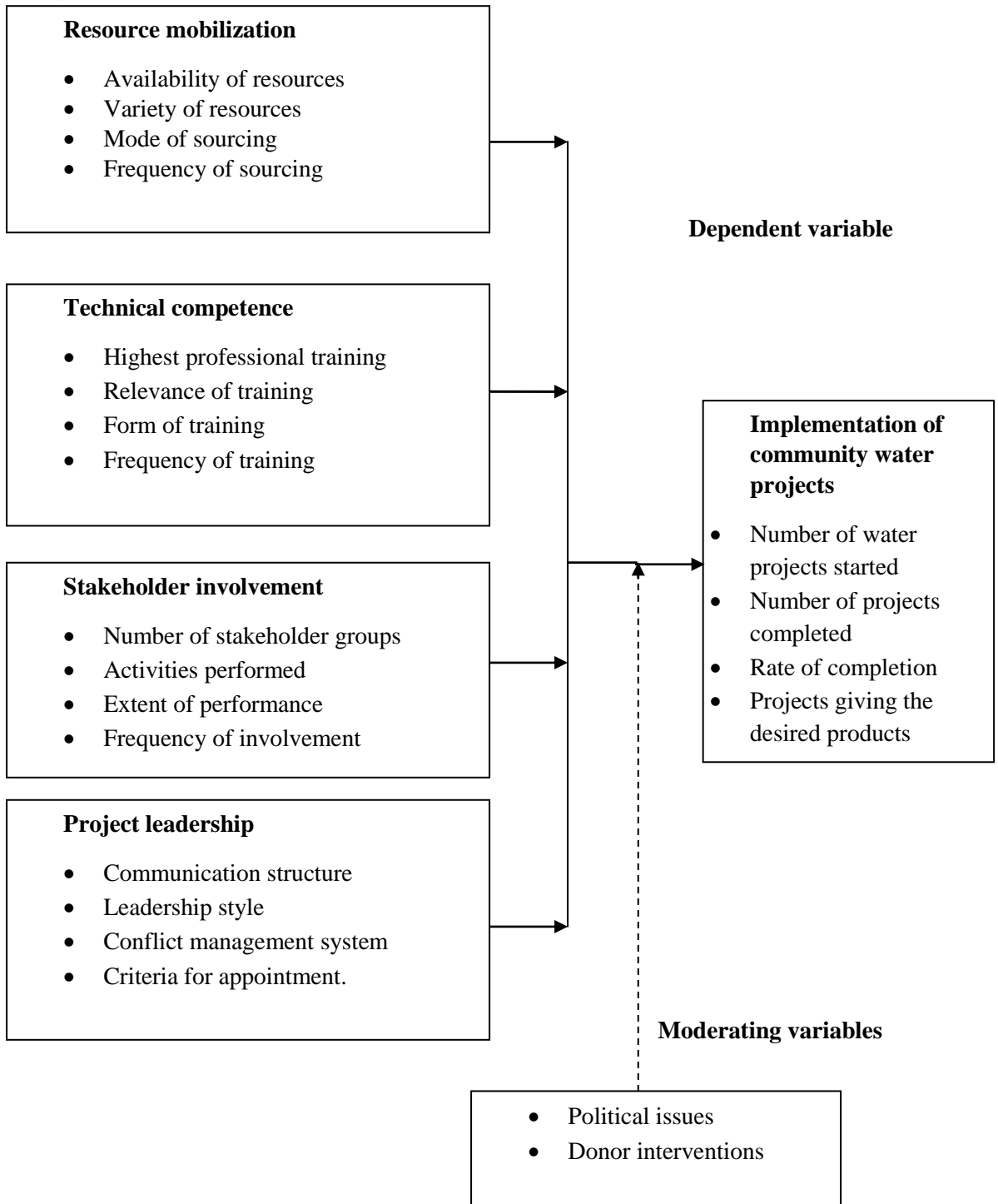 environment, form of training as well as the regularity of the training in order to be updtaed with all changes that are emrging in the work environment. The variable stakeholder participation seenagainst the backdrop of the tasks individual PMCs perform in the community water projects, extent of involvement on key project activities, the number of stakeholder groups involved and the fequency of involvement of these stakeholders.

Project leadership was seen the prism of the aspects of human resource management practices which help to develop feelings of project ownership, self-worth and recognition, leadership style being adopted in influencing behavior of project teams, communication system put in place in the project organization and the presence of a conflict resolution policy in the project that would help manage levels of conflicts arising among the teams in the process of performing their tasks.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1.Introduction

This chapter presents the research method that was applied in the study. Methods' issues that are described include the research design, the target population, the sample size and procedures for sample selection. It also also put focus data collection instruments, piloting of the instruments, instruments validity, in addition to instruments reliability. Furthermore, it also features data collection instruments, data collection procedures, operationalization of the study variables and methods of data analysis, as well as ethical considerations in research.

3.2. Research design

In this study, descriptive survey research design was used as the study sought to offer insights into the influence of organizational strategies on implementation of community water projects by the devolved government in Homa Bay County. Mugenda and Mugenda (2003) survey that attempted to collect information from a population's members so as establish the present status of the selected population in regard to the study's variables.A survey research design is usually taken to be the best methodology to be used by social scientists as well as educators that have interest in the collection of original information for the purpose of explaining a population that is great for direct observation.

This study considered the designto be suitable because the researcher was not forced to do a manipulation of data for instance on sorganizational strategies, because the data collected showed that the factors presented had already occured in the organization.

3.3. Target Population

According toMugenda and Mugenda (2003), a target population is the accessible population from where a sample is drawn and upon which the researcher wants to generalize the results of the study. This study targeted the devolved government project team members who were implementing community water projects in Homa Bay County. These projects were being implemented in the entire eight Sub Counties in Homa Bay County such as, Homa Bay Town, Rangwe, Mbita, Suba, Karachuonyo, Kasipul and KabondoKasipul.

According to Homa Bay County Government Department of Water and Natural Resources Report (2017) there were91 community water projects initiated in the county and spread almost evenly across the entire eight Sub Counties in the county.Besides, the report further indicated that each projectwas composed of aspecial private vehicle (SPV) made up of a consortium of 9 PMC membersreprenting relevant stakeholder groups. The study therefore targeted a population of 819 project team members.

3.4. Sample size and sample selection

Kothari (2005) has shown that a sample size is the count of items that have been chosen from a targeted population, and that they need to be optimum so that they can accomplish the needs of reliability, efficiency, flexibility as well as representation. Sampling refers to the procedure that is followed when choosing part of an aggregate population so that it can represent the entire population, and is done according to an inference or judgment in regard to the cumulative is made, Kothari, (2005).

3.4.1. Sample size

A sample presents the subset obtained from a certain population, and reflects the most important features of that population, Donald (2010). In general, a sample size is dependent depends on various factors that include; the count of the study variables, the selected research design, data analysis method as well as the accessible population's size. Munisparck (2008) has shown that a study's sample size depends on the nature of the target population, which is either homogenous or heterogeneous and should be larger in the former than the latter.

Mugenda and Mugenda (2003) have suggested that; in order to carry out correctional based studies, 30 or more cases could be are required for adequate sample size; for studies that are descriptive in nature,10-30% of that population which is accesible isadequate; and that for an experimental design type of study, about 30 cases could needed. In this study, being descriptive in nature, the researcher used20% of 819 PMC members, giving a sample size of 164 respondents.

3.4.2. Sample selection

Sampling in Kothari (2005), is defined as the methodology for selection of particular units of the interest population in order that; when that sample is studied, a researcher can fairly get generalizations for the outcomes back to that targeted population.The study applied the probability sampling method; a method through which every item from a targeted population is normally given equal chances of being chosen to represent a target population, thus, ascertains sample selection's objectivity.

Stratified random sampling method was adopted as the technique of sample selection, in which the target population was stratified on the basis of the eight distinctive sub

counties in Homa Bay County Government. Using stratified sampling procedures,

sample selection was done as illustrated in table 3.1.

Table 3.1 Sampling Selection Procedures

Stratum	Total Population	Sample Percentage	Sample Size
Homa Bay Town	**1**11	20	22
Suba South	100	20	20
Suba North	104	20	21
Rangwe	103	20	20
Ndhiwa	104	20	21
Karachuonyo	101	20	20
Kasipul	98	20	20
Kabondo Kabondo	96	20	20
Total	**819**	**20**	**164**

3.5. Data Collection Instruments

in order to have certainity that the collected data has addressed the objectives of the

study, the instruments for data collection is usullay done appropriately, and this helps

in avoiding the collection of information that is irrelevant, Hanry (2004). This study's

instrument as was selected by the researcher was a questionnaire, that was used in the

collection of the relevant information from the selected participants. The instrument

comprised consisted of closed- ended and open- ended questions that intended to

provide the benefit of collection of quantitative data as well as qualitative data.

Besides, contingency items were also used to help in verifying certain responses from

the respondents to ascertain the level of objectivity of the data collected. In addition,

matrix items were also be integrated in order to test the opinion and views of the

respondents not sought quantitatively.

3.5.1: Instruments Pre- Testing

Pretesting of a study's instruments, also referred to as a pilot test is defined as a groundwork study that is carried out on small-scale basis with the intention ascertaining how effective a research instrument is, Alila (2011). A pilot sample is usually between 1% and 10% of a population, and is dependent on the study's sample size, Mugenda and Mugenda (2003). The study utilized a pilot sample of 10 percent from the sample size of the study (343), hence; the pretest sample size of 34participants was utilized. Copies of a questionnaire were prepared by the researcher and were self- administered. The pre-test sample that was selected had similar characteristics with the actual sample size of the study. This selection was important because it revealed ambivalence aspects, which were depicted in the questionnaires' items, which were also consequently revised depending on the information that was obtained.

3.5.2: Validity of the Instrument

Validity entails the measure of the level differences that exist in an instrument, Kothari (2005). Mugenda and Mugenda (2003) have shown that research instruments are validated through a proof that the items contained in them represent the salient characteristics that were intended for measurement. The researcher, in the study, ascertained the validity of the research instruments by making sure that the research items in the questionnaire sufficiently tested relevant items on the basis of the study's objectives.

In addition, the instrument's validity was as well ascertained through subjecting the items of those items to particular experts so that they could give their judgment, and was as well peer reviewed. Furthermore, research validity was established through the

process of randomization, and this was generally essential as it helped to check extraneous variables influence.

3.5.3: Reliability of the Instrument

Kothari (2005) showed that test instrument's reliability represents the extent to which that test instrument shows consistency in that; similar outcomes are acquired when the instrument is administered to a similar group severally, and at different intervals of time. Therefore, the reliability aspect measures of the capability of the research instrument to produce results that are consistent from collected and analyzed data after various repeated trials, Mugenda and Mugenda (2003).

In the process of establishing the questionnaires' reliability in the case of the study, the 'split- half reliability method' was employed, where the items in questionnaire were divided into two equivalent portions, based on even as well as odd appearances. The researcher first administered the first part and acquired the results, the second portion was then presented to the participants, and results were collected. The study then applied Pearson's coefficient of correlation (r) for comparison of the two results, and through application of 'Browns prophecy formulae'; the study obtained an alpha value of 0.78, which was enough proof that the research instrument was reliable.

3.6: Data Collection Procedures

Kothari (2005) has explained that data collection methods provide actions that are important in carrying out of research in an effective manner, as well as the preferred arrangement of the actions. This study saw the data collection process begin with research proposal preparation, presentation of the proposal before an assessment panel of the University of Nairobi and upon approval; a permit for research was as well acquired from NACOSTI (National Council of Science and Technology).

Data collection was subsequently commenced once the research permit was obtained. Presenting the permit to all relevant authorities, the researcher hit the road collecting data using four well trained and motivated assistants, who helped to administer the questionnaire in a systematic way to the participants of the study in a group of ten individuals, and ensured that all the intended questionnaires were administered so that a high response rate could be acquired.

3.7. Methods of data Analysis

Data collected was cleaned to ensure that only relevant data was retained for analysis. Qualitative data generated from open ended itemswas analyzed according to themes based on the research questions. The initial stage entailed the reduction of data, in which transcription and summarizing the acquired information from every source is sorted out. The second step entailed the organization of the sorted data, generation of the most important themes aqs well as sub-themes from both the written and oral items. And the the third step was data interpretation as well as drawing of inferences from the data that was analyzed. The results of the data gave the researcher a base upon which to draw conclusions regarding the study.

The analysis of quantitative information was achieved through descriptive statistics, including frequencies, percentages and so forth, and was done using SPSS (The Statistical Packages for Social Scientists). The presentation of qualitative data was accomplished through the use of frequency distribution tables.

3.8: Operationalization of the study Variables

Variables operationalizetion refers to a method which assists indemonstrating the relationships existing between the variables of a study, and also indicates how such a relationship could be established, Alila (2011). In the study, the researcher had a believe that no project could be implemented in the absence of adequate resource

mobilization. In view of this, resource mobilization was measured on the basis of the availability of adequate resources, variety of resources, means of resource mobilization and frequency of sourcing.

The variable; technial competency was considered critical to the realization of the projet output, as the researcher underscored the role of education and training on accomplishment of specific tasks in the project environment, such that, with acquisition of competitive knowledge and skills especially in project management systems and practices, the project team members are bound to effectively implement any project intervention.

This variable was measured on the basis of the highest professional training exibited by the various project team members, relevance of the training to their specific duties at the project environment, form of training and the frequency of training to keep abreast with emerging changes in the working environment. The variable stakeholder participation was measured against the backdrop of the tasks individual PMCs perform in the community water projects, extent of involvement on key project activities, the number of stakeholder groups involved and the fequency of involvement of these stakeholders.

Project leadership wasperceived against the prism of the aspects of human resource management practices which help to develop feelings of project ownership, self-worth and recognition, leadership style being adopted in influencing behavior of project teams, communication system put in place in the project organization and the presence of a conflict resolution policy in the project that would help manage levels of conflicts arising among the teams in the process of performing their tasks. The envisaged relationship is illustrated in table 3.2.

Table 3.2: Operationalization of the study Variables

Objectives	Variables	Indicators	Measurement scale	Data collection method	Data analysis
To evaluate the influence of resource mobilization on implementation of community water projects in Homa Bay County.	**Independen**t Resource mobilization **Dependent** Implementation of community water projects in Homa Bay County.	Availability of resources. Variety of resources. Means of sourcing. Frequency of sourcing.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative
To investigate the influence of Technical competence on Implementation of community water projects in Homa Bay County.	**Independen**t Professional Training. **Dependent** Implementation of community water projects in Homa Bay County.	Highest professional training. Relevance of training. Mode of training. Frequency of training.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative
To assess the extent to which stakeholder involvement influences implementation of community water projects in Homa Bay County.	**Independen**t Stakeholder involvement **Dependent** Implementation of community water projects in Homa ay County.	Number of stakeholder groups. Activities performed. Extent of performance. Frequency of performance.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative
To examine the influence of project leadership on implementation of community water projects in Homa Bay County.	**Independen**t Project leadership **Dependent** Implementation of community water projects in Homa Bay County.	Communication structure. Leadership style. Conflict management system. Nature of appointment.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative

3.9. Ethical considerations in research

The researcher adhered to ethical norms in research to ensure that professionalism was maintained. This owes to the fact that norms usually support the research's intent, including knowledge, falsification or misrepresentation of a study's data, promotion of the truth as well as avoidance of errors. Furthermore, because studies involve an immense cooperation deal as well as coordination amongst diverse individuals in dissimilar institutions and disciplines, ethical principles prop up essential values for collaboration, and they include accountability, trust, fairness as well as mutual respect, Resnik (2011).

In this study, the researcher ensured that the work done by other researchers was recognized through quotation and citation. Any form of plagiarism was vehemently avoided in order to maintain originality of the study. Moreover, data was obtained from the respondents after the permission to do so have been sought. In the entire research period, respondents' identity and confidentiality was observed in such a manner that, any data obtained was not disclosed to any other person. The researcher also ensured that the respondents were fully protected, no harm, cruelty and coercion was used in the research process and the results, as promised, would be shared with all the participants.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION

4.1: Introduction

This chapter features data analysis, interpretation and presentation. Data was analyzed against the backdrop of the major study variables; influence of resource mobilization, technical competence, stakeholder involvement and project leadership on implementation of community water projects in Homa Bay County.

4.2 Questionnaire Response rate

Response rate refers to the number of subjects responding to the data collection instruments, 50% response is taken to be 'sufficient' for analysis of data and report writing, 60% response rate is taken to be 'good', while 70% and above response rate is taken to be 'very good', Mugenda and Mugenda (2003). In the study, 164 questionnaire copies were distributed to the participants, where 146 were collected back as they were duly completed, and this gave 89.02% response In view of this revelation, the study is therefore considered to have given a superior questionnaire response rate, as illustrated in table 4.1.

Table 4.1: Questionnaire Response Rate

Stratum	Copies administerd	Copies Returned	% Response
Homa Bay Town	22	20	88.06
Suba South	20	21	92.02
Suba North	21	20	91.08
Rangwe	20	19	88.02
Ndhiwa	21	19	90.06
Karachuonyo	20	20	100.00
Kasipul	20	19	92.08
Kabondo Kabondo	20	20	100.00
Total	**164**	**146**	**89.02**

4.3: Demographics of the Respondents

Demographic characteristics of the respondents are normally considered crucial to any study given that such features describe certain personality aspects that are likely to influence behavior of individuals as they engage in different activities. In this study, the researcher considered as significant such demographics as gender, age,marital status, level of education, duration of being in the project and the stakeholder category on implementation of community water projects by the devolved government in Homa Bay County.

4.3.1: Characteristics of Respondents by Gender

This demographic aspect of the respondents was considered crucial to the study for the researcher operated on the assumption thatsex differences would have significant influence on implementation of community water projects, given that not both sexes take up similar development opportunities.

In view of this, the respondents were asked to complete the questionnaire indicating their sex and table 4.2illustrates their responses.

Table 4.3.Sex of the Respondents

Sex	Frequency	Percentage
Male	94	64.38
Female	52	33.62
Total	**146**	**100.00**

Table 4.2, indicates that of the 146 respondents who completed the questionnaire stating their sex, 94 (64.38%) were males and only 52 (33.62%) were females. This implied that many members of the various PMCs implementing community water projects in Homa Bay County were males, yet availability of water in a home is regarded as female responsibility. This revelation gives an impression that these projects were purely political and hardly took into consideration involving the key beneficiaries for sustainability purposes.

4.3.2: Characteristics of the Respondents by Age

In this study, the researcher assumed that differences in age of the respondents would be of great significance to the study on the basis that water resources often attract the participation of relatively young members of the community, hence there was need to involve most of them in the implementation of these for developing project ownership. In the light of this, the respondents were requested to complete the questionnaire indicating their ages and table 4.3 illustrates their responses.

Table 4.3: Characteristics of the respondents by age

Age in years	Frequency	Percentage
Below 20	0000.00	
20 -30	1812.33	
30 -40	4832.88	
40-50	6846.56	
Above 50	1208.23	
Total	**146 100.00**	

Table 4.3 indicates that of the 146 respondents who completed the questionnaire stating their ages, none was below 20 years old, 18 (12.33%) were in the age group of 20- 30 years, 48 (32.88%) fell in the age 30- 40 years, 68 (46.56%) were in the age of 40-50 years, with12 (08.23%) being above 50 years.

The implications of these statistics was that, relatively middle aged members of the community were actually involved in the implementation of community water projects in Homa Bay County, an indication that such initiatives would be sustained as the key beneficiaries were participating. On the flip side, young persons below 30 years were less likely to be involved in local community water interventions owing to their low opinion on such activities, as young people either still yearn for economic opportunities far away from home, or in were in schools pursuing education.

4.3.3: Marital orientations of the respondents

Marital orientations of the respondents was considered to be of great significance to the study as it promised to reveal the extent to which those who are traditionally in great need of water were really involved in such interventions in Homa Bay County. Moreover, involvement of these individuals would also reveal weather project identification was effectively done before initiation, as often the community felt needs would determine the choice of a project initiative that is acceptable to all. In the light of this, the respondents were asked to complete the questionnaire indicating their marital orientations and table 4.4illustrates their responses.

Table 4.4: Marital orientations of the Respondents

Marital orientation	Frequency	Percentage
Single	12	08.23
Married	116	79.45
Widowed18	12.33	
Separated	00	00.00
Other	00	00.00
Total	**146**	**100.00**

In table 4.4, it is revealed that of the 146 respondents who completed the questionnaire indicating their marital orientations, 12 (08.23%) were single, 116 (79.45%) were married, 18 (12.33%) were widowed and none identified with other marital orientations. By implications, many married community members with the burden of taking care of their families took part in the implementation of community water projects, than was the case with the single lot, who were still most likely to be in schools. However, one would have expected more widowed and other marital orientations such as the divorced and separated to be the target group in these projects, as this category is considered more vulnerable to poverty. In view of this, community water projects being initiated on the platform of politics, political considerations seemed to determine initiation of projects and rarely done on the basis of community felt needs.

4.3.4: Educational levels of the respondents

Education is a process that involves acquisition of knowledge, skills and desirable attitudes that are crucial in the preparation of individuals to embrace the ever changing life challenges. The level of education was considered to be of great significance to the study, with an underlying assumption that highly educated community members are likely to be engaged in more competitive economic activities that demand more sophisticated skills. On this account, the respondents

were asked to fill the questionnaire stating their level of education and table 4.5illustrates their responses.

Table 4.5: Educational levels of the respondents

Level of education	Frequency	Percentage
Primary and below	16	10.96
Secondary	92	63.01
Tertiary	16	10.96
University	10	06.85
Other	12	08.22
Total	**146**	**100.00**

Table 4.5 indicates that, of the 146 respondents who completed the questionnaire giving their levels of education, 16 (10.96%) mentioned having attained primary level education and below, 92 (63.01%) had secondary education, 16 (10.96%) had tertiary education and 10 (06.85%) stated having university education, with 12 (08.22) identifying with the other category.

The implications of the above statistics are indicative of the fact that the PMCs who were implementing community water projects in Homa Bay County had just humble education at the level of secondary and below, as more educated lot disregarded local community initiatives opting for more competitive ventures away from home. Worth observing from these findings is that there seems to be an inverse relationship between level of education and engagement in community based projects, such that the higher level of education, the less inclined to community undertakings individuals become.

4.3.5: Duration of implementation of community water projects

In most undertakings, effective task performance is a function of how often one engages in an activity in order to acquire the necessary experience, as task environment is normally characterized by a lot of turbulence. Moreover, effective task performance is realized through regular undertaking of a given activity, such that over time, one accumulates the necessary competence in a given field. In view of this reality, the respondents were asked to complete the questionnaire indicating the length time for having been implementing the community water projects and table 4.6 illustrates their response.

Table4.6: Duration of participation in the community water projects

Duration	Frequency	Percentage
1 year and below12	08.23	
1-2	68	46.55
2-3	32	21.92
3-4	22	15.07
Above 4	120	8.23
Total	**146**	**100.00**

Table 4.6 indicates that, of the 146 respondents who completed the questionnaire stating the duration of time they had been implementing the community water projects in Homa Bay County,12(08.23%) had been in the projects for 1 year and below, 68 (46.55%) had been in the projects for a period of 1-2 years, 32 (21.92%) indicated participating for 2-3 years, with 22 (15.07%) stated having been in the projects for 3-4 years and 12 (08.23%) stated being in the projects for above 4 years. By implication, most of the PMCs engaged in the implementation of community water projects had not been involved for long period of time and so had not been able to gain substantial experience in such activities. Besides, political considerations are normally dynamic, given that political bond anchors on interests that are rarely stable and this may dictate that project membership become temporary.

4.3.6: Stakeholder category

Implementation of a project intervention is effectively done when jobs are broken down into individual manageable component parts, assigned to persons and monitored over time to ensure that the envisaged project goals are attained. In this case, the component of the project one engages in determines the level of project implementation, as all these distinctive activities build the composite project in a great measure. The respondents were therefore asked to complete the questionnaire stating the category of stakeholder represented and table 4.7 illustrates their responses.

Table 4.7: Respondents characteristics on stakeholder category

Category	Frequency	Percentage
County Government	92	63.01
Community representative	16	10.96
Faith Based	15	10.96
Civil Society Organization	10	06.85
Other	12	08.22
Total	**146**	**100.00**

In table 4.7, of the 146 respondents who completed the questionnaire indicating the stakeholder category they represented in the water projects, 92 (63.01%) represented the county government, 16 (10.96%) community representative, 15 (10.90%) faith based organizations, 10 (06.85%) civil society and 12 (08.22%) came from the other category. By implication, majority of the participants implementing community water projects in Homa Bay County mainly represented the interests of the county government, with just a few drawn from the community, an indication that effective

stakeholder involvement was disregarded raising concerns about these projects meeting the intended community developmental objectives. Moreover, even the other key stakeholder groups such as the faith based and civil society organizations were just mildly represented, an occurrence that seemed to have exposed this county government as implementing public development initiatives without engaging in effective public participation.

4.4: Resource mobilization and implementation of community water projects

A project initiative is a business outfit like any other that calls for aggressive resource mobilization in order to allocate sufficient resources to all key activities so that the envisaged milestones are attained within stipulated time. It is recognizable that effective project implementation demands, not just funds, but diverse resources in substantial level, without which, no project activity can be executed successfully. This variable was measured against the backdrop of, availability of sufficient resources, variety of resources, means of obtaining the resources, and the frequency of sourcing.

4.4.1: Availability of resources and implementation of community water projects

As a common practice in all economic ventures that resources should be mobilized for effective execution of key activities, a project intervention being a community development initiative, demands adequate resources. Since project success depends on the interplay of the triple constraints of cost, time and schedules, adequate resources should be availed in order to invest in key project activities to obtain the desired project deliverables. In the light of this, the respondents were asked to complete the questionnaire indicating the level of their agreement or disagreement that they were able to obtain adequate resources for their projects and table 4.8 illustrates their responses.

Table 4.8:Availability of resources and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	87	59.58
Agree	22	15.07
Neutral	12	08.22
Disagree	25	17.12
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.8 indicates that of the 146 respondents who completed the questionnaire indicating their level of agreement that adequate resources were necessary for implementation of community water projects, 87 (59.58%) were in strong agreement, 22 (15.07%) agreed,12 (08.22%) were neutral, 25 (17.12%) disagreed, with none indicating strong disagreement.

By implication, most of the PMCs implementing community water projects indicated that adequate resources were necessary for implementation of the projects in Homa Bay County. However, on further probing for more qualitative data on the basis of their opinions about resources mobilization, many did indicate that they were unable to obtain sufficient resources to spend on the project activities and this was a major impediment to effective project implementation. It was therefore just a matter of time before such projects failed after having consumed a lot of public funds, with little feasibility into the project viability and sustenance.

4.4.2: Variety of resources and implementation of community water projects

It is project management best practice to avail adequate resources before project activities begin, as any delay in the execution of key project tasks is likely to push up the cost of the project with disastrous consequences. Even in circumstances when initial funds have adequately been provided, subsequent funding arrangements are vital for effective project implementation. In the light of this, the respondents were asked to complete the questionnaire indicating their extent of agreement that variety of resources were normally sourced and table 4.9 illustrates their responses.

Table 4.9: Variety of resources and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	00	00.00
Agree	12	08.82
Neutral	25	17.12
Disagree	22	15.06
Strongly Disagree	87	59.58
Total	**146**	**100.00**

Table 4.9 indicates that, of the 146 respondents who completed the questionnaire indicating the extent of their agreement that they normally obtained variety of resources in their projects,none was in strong agreement, 12 (08.82%) agreed, 25 (17.12%) being neutral, with 22 (15.06%) disclosing their disagreement and the vast majority, 87 (59.58%) being in strong disagreement.

The implications of these figures indicate that implementation of community water projects by the devolved government in Homa Bay County was done with little focus on aggressive mobilization of variety of resources. It was evident that with the initial funds allocated by the county government upon disbursement from the central government, no effort was put to supplement such with other locally available resources, as well as local revenue collection. Besides, even the groups that were funded had little to offer as this was perceived as government initiative, whose establishment was more for political expediency and rarely a strategy for addressing the water needs of the communities.

4.4.3: Means of sourcingand implementation of community water projects

In the domains of project implementation, regardless of the nature and size of the initiative, project activities are often scheduled on the basis of resources available and time of execution of such tasks and should resources be availed irregularly, projects key activities fall behind schedules which subsequently affect completion time leading to cost overruns. In consideration of the prospect, the participants were requested to fill up the questionnaires showing the extent of their agreement with that project resources were being obtained using the best methods and table 4.10 illustrates their responses.

Table 4.10: Means of sourcingand implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	00	00.00
Agree	00	00.00
Neutral	15	10.27
Disagree	54	36.98
Strongly Disagree	77	52.73
Total	**146**	**100.00**

Table 4.10 reveals that, of the 146 respondents who completed the questionnaire giving the extent of their agreement that project resources were being obtained using the best means, none was in any form of positive agreement,15 (10.27%) were simply neutral, 54 (36.98%) indicated being in disagreement and 77 (52.73%) were in strong disagreement.

The implications of these findings was that PMCs that implementing community water projects in Homa Bay County were merelyrelyingon the central government for funds that often come once in a year, with no effort to obtain other resources through use of other best fundraising strategies.

It was also unfathomable to imagine how these projects could be accomplishedas the county government appeared to have abandoned them, given that subsequent budgets lacked the funding provisions for these projects. Moreover, the beneficiaries having associated these projects with political manipulations by the county government also abandoned these projects with many water points remaining dry and few pipes broken.

4.4.4: Frequency of sourcingand implementation of community water projects

Initial business funds hardly guarantee sustenance of key business activities and given that business owners intend to grow such ventures, regular resource replenishment is pivotal. Community water projects, being development interventions for addressing both domestic and commercial needs of the people in Homa Bay County, should have been perceived in the light of business ventures and hence questions about ability and the capacity of the beneficiaries in managing these projects must have been considered. In the light of this reality, the respondents were asked to complete the questionnaire indicating the extent to which resources were frequently being sourced for use in their projects and table 4.11 illustrates their responses.

Table 4.11: Frequency of sourcing and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	00	00.00
Agree	00	00.00
Neutral	20	13.70
Disagree	35	23.97
Strongly Disagree	91	62.33
Total	**146**	**100.00**

Table 4.11 reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that they were engaged in frequent sourcing of project resources, none indicated any form of agreement, 20 (13.70%) stated being neutral, 3 (23.97%) disagreed, with 91 (62.33%) indicating strong disagreement.

Implied by these statistics is that community water projects by the devolved government in Homa Bay County did not put in place prudent measures of mobilizing resources for use in their projects, as funds were often being expected from the central government, regardless of how long that would take leading to presence of scattered incomplete projects in the county.

4.5:Technical competence and implementation of community water projects

Competence based approach to management dictates that as individuals get recruited into an organization, the level at which one exhibits specific skills in the performance of tasks becomes critical. Technical competence displayed in key tasks among the PMCs implementing community water projects was therefore considered significant to the study, as training in specific areas equips individuals with skills required in the execution of projects tasks to obtain the desired objectives. In this study, technical competence was measured on the basis of the highest professional qualification, form in which training is undertaken, relevance of training to project implementation and frequency of training to keep abreast with changes in the project environment.

4.5.1: Highest professional training and implementation of community water projects

Technical competence involves training of individual PMCs to acquire the necessary knowledge and skills needed in the execution of key project tasks. Training is therefore perceived as a capacity building initiative that promises to build competencies in people so that their abilities in performance are enhanced. Community water projects, like any intervention, demands that requisite skills be obtained in order to handle issues of the project for purposes of accomplishing project objectives. In the light of this, the respondents were asked to complete the questionnaire stating the extent of their agreement that highest professional training is necessary for implementation of community water projects and table 4.12 illustrates their responses.

Table 4.12: Highest training and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	80	54.79
Agree	32	21.92
Neutral	20	13.70
Disagree	14	09.59
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.12 reveals that, of the 146 respondents who completed the questionnaire stating the extent of their agreement that highest professional training was necessary for implementation of community water projects, 80 (54.79%) strongly agreed, 32 (21.92%) agreed, 20 (13.70%) were neutral and 14 (09.59%) disagreed, with none expressing strong agreement.

The implication was that majority of the PMCs acknowledged the importance of attaining higher professional training in order to effectively execute key tasks in the project implementation, yet these community water implementers in Homa Bay County had relatively low professional training because membership into these PMCs was done more on a political parameter than professionalism. It is worth noting that, project implementation takes place in a complex environment constrained by several variables that can only be addressed by the most competed personnel and disregard of the training component in project implementation is anobvious ingredient of project failure.

4.5.2: Relevance of professional training and implementation of community water projects

More often individuals train in an area only to be engaged in other fields in which they have no knowledge at all and such persons may encounter a lot of performance challenges just like one with no training. On this account, training in an area of endeavor is crucial for developing requisite skills and competencies needed for performing tasks; hence training is critical to effective task execution when such are done in the specific field within which tasks are executed. Inview of this reality, the respondents were asked to complete the questionnaire indicating the extent of their agreement that relevant professional is necessary for implementation of community of community water projects and table 4.13 illustrates their responses.

Table 4.13: Relevance of training and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	78	53.43
Agree	56	38.36
Neutral	120	8.21
Disagree	00	00.00
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.13 reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that the best form of training is necessary for implementation of community water projects, 78 (53.43 %) strongly agreed, 56 (38.36%) agreed, with12 (08.21%) being neutral and none identified with any form of disagreement.

By implication most of the PMCs who were implementing community water projects in Homa Bay County were in agreement that the best form of training was necessary for project implementation, as this would equip the implementers with the requisite project implementation skills for effective task performance. However, an investigation into the training orientations of most of these PMCs indicated that training was never given prominence, as their educational levels was relatively low, giving an impression that implementation of these projects were likely to be compromised.

4.5.3: Form of training and implementation of community water projects

The form in which training is packaged greatly determines the level at which one display skillsin a specific area, so much such that should the training be formally done, competency levels will surely be higher as opposed to informal training

arrangements. In view of this, the respondents were asked to complete the questionnaire stating the extent of their agreement that the best form of training is necessary for implementation of community water projects and table 4.1illustrates their responses.

Table 4.14: Form of training and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	67	45.89
Agree	59	40.41
Neutral	11	07.54
Disagree	09	06.16
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.14 indicates that, out of the 146 respondents who completed the questionnaire indicating the extent of their agreement that the best form of training was necessary for implementation of community water projects, 67 (45.89%) strongly agreed, 59 (40.41%) agreed, with 11 (07.5%) being neutral and none indicated any form of disagreement.

The above figures, indicative of the fact that many PMCs implementing community water projects in Homa Bay County recognized the necessity of the best form of training in instilling skills more effectively for project implementation, yet this acknowledgement was disregarded in composing the project implementation committees. Moreover, it appeared that membership into these PMCs was based on political affiliations and rarely on one's ability to execute project tasks, as more often such individuals would only be required to meet the quorum for group meetings, with

most of the tasks being done by the county government representatives for the community.

4.5.4: Frequency of Training and implementation of community water projects

The researcher operated on the assumption that initial training acquired by PMC members was hardly effective in dealing with the ever changing project implementation challenges in the modern world and hence there was need to embrace regular training in order to keep abreast with such emerging issues. Frequent training would therefore predispose the PMCs to the new skills that would suitably prepare them to handle any changes in the project environment and on this account, the respondents were asked to complete the questionnaire stating the extent of their agreement that frequent training was necessary for implementation of community water projects and table 4.15 illustrates their responses.

Table 4.15: Frequency of Training and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	67	45.89
Agree	59	40.41
Neutral	11	07.54
Disagree	09	06.16
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.15 indicates that of the 146 respondents who completed the questionnaire stating the extent of their agreement that training being necessary for implementation of community water projects, 67 (45.89%) strongly agreed, 59 (40.41%) agreed and 11 (07.54%) were neutral, with 09 (06.16%) disagreeing and none strongly disagreed.

It is evident that frequency with which the PMCs embrace training promise to equip them with the most latest skills in the project implementation environment was acknowledged, the domain of the implementation of community water projects not

being an exception, yet a close look at the community water implementing PMCs in Homa Bay County displayed the contrary. This reality explains the challenges of effective community water project implementation in Homa Bay County, given that training equips people with knowledge and skills needed for effective and efficient performance of project activities.

4.6: Stakeholder involvement and implementation of community water projects

It is best project management practice to take stock of all individuals likely to have some stake on a project intervention, analyze the nature of such interests and involve them in specific project tasks to obtain maximum support for effective project implementation. It is envisaged that when stakeholders are involved in a project initiative, impressive project deliverables are realized through building strong work teams committed to tasks and gaining support from a wide base of different groups.

This variable was measured on the grounds of the number of stakeholder groups taking part in the projects, activities performed, extent of involvement in the project activities and the frequency of involvement in the projects.

4.6.1: Stakeholder groups and implementation of community water projects

Different Stakeholder groups have significant roles to play in a project initiative and this is vitalas various individuals bring on board unique ideas that are likely to enrich the project deliverables to the satisfaction of the beneficiaries. In view of this, regardless of whether they participate in the actual project activities or indirectly influence the project in any form, stakeholders must not be taken for granted.

It is therefore good project management practice to take stock of the emerging stakeholder groups, involve them in key activities to consolidate their support for the project. In the light of this, the respondents were asked to complete the questionnaire indicating the extent of their agreement that a number of stakeholder groups are

necessary for implementation of community water projects and table 4.16 illustrates their responses.

Table 4.16: Stakeholder groups and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	67	45.89
Agree	59	40.41
Neutral	11	07.54
Disagree	09	06.16
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.16 indicates that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that a number of stakeholder groups are necessary for implementation of community water projects, 67 (45.89%) stated their strong agreement, 59 (40.41%) agreed, 11 (07.54%) were neutral and 09 (06.16%) disagreed, with none expressing strong disagreement.

Implied by these statistics is that a number of stakeholder groups were considered vital to the project implementation, as different individuals were likely to inject new and superior ideas crucial for improving the project outcomes. However, there seemed to be inadequate stakeholder involvement in the major project activities a part from being in the committees, with key decisions being made by the county government of Homa Bay. This blatant disregard to the principle of stakeholder participation in all key activitiesin the implementation of community water projects

was a clear indicator of project outcomes which fail to meet the desired objectives of the intended beneficiaries.

4.6.2: Stakeholder activities and implementation of community water projects

Stakeholder involvement is considered one of the greatest important project management principles that promise to consolidate group efforts in the composite project outcome, so much such that, individual stakes must be properly defined and tasks assigned on the basis of this understanding so as to obtain the best from them. In view of this, the researcher believed that when diverse stakeholder groups are engaged in several project activities, then impressive project outputs are attained.

On this account, the respondents were asked to complete the questionnaire stating the extent of their agreement that stakeholder involvement in all key activities is necessary for implementation of the community water projects and table 4.17 illustrates their responses

Table 4.17: Stakeholder roles on implementation of local poultry projects

Statement	Frequency	Percentage
Strongly Agree	76	52.06
Agree	54	36.98
Neutral	16	10.96
Disagree	00	00.00
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.17reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that involvement of stakeholders in all key activities was necessary for implementation of community water projects, 76 (52.06

%) were in strong agreement,54 (36.98%) agreed and 16 (10.96%) indicated being neutral and none mentioned any form of disagreement.

By implication, most of the PMCs implementing community water projects in Homa Bay County indicated that stakeholder involvement in all key activities was vital for effective implementation of such initiatives, yet the county government did not recognize the significance of stakeholder participation in project interventions, as the vast majority was only in the membership of these projects performing undisclosed roles. It was therefore just a matter of time before such initiatives attract massive rejection of the intended beneficiaries, as the days when development was done for the people were long gone.

4.6.3: Extent of stakeholder involvement on implementation of community water projects

Effective stakeholder involvement in a development intervention does not just take the form of forming representative committees; rather it requires that individuals brought on board are assigned key activities that are crucial to the success of the initiative. Participation in project therefore entails performing several tasks, ranging from identification of community felt needs, project feasibility study, aspects of planning, design, contribution of initial project capital and general integrated project tasks.

In view of this, the respondents were asked to complete the questionnaire stating the extent of their agreement that stakeholder involvement in all key activities was necessary for implementation of community water projects and table 4.18 illustrates their responses.

Table 4.18: Extent of involvement and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	78	53.43
Agree	56	38.36
Neutral	12	08.21
Disagree	00	00.00
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.18 indicates that of the 146 respondents who completed the questionnaire disclosing the extent of their agreement that stakeholder involvement in all key activities was necessary for implementation of community water projects in Homa Bay County,78 (53.43%) strongly agreed, 56 (38.36%) agreed, 12 (08.21%) were neutral and none indicated any form of disagreement.

Normally, aspects of project ownership and sustainability are either gained or lost at the very initial stages of a project intervention, and hence it is crucial to address these concerns early enough so as not to compromise project objectives. From the statistics above, it is evident that effective participation of stakeholders was acknowledged by the PMCs, but vehemently ignored by the county government of Homa Bay and the probability that these community water projects would realize value for public funds put in them was relatively low.

4.6.4: Frequency of involvement and implementation of community water projects

It is a general observation to note that in circumstances where members of the public are involved in the implementation of a project initiative, surprisingly other key project activities are done with no knowledge of these stakeholders, raising concerns

on how effective participation should be undertaken. In view of this reality, the respondents were asked to complete the questionnaire stating the extent of their agreement that frequent stakeholder involvement in key project was necessary for implementation of community water projects and table 4.19 illustrates their responses.

Table 4.19:Frequency of involvement and implementation of community water projects

Statement	Frequency	Percentage
Strongly Agree	87	59.58
Agree	22	15.07
Neutral	12	8.22
Disagree	25	17.12
Strongly Disagree	00	00.00
Total	**146**	**100.00**

As revealed in table 4.19, of the 146 respondents who completed the questionnaire disclosing the extent of their agreement that frequent involvement in the performance of activities was necessary for implementation of community water projects, 87 (59.58%) indicated strong agreement, 22 (15.07%) agreed, 12 (08.22%) were neutral, with 25 (17.12%) disagreeing and none strong disagreed. By implication, these statistics clearly indicates that frequent stakeholder involvement in all key activities was necessary for implementation of community water projects in Homa Bay County, yet lack of stakeholder participation in the composition of these committees told a different story, therebygiving the impression that project ownership was violated and raising serious doubts about the possibility of these projects meeting minimum implementation thresholds.

4.7: Project leadership and implementation of community water projects.

Issues to do with effective project governance are considered critical success factors that promise maximum gains from a development intervention, since a project environment integrates people and resources to ensure that key activities are properly executed. Project leadership describes the capacity to influence project team members' efforts towards realizing the intended objectives of the project initiative.

In view of this, prudent people management is therefore considered a key function to effective implementation of project interventions, as well managed persons feel motivated to manage other organizational resources in order to accomplish the desired goals. In this study, project leadership was measured on the platform of appropriate project structure, appropriate leadership style used, appropriate conflict management system and the criteria of appointment into project leadership.

4.7.1. Appropriate leadership style and implementation of community water projects.

Appropriate leadership style is indispensable to enhanced morale of the project team members, lifts their sight to a higher horizon and consolidates their efforts for collective task accomplishment. On this account, any form of leadership style that rarely puts into consideration the needs of the project team stifles group performance and breeds resentment that subsequently results in low output.

Besides, any method of leader preparation such as training should target all project members so that if a particular leader exits from project organization, other members will still be able to provide leadership. In the light of this, the respondents were asked to complete the questionnaire indicating the extent of their agreement that appropriate leadership style was necessary for implementation of community water projects and table 4.20 illustrates their responses.

Table 4.20:Appropriate leadership style and implementation of water projects.

Statement	Frequency	Percentage
Strongly Agree	52	35.62
Agree	79	54.11
Neutral	15	10.27
Disagree	00	00.00
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.20 reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that appropriate leadership style was necessary for implementation of community water projects, 52 (35.62 %) were in strong agreement, 79 (54.11%) agreed and 15 (10.27%) indicated being neutral and none mentioned any form of disagreement.

Implied by these figures is that most PMCs implementing community water projects in Homa Bay County were unanimous that appropriate leadership style was indispensable to effective project implementation, but it was difficult to figure out how this was being practiced by the project leaders. Coupled with low levels of stakeholder involvement in these projects, it was easy to conclude that these members had little to do with the steering of the projects.

4.7.2. Appropriate communication structure and implementation of water projects

Appropriate communication structure is crucial for gathering data from the project environment, processing, storage and dissemination of vital organizational information for decision making purposes. Communication is considered a great tool for influencing project team members to coordinate efforts for purposes of achieving the desired project goals and sound communication is a function of the channels put in place by an organization. In view of this, the respondents were asked to complete the questionnaire indicating the extent of their agreement that appropriate

communication structure was necessary for implementation of community water projects and table 4.21 illustrates their responses.

Table 4.21: Appropriate communication structure and implementation of water projects

Statement	Frequency	Percentage
Strongly Agree	66	45.21
Agree	74	50.68
Neutral	06	04.11
Disagree	00	00.00
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.21 reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that appropriate communication structure was necessary for implementation of community water projects, 66 (45.21 %) were in strong agreement, 74 (50.68%) agreed and 06 (04.11%) indicated being neutral and none mentioned any form of disagreement.

These figures imply that the PMCs implementing community water projects in Homa Bay County, despite acknowledging the necessity of appropriate communication structure as crucial to effective implementation of the projects, did not seem to have such in place, as decision making on crucial project issues were often generated from the top leaders through one-way model to the project team members hardly soliciting their views. The impression created by these findings is that, with ineffective communication channels used in the project organizations, implementation of community water projects by the devolved government wasfaced with challenges of effective access to information.

4.7.3. Appropriate methods of appointment and implementation of water projects

The method that is put in place to appoint project leadership is of great significance to the realization of an effective leader of any group, as that which calls the participation of all definitely results into a good leader. However, when leaders are imposed on the group by other

In view of this, the respondents were asked to complete the questionnaire indicating the extent of their agreement that appropriate criteria of appointing project leadership is necessary for implementation of community water projects and table 4.22 illustrates their responses.

Table 4.22: Appropriate methods of appointment and implementation of water projects

Statement	Frequency	Percentage
Strongly Agree	6443.84	
Agree	54	36.98
Neutral	16	10.96
Disagree	1208.22	
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.22 reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that appropriate criteria of appointing project leadership was necessary for implementation of community water projects, 64 (43.84 %) were in strong agreement, 54 (36.98%) agreed, 16 (10.96%) were neutraland 12 (08.22%) disagreed and none mentioned strong disagreement.

These statistics imply that most of the PMCs implementing community water projects in Homa Bay County were in agreement that criteria of appointing project leadership

was crucial in getting the leadership with the capacity to steer members into realizing the objectives of the initiative, especially such methods that involve the group. However, through respondents probing, these project organizations were hardly involving group members in the identification of the project leaders; hence leadership issues were generally wanting, leading to ineffective implementation of community water projects by the devolved government in Homa Bay County.

4.7.4. Appropriate conflict management system and implementation of water projects

A project intervention is normally implemented in a complex environment, drawing people from diverse stakes in the hope that a common goal will be achieved. This reality puts a lot of burden on the project leadership to device effective strategies of people management, as conflicts are likely to arise in such an environment. Moreover, whenever people come together in a project organization for purposes of executing tasks, differences emerge which may negate the efforts of the team towards realizing the group goals.

In this respect, respondents were asked to complete the questionnaire indicating the extent of their agreement that appropriate conflict management system was necessary for implementation of community water projects by the devolved government in Homa Bay County and table 4.23 illustrates their responses.

Table 4.23: Appropriate conflict management system and implementation of projects

Statement	Frequency	Percentage
Strongly Agree	75	51.39
Agree	61	41.78
Neutral	10	06.83
Disagree	00	00.00
Strongly Disagree	00	00.00
Total	**146**	**100.00**

Table 4.23 reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that appropriate conflict management system was necessary for implementation of community water projects, 75 (51.39 %) were in strong agreement, 61 (41.78%) agreed and 10 (06.83%) indicated being neutral and none mentioned any form of disagreement.

The implication of the above statistics was that most of the PMCs implementing the community water projects in Homa Bay County appreciated that appropriate system of conflict management was necessary in handling differences that could derail their efforts towards realizing the project objects. However, on further probing using the open ended items, it was evident that such systems had not even been conceived by the project organizations. It was therefore deductible to believe that the community water projects initiated by the devolved government had not put in place superior measures of addressing cases of conflicts in their projects; hence it was difficult to effectively implement these interventions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter gives the summary of findings against the backdrop of the major study variables; influence of resource mobilization, technical competence, stakeholder involvement and project leadership on implementation of community water projects by the devolved government in Homa Bay County. Moreover, this section also presents conclusions of the study, as well as recommendations, both for policy formulation and further research.

5.2: Summary of the study findings.

In this study, the researcher chose to approach the summary of the findings on the basis of distinctive thematic areas, beginning with the demographic characteristics of the respondent and the key variables that informed this work.

5.2.1: Demographics of the Respondents

The researcher considered as significant such demographics as gender, age, marital status, level of education, duration of being in the project and the stakeholder category on implementation of community water projects by the devolved government in Homa Bay County. Sex aspect of the respondents was considered crucial to the study for the researcher operated on the assumption that sex differences would have significant influence on implementation of community water projects, given that not both sexes take up similar development opportunities.

The study established that many members of the various PMCs implementing community water projects in Homa Bay County were males, yet availability of water in a home was regarded as female responsibility. This revelation gives an impression

that these projects were purely political and hardly took into consideration involving the key beneficiaries for sustainability purposes. Moreover, the researcher assumed that differences in age of the respondents would be of great significance to the study on the basis that water resources often attract the participation of relatively young members of the community, hence there was need to involve most of them in the implementation of these for developing project ownership.

The study noted that relatively middle aged members of the community were actually involved in the implementation of community water projects in Homa Bay County, an indication that such initiatives would be sustained as the key beneficiaries were participating. On the flip side, young persons below 30 years were less likely to be involved in local community water interventions owing to their low opinion on such activities, as young people either still yearn for economic opportunities far away from home, or in were in schools pursuing education.

Besides,marital orientations of the respondents was considered to be of great significance to the study as it promised to reveal the extent to which those who are traditionally in great need of water were really involved in such interventions in Homa Bay County. Moreover, involvement of these individuals would also reveal weather project identification was effectively done before initiation, as often the community felt needs would determine the choice of a project initiative that is acceptable to all.

It was therefore established that many married community members with the burden of taking care of their families took part in the implementation of community water projects, than was the case with the single lot, who were still most likely to be in schools. However, one would have expected more widowed and other marital

orientations such as the divorced and separated to be the target group in these projects, as this category is considered more vulnerable to poverty. In view of this, community water projects being initiated on the platform of politics, political considerations seemed to determine initiation of projects and rarely done on the basis of community felt needs. Issues to do with the level of education was considered to be of great significance to the study, with an underlying assumption that highly educated community members are likely to be engaged in more competitive economic activities that demand more sophisticated skills.

The study underscored that the PMCs who were implementing community water projects in Homa Bay County had just humble education at the level of secondary and below, as more educated lot disregarded local community initiatives opting for more competitive ventures away from home. Worth observing from these findings is that there seems to be an inverse relationship between level of education and engagement in community based projects, such that the higher level of education, the less inclined to community undertakings individuals become.

In most undertakings, effective task performance is a function of how often one engages in an activity in order to acquire the necessary experience, as task environment is normally characterized by a lot of turbulence. Moreover, effective task performance is realized through regular undertaking of a given activity, such that over time, one accumulates the necessary competence in a given field.

In view of this, the researcher noted that most of the PMCs engaged in the implementation of community water projects had not been involved for long period of time and so had not been able to gain substantial experience in such activities. Besides, political considerations are normally dynamic, given that political bond

anchors on interests that are rarely stable and this may dictate that project membership become temporary.

Finally,implementation of a project intervention is effectively done when jobs are broken down into individual manageable component parts, assigned to persons and monitored over time to ensure that the envisaged project goals are attained. In this case, the component of the project one engages in determines the level of project implementation, as all these distinctive activities build the composite project in a great measure. In the light of this reality, majority of the participants implementing community water projects in Homa Bay County mainly represented the interests of the county government, with just a few drawn from the community, an indication that effective stakeholder involvement was disregarded raising concerns about these projects meeting the intended community developmental objectives.

Moreover, even the other key stakeholder groups such as the faith based and civil society organizations were just mildly represented, an occurrence that seemed to have exposed this county government as implementing public development initiatives without engaging in effective public participation.

5.2.2: Resource mobilization and implementation of community water projects
It is recognizable that effective project implementation demands, not just funds, but diverse resources in substantial level, without which, no project activity can be executed successfully. This variable was measured against the backdrop of, availability of sufficient resources, variety of resources, means of obtaining the resources, and the frequency of sourcing.

Since project success depends on the interplay of the triple constraints of cost, time and schedules, adequate resources should be availed in order to invest in key project

activities to obtain the desired project deliverables. The study established that most of the PMCs implementing community water projects indicated that adequate resources were necessary for implementation of the projects in Homa Bay County.

However, on further probing for more qualitative data on the basis of their opinions about resources mobilization, many did indicate that they were unable to obtain sufficient resources to spend on the project activities and this was a major impediment to effective project implementation. It was therefore just a matter of time before such projects failed after having consumed a lot of public funds, with little feasibility into the project viability and sustenance.

Even in circumstances when initial funds have adequately been provided, subsequent funding arrangements are vital for effective project implementation. It is project management best practice to avail adequate resources before project activities begin, as any delay in the execution of key project tasks is likely to push up the cost of the project with disastrous consequences.

The study noted that implementation of community water projects by the devolved government in Homa Bay County was done with little focus on aggressive mobilization of variety of resources. It was evident that with the initial funds allocated by the county government upon disbursement from the central government, no effort was put to supplement such with other locally available resources, as well as local revenue collection. Besides, even the groups that were funded had little to offer as this was perceived as government initiative, whose establishment was more for political expediency and rarely a strategy for addressing the water needs of the communities.

In the domains of project implementation, regardless of the nature and size of the initiative, project activities are often scheduled on the basis of resources available and time of execution of such tasks and should resources be availed irregularly, projects key activities fall behind schedules which subsequently affect completion time leading to cost overruns. The researcher noted that PMCs that implementing community water projects in Homa Bay County were merely relying on the central government for funds that often come once in a year, with no effort to obtain other resources through use of other best fundraising strategies.

It was also unfathomable to imagine how these projects could be accomplished as the county government appeared to have abandoned them, given that subsequent budgets lacked the funding provisions for these projects. Moreover, the beneficiaries having associated these projects with political manipulations by the county government also abandoned these projects with many water points remaining dry and few pipes broken.

Community water projects, being development interventions for addressing both domestic and commercial needs of the people in Homa Bay County, should have been perceived in the light of business ventures and hence questions about ability and the capacity of the beneficiaries in managing these projects must have been considered. Initial business funds hardly guarantee sustenance of key business activities and given that business owners intend to grow such ventures, regular resource replenishment is pivotal.

In view of this, the study established that community water projects by the devolved government in Homa Bay County did not put in place prudent measures of mobilizing resources for use in their projects, as funds were often being expected from the

central government, regardless of how long that would take leading to presence of scattered incomplete projects in the county.

5.2.3: Technical competence and implementation of community water projects

Technical competence displayed in key tasks among the PMCs implementing community water projects was considered significant to the study, as training in specific areas equips individuals with skills required in the execution of projects tasks to obtain the desired objectives. In this study, technical competence was measured on the basis of the highest professional qualification, form in which training is undertaken, relevance of training to project implementation and frequency of training to keep abreast with changes in the project environment.

Community water projects, like any intervention, demands that requisite skills be obtained in order to handle issues of the project for purposes of accomplishing project objectives. On the account of this, the study established that majority of the PMCs acknowledged the importance of attaining higher professional training in order to effectively execute key tasks in the project implementation, yet these community water implementers in Homa Bay County had relatively low professional training because membership into these PMCs was done more on a political parameter than professionalism.

It is worth noting that, project implementation takes place in a complex environment constrained by several variables that can only be addressed by the most competed personnel and disregard of the training component in project implementation is an obvious ingredient of project failure. More often individuals train in an area only to be engaged in other fields in which they have no knowledge at all and such persons may encounter a lot of performance challenges just like one with no training. On this

account, training in an area of endeavor is crucial for developing requisite skills and competencies needed for performing tasks; hence training is critical to effective task execution when such are done in the specific field within which tasks are executed.

The researcher observed that most of the PMCs who were implementing community water projects in Homa Bay County were in agreement that the best form of training was necessary for project implementation, as this would equip the implementers with the requisite project implementation skills for effective task performance. However, an investigation into the training orientations of most of these PMCs indicated that training was never given prominence, as their educational levels was relatively low, giving an impression that implementation of these projects were likely to be compromised.

The form in which training is packaged greatly determines the level at which one display skills in a specific area, so much such that should the training be formally done, competency levels will surely be higher as opposed to informal training arrangements. The study realized that many PMCs implementing community water projects in Homa Bay County recognized the necessity of the best form of training in instilling skills more effectively for project implementation, yet this acknowledgement was disregarded in composing the project implementation committees.

Moreover, it appeared that membership into these PMCs was based on political affiliations and rarely on one's ability to execute project tasks, as more often such individuals would only be required to meet the quorum for group meetings, with most of the tasks being done by the county government representatives for the community.

The researcher operated on the assumption that initial training acquired by PMC members was hardly effective in dealing with the ever changing project implementation challenges in the modern world and hence there was need to embrace regular training in order to keep abreast with such emerging issues. It was evident that frequency with which the PMCs embrace training promise to equip them with the most latest skills in the project implementation environment was acknowledged, the domain of the implementation of community water projects not being an exception, yet a close look at the community water implementing PMCs in Homa Bay County displayed the contrary. This reality explains the challenges of effective community water project implementation in Homa Bay County, given that training equips people with knowledge and skills needed for effective and efficient performance of project activities.

5.2.4: Stakeholder involvement and implementation of community water projects

It is envisaged that when stakeholders are involved in a project initiative, impressive project deliverables are realized through building strong work teams committed to tasks and gaining support from a wide base of different groups. It is best project management practice to take stock of all individuals likely to have some stake on a project intervention, analyze the nature of such interests and involve them in specific project tasks to obtain maximum support for effective project implementation.

This variable was measured on the grounds of the number of stakeholder groups taking part in the projects, activities performed, extent of involvement in the project activities and the frequency of involvement in the projects. Different Stakeholder groups have significant roles to play in a project initiative and this is vital as various individuals bring on board unique ideas that are likely to enrich the project

deliverables to the satisfaction of the beneficiaries. In view of this, regardless of whether they participate in the actual project activities or indirectly influence the project in any form, stakeholders must not be taken for granted.

It is therefore good project management practice to take stock of the emerging stakeholder groups, involve them in key activities to consolidate their support for the project. The study established that a number of stakeholder groups were considered vital to the project implementation, as different individuals were likely to inject new and superior ideas crucial for improving the project outcomes. However, there seemed to be inadequate stakeholder involvement in the major project activities a part from being in the committees, with key decisions being made by the county government of Homa Bay. This blatant disregard to the principle of stakeholder participation in all key activities in the implementation of community water projects was a clear indicator of project outcomes which fail to meet the desired objectives of the intended beneficiaries.

Stakeholder involvement is considered one of the greatest important project management principles that promise to consolidate group efforts in the composite project outcome, so much such that, individual stakes must be properly defined and tasks assigned on the basis of this understanding so as to obtain the best from them. It was observed that most of the PMCs implementing community water projects in Homa Bay County indicated that stakeholder involvement in all key activities was vital for effective implementation of such initiatives, yet the county government did not recognize the significance of stakeholder participation in project interventions, as the vast majority was only in the membership of these projects performing undisclosed roles.

It was therefore just a matter of time before such initiatives attract massive rejection of the intended beneficiaries, as the days when development was done for the people were long gone. Effective stakeholder involvement in a development intervention does not just take the form of forming representative committees; rather it requires that individuals brought on board are assigned key activities that are crucial to the success of the initiative. Participation in project therefore entails performing several tasks, ranging from identification of community felt needs, project feasibility study, aspects of planning, design, contribution of initial project capital and general integrated project tasks.

Normally, aspects of project ownership and sustainability are either gained or lost at the very initial stages of a project intervention, and hence it is crucial to address these concerns early enough so as not to compromise project objectives. From the findings, it was evident that effective participation of stakeholders was acknowledged by the PMCs, but vehemently ignored by the county government of Homa Bay and the probability that these community water projects would realize value for public funds put in them was relatively low.

It is a general observation to note that in circumstances where members of the public are involved in the implementation of a project initiative, surprisingly other key project activities are done with no knowledge of these stakeholders, raising concerns on how effective participation should be undertaken. In view of this reality, the studynotedthat frequent stakeholder involvement in all key activities was necessary for implementation of community water projects in Homa Bay County, yet lack of stakeholder participation in the composition of these committees told a different story, thereby giving the impression that project ownership was violated and raising

serious doubts about the possibility of these projects meeting minimum implementation thresholds.

5.2.5: Project leadership and implementation of community water projects.

Prudent people management is therefore considered a key function to effective implementation of project interventions, as well managed persons feel motivated to manage other organizational resources in order to accomplish the desired goals. Issues to do with effective project governance are considered critical success factors that promise maximum gains from a development intervention, since a project environment integrates people and resources to ensure that key activities are properly executed.

In this study, project leadership was measured on the platform of appropriate project structure, appropriate leadership style used, appropriate conflict management system and the criteria of appointment into project leadership. Appropriate leadership style is indispensable to enhanced morale of the project team members, lifts their sight to a higher horizon and consolidates their efforts for collective task accomplishment.

Besides, any method of leader preparation such as training should target all project members so that if a particular leader exits from project organization, other members will still be able to provide leadership. The study established that most PMCs implementing community water projects in Homa Bay County were unanimous that appropriate leadership style was indispensable to effective project implementation, but it was difficult to figure out how this was being practiced by the project leaders .Coupled with low levels of stakeholder involvement in these projects, it was easy to conclude that these members had little to do with the steering of the projects.

Appropriate communication structure is crucial for gathering data from the project environment, processing, storage and dissemination of vital organizational

information for decision making purposes. Communication is considered a great tool for influencing project team members to coordinate efforts for purposes of achieving the desired project goals and sound communication is a function of the channels put in place by an organization.

The study noted that the PMCs implementing community water projects in Homa Bay County, despite acknowledging the necessity of appropriate communication structure as crucial to effective implementation of the projects, did not seem to have such in place, as decision making on crucial project issues were often generated from the top leaders through one-way model to the project team members hardly soliciting their views. The impression created by these findings is that, with ineffective communication channels used in the project organizations, implementation of community water projects by the devolved government was faced with challenges of effective access to information.

The method that is put in place to appoint project leadership is of great significance to the realization of an effective leader of any group, as that which calls the participation of all definitely results into a good leader. However, when leaders are imposed on the group by other

It was realized that most of the PMCs implementing community water projects in Homa Bay County were in agreement that criteria of appointing project leadership was crucial in getting the leadership with the capacity to steer members into realizing the objectives of the initiative, especially such methods that involve the group.

However, through respondents probing, these project organizations were hardly involving group members in the identification of the project leaders; hence leadership issues were generally wanting, leading to ineffective implementation of community water projects by the devolved government in Homa Bay County.

A project intervention is normally implemented in a complex environment, drawing people from diverse stakes in the hope that a common goal will be achieved. This reality puts a lot of burden on the project leadership to device effective strategies of people management, as conflicts are likely to arise in such an environment. Moreover, whenever people come together in a project organization for purposes of executing tasks, differences emerge which may negate the efforts of the team towards realizing the group goals.

The study observed that most of the PMCs implementing the community water projects in Homa Bay County appreciated that appropriate system of conflict management was necessary in handling differences that could derail their efforts towards realizing the project objects. However, on further probing using the open ended items, it was evident that such systems had not even been conceived by the project organizations. It was therefore deductible to believe that the community water projects initiated by the devolved government had not put in place superior measures of addressing cases of conflicts in their projects; hence it was difficult to effectively implement these interventions.

5.3: Conclusions

In this study, the researcher believed that no project could be implemented in the absence of adequate resource mobilization. In view of this, resource mobilization wasperceived on the basis of the availability of adequate resources, variety of resources, means of resource mobilization and frequency of sourcing. The study concludes that despite the acknowledgement that resource obilization was significant to the implementation of community water projects by the devolved government in Hioma Bay County, most of the PMCs had to rely on the funds from the central government.

The variable; technial competency was considered critical to the realization of the projet output, as the researcher underscored the role of education and training on accomplishment of specific tasks in the project environment, such that, with acquisition of competitive knowledge and skills especially in project management systems and practices, the project team members are bound to effectively implement any project intervention. In view of this, technical competence was conceived on the basis of the highest professional training exibited by the various project team members, relevance of the training to their specific duties at the project environment, form of training and the frequency of training to keep abreast with emerging changes in the working environment.

The study concludes that technical competence had a significant influence on implementation of community water projeccts by the devolved governmnt in Homa Bay County, though most of the individuals in the PMCs had humble education.

The variable stakeholder participation wasconsideredagainst the backdrop of the tasks individual PMCs perform in the community water projects, extent of involvement on key project activities, the number of stakeholder groups involved and the fequency of involvement of these stakeholders. The study concludes that stakeholder involvement was noted to have a significant influence on implementation of community water projects, notwistanding the fact that diverce stakeholder groups were hardly involved in the key project activities.

Project leadership wasperceived against the prism of the aspects of human resource management practices which help to develop feelings of project ownership, self-worth and recognition, leadership style being adopted in influencing behavior of project teams, communication system put in place in the project organization and the

presence of a conflict resolution policy in the project that would help manage levels of conflicts arising among the teams in the process of performing their tasks. The study concludes that project leadership had a significant influence on implementation of community water projcts in Homa Bay County, yet project leadership in the PMCs was wanting.

5.4: Recommendations

In this study, the researcher attempts to make certain recommendations that should be considered in the domain of implementation of community water projects so that such initiatives are aligned to meet the needs of the beneficiaries on a sustainable basis. On this account, recommendations are made both for policy formulation and further research as subsequently outlined.

5.4.1: Recommendations for policy formulation

1. Resource mobilization and implementation of community water projects; the study established that the PMCs implementing community water projects in Homa Bay County acknowledged that resource mobilization had significant influence on implementation of such projects. However, the study revealed that resource mobilization was not effectively undertaken as most project teams relied heavily on Central Government funding, paying less attention on mobilization of local resources that would help in enhancing ownership and sustainability of the projects. The researcher recommends that the county government should formulate policies to facilitate mobilization of local resources to be invested in the community water projects in order to spur up massive rural development.

2. Technical competence and implementation of community water projects; the researcher noted that technical competence had a significant influence on implementation of community water projects by the devolved government in Homa

Bay County. In contrast, the various PMCs in these projects displayed lack of insufficient project management competencies that would enable them to effectively implement the projects. Individuals in these projects did not have substantial training to equip them with required knowledge and skills to innovatively enrich such initiatives. In the light of this, the researcher recommends that the County Government of Homa Bay should developcompetence based training policiesto equip all individuals taking part in implementation of community based project interventions regardless of their initial educational levels.

3. Stakeholder involvement and implementation of community water projects; the researcher observed that most of the individuals in the project implantation in Homa Bay County believed that stakeholder involvement had significance influence on implementation of community water projects, yet diverse stakeholders were hardly involved in the undertaking of key project activities, as more often it was the county government that handled the most crucial tasks. The study recommends that before a project is initiated, stakeholder analysis should be conducted effectively to ensure that as many people with interests were brought on board to actively participate in the implementation of thecommunitydevelopment interventions.

4. Project leadership and implementation of community water projects; the study established that project leadership was one of the most crucial strategies used in order to effectively influence the efforts of the different teams to work for realization of the project goals. The study recommends that project leadership should be people driven so that efforts are coordinated for gainful project outcomes.

5.4.2: Recommendations for further research

Drawing from the findings of the study, the researcher recommends the following areas be considered for further research:

1. What is the influence of cultural factors on implementation of community water projects in Homa Bay County?

2. How different are the implantation status of the community based development projects by non-governmental organizations and the devolved government in Homa Bay County?

3. What are the differences in levels of implementation of community water projects in other regions in Kenya?

4. How do political considerations influence implementation of community water projects by the devolved government in Homa Bay County?

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL.

JOHNSON WERE,

P.OBOX 19,

OYUGIS.

06/10/2018.

TO:

Dear Sir/Madam,

I am a student of Master of Arts in project planning and management at the University of Nairobi. I am conducting a research study to investigate factors influencing implementation of community water projects by the devolved government in Homa Bay County. The study is undertaken purely on academic purpose and not any other reason. Your opinion and views are important for successful accomplishment of this study. Your co- operation will be highly appreciated and any information provided shall be treated with privacy and confidentiality deserved.

Thanks,

Yours Sincerely,

Johnson.

PROJECT MANAGEMENT COMMITTEE MEMBER'S QUESTIONNAIRE.

This questionnaire is prepared for obtaining data in the study focusing on factors influencing implementation of community water projects in Homa Bay County. It is structured in two sections; A and B, with section captures the demographic features of the respondents and section B soliciting data on the key study variables.

SETION A: DEMOGRAPHIC FEATURES OF THE RESPONDENTS

1. Give your sex:

  a) Male   [   ]

  b) Female   [   ]

2. What is your age?

  a) Below 20 years.   [   ]

  b) 20-30   [   ]

  c) 30-40   [   ]

  d) 40-50   [   ]

  e) Above 50   [   ]

3. State your marital orientation.

  a) Single   [   ]

  b) Married   [   ]

  c) Divorced   [   ]

  d) Separated   [   ]

  e) Other (specify)……………

4. Indicate your level of education

 a) Primary and below   [   ]

 b) Secondary   [   ]

  c) Tertiary   [   ]

  d) University   [   ]

e) Other (Specify) ……………………………….

5. For how long have you been involved in the implementation of the water projects?

  a) 1 year and below   [   ]

  b) 1-2 years   [   ]

  c) 2-3 years   [   ]

d) 3-4 years   [   ]

  e) Above 4 years   [   ]

6. Which stakeholder group do you represent in the community water project?

a) County government   [   ]

b) Community representative   [   ]

c) Faith based organization   [   ]

d) Civil Society Organization   [   ]

e) Other (specify)………………………….

SECTION B: RESOURCE MOBILIZATION AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

7. Indicate with a tick the extentto which you agree with the statements in the table below

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Resources are normally available for implementation of community water projects.					
2	Variety of resources are normally given for implementation of community water projects.					
3	Resources for implementation of community water projects are normally sourced using the best mode					
4	Resources are frequently obtained for implementation of community water projects.					

10. In your own opinion, Explain the extent to which resource mobilization influences implementation of community water projects in Homa Bay County…………………

…………………………………………………………………………………………

…………………………………………………………………………………………

SECTION C: TECHNICAL COMPETENCE AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

11. Indicate with a tick the extentto which you agree with the statements in the table below

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Highest professional training is necessary for implementation of community water projects.					
2	Relevant training is necessary for implementation of community water projects.					
3	Best form of training is necessary for implementation of community water projects.					
4	Frequent training is necessary for implementation of community water projects.					

14. In your own opinion, explain how technical capacity influences implementation of community water projects in Homa Bay County…………………

…………………………………………………………………………………………

…………………………………………………………………………..

SECTION D: STAKEHOLDER INVOLVEMENT AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

15. Indicate with a tick the extent to which you agree with the statements in the table below

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	A number of stakeholder groups are required for implementation of community water projects.					
2	Performance of certain activities is required for implementation of community water projects.					
3	Performance of certain activities to some extent is required for implementation of community water projects.					
4	Frequent stakeholder involvement is required for implementation of community water projects.					

21. Explain in your own opinion the influence of stakeholder involvement on implementation of community water projects in Homa Bay County…………………..

……………………………………………………………………………………

……………………………………………………………………………………

SECTION E: PROJECT LEADERSHIP AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

22. Indicate with a tick the extent to which you agree with the statements in the table below

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Appropriate communication structure is necessary for implementation of community water projects.					
2	Appropriate leadership style is necessary for implementation of community water projects.					
3	Appropriate conflict management system is necessary for implementation of community water projects.					
4	An appropriate criterion for appointment is necessary for implementation of community water projects.					

26. In your own opinion, explain how project leadership influence implementation of community water projects in Homa Bay County…………………...

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