FACTORS INFLUENCING IMPLEMENTATION OF SUSTAINABLE COMMUNITY BASED PROJECTS IN KENYA: A CASE OF RAYA WATER PROJECT IN GARISSA COUNTY

BY

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DECLARATION

This research project report is my original work and has not been presented for a degree in any other university.

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

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DEDICATION

I dedicate this work to my beloved mum Adey A. Ali.

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ABBREVIATIONS & ACRONYMS

CBOs	-	Community Based Organizations
CBWP	-	Community Based Water Project
CDF	-	Constituency Development Fund
ERA	-	Economic Recovery Strategy
IDRC	-	International Research Development Centre
MDG's	-	Millennium Development Goals
MOPND	-	Ministry of Planning & National Development
NESC	-	National Economic & Social Council
PMC'S	-	Project Management Committees
PPOA	-	Public Procurement oversight Authority
UNESCAP	-	United Nations Economic & Social Commission for Asia & Pacific
WSP	-	Water Service Provider

ABSTRACT

Communities have always tried to organize themselves to plan, start and implement many projects of their own that is of their common interest, without waiting to be probed by the government to do so. Some of the most common community based projects include borehole digging, dairy farm projects, fish farming projects and so on. While some of these projects succeed, a considerable number of them fail along the way before reaching the intended destination. Reasons for the success of some of the project, and failure of some of them are not quite clear. This study therefore sought to explore the factors that influence the implementation of community based projects, with special reference to Raya Water project, located in Raya Division, Garissa District. The study adopted a descriptive survey design to collect primary data from primary sources at the place where the project is being implemented. The targeted population was a total of 1654 that included 1631 project members, 15 members of the management committee and eight employees of the Municipal Council water department. 164 project members were selected by a combination of stratified and systematic random sampling techniques, in which the group members were grouped into five strata according to the location of origin of the members, and each of the groups stratified further into males and females. From each of the strata, systematic random sampling technique was used to select 10% of all members as advocated fro by Gay (1992). All committee members and employees of water department were included in the sample. Two sets of instruments were used to collect data for the study, one for the members of the project and a second one for the management committee members, which was also responded to by officers from water department. The instruments were piloted in Raya Division, which was then not used for the main study. data for the study was collected personally by the researcher, assisted by two research assistants, and analysed through tabulation. content

analysis thematic analysis and discussion. The study found that members' participation in group projects, project leadership and resource mobilization approaches, especially human resource, are crucial project implementation determinants that if well handled can lead to fast implementation of projects. The study therefore recommends that these crucial implementation determinants should be properly interacted for optimum project implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Recently, Kenya unveiled its ambitious strategic plan named the Kenya vision 2030: a globally competitive and prosperous Kenya. The vision had been preceded by such other plans like the millennium development goals (MDGS) and Kenya's economic recovery strategy for wealth and employment creation (ERS).The vision recognizes the role of innovative, commercially – oriented, and modern agricultural sector (MOPND and NESC, 2007) in realizing it. It further recognizes the need for more high quality water supplies than the present for both domestic and agricultural use. It also observes that Kenya's main potential lies in creativity, work ethics, education and entrepreneurial potential in its people and that the inability of Kenya to fully benefit from existing assets has been hampered by inadequate planning and management although not least in its recognition, is the fact that within a holistic approach, Community Based Organizations(CBOs) would be involved in the provision of extension services where irrigation and domestic use water services are among them.

Water remains a critical and scarce resource and can sometimes be a source of global, regional, national and international conflicts especially in the case of Kenya where most of the local communities depend purely on agriculture for livelihood, hence making small scale irrigation necessary(Rubbiik, 2002). Over the years, provision of water for both domestic and irrigation use has been in the government domain. However, like in other projects, there is an experience in paradigm shift of focus to community based approach.

In the case of Kenya, the introduction of water services Act 2002, introduced a revolutionary approach to water management in the county. It created the provision for water service providers(WSPS) who could be private, public or community so long as such entity has the capacity to provide water under the water regulatory oversight board (Rubbiik, 2002).

Likewise, the introduction of Constituency Development Fund (CDF) Act in the year 2003 which emphasizes on the projects to be funded under it as being community based project (CDF Act, 2003). This therefore means that community based water projects would get a major boost from the government through CDF. According to Rondinelli (1993), project conceptualization, design, resource mobilization, participation by stakeholders, local politics as well as monitoring of implementation are some of the factors influencing the implementation of community based projects.

Various scholars have sought to define the term project. Batani (1989) defines a project to mean unique, one time endeavours with specific objectives which are to be accomplished within determined time, cost and resource constraints while Mulwa (2008b) defines it as any endeavour that seeks to turn inputs into outputs through a series of activities. It is characterized by a problem to be solved, specific time limits, programmed or planned activities among others (De Beer & Swanepoel, 1998). It has a beginning and an end, bound by time and resources and produces a unique product to service (Mulwa, 2008b). According to Cleland & Ireland (2002), it has a distinct mission and a clear termination point.

Community based projects are a product of the movement towards self reliance that started in the 1980's. According to Mbilinyi & Gooneratne (1992), self reliance has been advanced as a viable alternative strategy to dependent development and has been seen as an example of

community based and participatory approaches which have evolved form basic decision making concerning allocation of resources remaining in the hands of government and donor, while local people participate in providing labour, money land, water, tools and other local resources in the projects or programmes they have not initiated and over which they have no control. It is a product of rural peoples' realization that they cannot expect to build a better life through assistance from central authorities and planning agencies and a local coping strategy which involve ecological, economic, social and political response (Ibid 1992).

In Kenya, self help groups were mainly active in 1980s in activities relating to soil and water conservation, construction of schools, dispensaries, shops and stores and small scale livestock development where the main fundraising approach was Harambee and merry go-round (Ibid, 1992) According to Mulwa (2008a), community based organization (CBOs) are voluntary associations where people organize together in order to mobilize the potential of their collective power. Ideally, they are initiated, managed and owned by the members themselves where the process of formation should be voluntary and genuine, borne out of self determination by members to work together (Ibid, 2008a).

Equally important, is the introduction of the Constituency Development Fund (CDF) in the year 2003 through an act of parliament which gives emphasis to the nature of projects to be funded by it as being community based (CDF Act, 2003) This institutionalizes community based approach as a new paradigm in development planning and implementation.

As a result of these initiatives, Kenya communities will constantly get engaged in their own development as a way of enhancing its capacity to meet the vision. Equally, there is need to study various approaches to community development with a view to sharing knowledge,

skills and experiences that will enable learning take place and enhance the ability of communities in managing their project. Documentary review that is on focus indicates that Raya water project was started in the year 2009 as a self help project by the local community to provide portable water for domestic, livestock and small scale projecting targeting a population of about 15.176 people in the lower parts. To date, the project has been able to put up the intake, laid the mainline and procured some pipes for distribution. It has also started distributing water to individual's members, water sources being the great Tana River, which is about 3.2km from Raya trading centre of Garissa County, It is against this background that the researcher carried out the study on the factors influencing implementation of sustainable water project, A case of Raya with a view to make recommendations towards sustainability.

1.2 Statement of the Problem

Although the Constituency Development fund (CDF) act (2003) and the water act (2002), seems to institutionalize community based approaches, and more importantly in the water sector, this is basically a new paradigm in Kenya development perspectives considering that since independence communities have not been encouraged to do much in terms of their development. They have been made to wait for the government to do things for them. As a result, there isn't much study to illustrate the effects of participation in community development (Mansuri and Rao, 2004). Equally, most of the practitioners of community development initiatives with Government and donor agency support could be doing things on experimental basis; before this institutional recognition, most community based activities revolved around welfare and basic saving schemes like merry go round and self help approaches without focus to serious major projects (Lewa & Mittullah, 2001).

To strengthen the approach, therefore, there is need to carry out more studies of the community based approaches to development with a view to exposing practitioners and communities to various experiences hence making project implementation a learning process, Water has been a problem in Raya over the years forcing the community to walk long distance which is Tana River to fetch water. The source of water has it own challenges which include distance, untreated water, floods and danger of attack from crocodiles. The Raya water project has had issues on members' participation which has been very slow, leadership deficiency, poor resource mobilization and external interferences which includes politics. This therefore has greatly contributed to the factors discussed in this study.

This study, therefore, aimed at investigating the factors that influence implementation of community based water projects in Kenya with specific reference to Raya water project of Garissa County.

1.3 Purpose of Study

The purpose of this study is to investigate the factors that influence implementation of community based water projects in Kenya with specific reference to Raya water project of Garissa County. The concept of implementation is understood within a broader background of the project implementation cycle; that is, the project conceptualization, design, identification and implementation process. In particular, the research is concerned with how the projects are conceptualized, identified, designed and then implemented.

1.4 Objectives of the Study

i) To established the extent to which the role of member's participation in influencing the implementation of a community based water project.

ii) To assess the influence leadership has on the implementation of a community based water project.

iii) To establish the influence of project resource mobilization approaches on the implementation of a community based water project.

iv) To examine how external factors influence implementation of a community based water project.

1.5 Research Questions

i) To what extent does members' participation influence implementation of a community based water project?

ii) How does project leadership influence implementation of a community based water project?

iii) To what extent does the approaches to resource mobilization are employed by the organization influence the implementation of a community based water project?

iv) To what extent does local politics influence implementation of a community based water project? What is the influence of local politics on the implementation of a community based water project?

1.6 Significance of the study

For quite some time, development policy in Africa- Kenya not an exception has over relied on external donor influence and there has been debate on the extent to which externally formulated initiatives and programmes facilitate or hinder smooth changes and overall development in African countries (Ikiara, 2002). Mansuri and Rao (2004), observes that projects that rely on community participation have been particularly effective in targeting the poor. Further, they argue that for the approximately 7 billions dollar projects handed by the world bank through the community development approach by then, most were dominated by elites, (ibid, 2004). They also lament the lack of research in this field when they observe that there is not a single study that establishes a causal relationship between any outcome of a community project infrastructure and its participatory elements.

Since community based development approach has received this criticism and it turns out to be the solution of externally imposed designs and conditionality, there is therefore the need to research further in the area. Equally important is the fact that community based development is becoming the commonest approach to development, especially of rural areas, in Kenya. Community based organizations are important institutions for development based at the grass roots and have been in existence in Kenya for quite a long time under the regulations of the ministry of culture and social services (Lewa & Mitullah, 2001).

However, the institutionalizing of the community based approach as a strategy for community development started with the legislation of CDF act in 2003 where the types of projects to be funded were dictated as community based (CDF Act, 21(1)). This simply means that where it is a project, it can also only get financial support from CDF only if it were community based. Also of significance is the provision of the water act, 2002 which

recognizes the establishment and operation of water resources users associations as forum for management of water resources in the catchment area (Water Act, 2002, S.15). It is important to note at this juncture, that such associations include community based water projects (CBWP).

Having noted the above legal and policy guidelines and the opinion of some scholars, it is important to note that community based organizations (CBOs), including CBWP, are gradually forming an important part of development paradigm in Kenya. The research will unearth some of the practices to enable communities learn from the facts that influence the project's successful implementation so as to perfect the practice.

In summary therefore, this study would not only benefit individual members and management of CBWP but also the donors and governments in policy formulation.

1.7 Limitations of the study

This study was limited in two ways. In the first place, the study was limited by the time available for it given that the researcher, by the time of this study, was still also in full time employment, from where he could not get study leave, yet he needed money for the studies as well as the project as a whole. To address this challenge, a research assistant was engaged to assist in collecting data for the study. The research assistant interacted with respondents and got their telephone contacts, which were then used by the researcher to interview some of the respondents who could not be easily accessed. Those who could be accessed were directly interviewed by the researcher or the research assistant.

Secondly, some project management committee members of Raya water project expressed discomfort in giving information for fear that the research was going to evaluate their leadership, hence open up for debate their leadership among the project members. Expressing dissatisfaction with the study when most members had not started receiving water, the chairman introduced demanded that the researcher forwards the request for the study in writing to the management committee to discuss the matter. The letter was written alright, but it did not reach the committee. The researcher overcame this challenge by engaging the committee in a verbal discussion during one of the committee's sessions, in which he clarified the intention of the study to the respondents. He also used one of the project members as a research assistant.

1.8 Delimitation of the study

The study was favoured by the fact that the project was within close proximity to the researcher who was based in Garissa town, and had a short distance to cover. Besides, there was a large population from where samples could be easily obtained.

Further, although Raya water project was started in 2001, many of the founder members are alive and useful in acquiring historical data. This was of great value since the history of the project could be easily linked.

1.9 Assumption of Study

i) That the sampled population represents the general population of membership of the water project.

ii) That the respondents were truthful to themselves and gave the correct information.

1.10 Definition of Key Terms

Community	A group of people; living together, sharing common norms, values, fears and challenges but struggling together to overcome them.
Community project	An undertaking whose membership is drawn from the local community, whether registered or not, where members have control over key decisions in the implementation of and capital investments.
Participation	Involvement, either actively or passively, in the process of project implementation
Social capital	Features of an organization such as: trust, norms, networks, homogeneity among other which form an important part of its organizational culture and enhance co-working and partnership.
Leadership	The governance and management of a project. This includes management of project activities, guidance to members as well as conflict management.
Resource	Financial and human resource, in reference to skills or non- skilled service as well as expertise
Local politics	The involvement of politicians, in the activities of the project either directly through advise, fundraising, participation or otherwise or indirectly by use of proxy.

1.11 Summary

The chapter provided the general background of the study. It discussed the statement of the problem, the purpose and objectives of the study. The chapter also discussed the research questions, significance and limitations of the study. The chapter also provided the delimitations of the study before finally defining key terms used in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews information relating to water projects, and specifically community based water projects. The chapter starts by reviewing information regarding the concept of a water project in general, then reviews factors that influence the success of community based projects. It then reviews factors that influence project implementation and finally provides the conceptual understanding of the project by presenting a conceptual framework for the project.

2.2 Factors that Influence the Success of Community Based Projects

Mulwa (2008a) observes that some of the factors that could lead to collapse of grassroots organizations, CBOs included, are the hijacking of the project from above, heterogeneous membership that threatens harmony, limited social awareness that leads to increased vulnerability, crushed and crippled spirit as a result of poverty, non democratic political environment contradicting the process of empowerment (2008a). He further observes that this is so because strong donor support tends to shift loyalty of leadership to the donor as opposed to the membership hence diverting from the goals and wishes of the membership.

In reference to heterogeneity of membership. Mulwa (2008a) argues that the organization would lack commonness and the diversity of interests and vision is likely to challenge attainment of the objective. while limited awareness will affect the quality of project Conscientization. Equally, large and complex project attract greater attention on the external change agenda, giving ordinary people little chance to take the initiative. On the other hand, Cursworth and Franks (1993) in their book. managing projects in developing countries,

observe that a project can succeed or fail because of lack of strong management and leadership that often accompanies it, the cultural misfit of project objectives and activities within the environment and lack of local knowledge and understanding leading to rejection of the project by intended beneficiaries. They further note that such a project will succeed if it builds on the existing strengths and reduces duplication of effort (Ibid, 1993).

The other factor, which is seen as the most important by Mansuri and Rao (2004), is the involvement of members in the project design and implementation. That is, the incorporation of local knowledge into project decision process. This they say is important because it helps in building social capital which is extremely important for project success.

Mulwa (2008b) sums up some of the reasons that could lead to project success or failure as poor management discipline, bureaucratized decision level, inadequate resource supply, absence of business-like approach, worn team members, absence of or poor risk management strategies as well as rigidity. However, he argues that if risk management strategies are put in place and there was authority in control of requirements and project implementation then the project will definitely be a success. In effect, there are several factors that influence the success of a community based project. Some of these factors, as given by various scholars, are shown in the following Table 1.

Factors	Sources
Social homogeneity of water	Watson, Jagnnathan, Gelting, and Beteta (1997)
Operational rules of water users group	Sra and Katz (1998), Isham and Kahkonen (1998)
Prior organization of water users	Narayan (1995)
Participation of users in other community groups	Isham and Kahkonen (1998)
Coordination with governments	Sara and Katz (2998), Isham and Kahkonen (1998)
Legal recognition of water users groups	Watson, Jagannathan, Gelting, and Beteta (1997)
Skills and knowledge of users	Rondineli (1991), Sara and Katz (1998), Isham and Kahkonen (1998)
Appropriate technology and access to spare parts	Rondinelli (1991)

Table 1: Factors Influencing the Success of Community Based Projects

Factors Influencing the Success of Community Based Projects

Source: Adopted from: community based rural drinking water delivery: in kahkone satu(1999)

2.4 Factors Influencing Project Implementation

2.4.1 Participation

The principles of participation are rooted in Paulo Freire's psychosocial methods in which people discussed their own life situation. identified their problems and planned for transformation, and the mahatma Gandih's principles of self help (Mulwa, 2008a; Mansuri and Rao, 2004). The principles requires developers to focus on creating situations and finding out what to do with its in-adequacies, planning for collective action to transform whatever is

un desirable, acting to change the situation and finally identifying failures and successes from actions taken so that it informs the next plan of action it is a reversal from the top down to bottom up, from centralized standardization to local diversity, and blue print to learning process, (Chambers, 1994).

Capra (1996) sees participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment, build the tendency to associate, establish links, live inside each other and cooperate. This further brings about sustainability of community efforts as a result of interdependence, partnership, flexibility and diversity (Ibid, 1996).

According to Mansuri and Rao (2004) it also builds in the social capital that could improve efficiency by facilitating co-ordinated action, and also strengthens the ability of individuals to build bonds within their groups, build bridges to other groups and strengthen the belief that the quality and quantity of group activity are key sources of community strength and ability to work to its own betterment (Bastalaer, Thiery Van and Grootaert, Chriatiaan, 2001). This further enables the project to build stock from which people can draw to improve their incomes and which can be built to facilitate economic growth and development.

A form of participation can be traced to 1940s in Nigeria where a colonial senior District Officer in charge of community development wrote frequently about how self help development could transform the capacity of Nigerians to identify their own needs and strengthen their abilities to improve their won condition. (UNESCAP, 2009).

Participation approaches have been popularized by RRA and PRA approaches to community development and research which chambers (1994) refers to as a family of approaches and methods to enable rural people to share. enhance, and analyze their knowledge of life and conditions, to plan and act. They are believed, as cleaver Francis observes, to build synergy, ownership and enhancement of sustainability (Cleaver, Francis, 1999).

Critics of the approach observe that there is no single study (to establish) a causal relationship between any outcome (of a project) and (its) participatory elements (Mansuri and Rao, 2004) they have also faulted the individualization of the concept of action and the depolarization of empowerment. Their observation is that it would be difficult to elaborate on who is empowered; individual or community or categories of people, e.g. Women, the poor or socially excluded, (cleaver, Francis, 1999).

2.4.2 Leadership

Digging deep into the history of scholarship in this area illustrates the efforts of various scholars in understanding the concept of leadership. Classical scientific management theorists like Mintzeberg saw a project manager as the chief executive, the leader and diplomat while Fayol saw it in terms of planning, controlling, organizing and directing (Franks and Curswoth, 1993).

Leadership also puts into consideration, as Analoui Farhad observes, people (who) are not only subordinates, but also the essential resource available to managers for transforming ideas, inspirations, materials. capital and technical competence and account for why some projects are more successful than others (Frank and Cursworth, 1993).

According to Anschutz (1996), a community based organization leader has a role in networking with authorities, carry out education and awareness (among the members), (enhance) membership behavior control and engage in community mobilization.

According to PPOA (2009) the project management has a responsibility to ensure that risks are identified and managed appropriately, and objectives and benefits are achieved within budget, time and to the required quality. This is because, they bring together resources, skills, technology and ideas to achieve business objectives and deliver business benefits.

2.4.3 Resource Mobilization and Management

Mobilization is "the process of forming crowds, groups, associations, and organizations for the pursuit of collective goals" (Oberschall quoted in Scott p. 169). Organizations do not "spontaneously emerge" but require the mobilization of resources. In modern capitalistic society, these resources are more "free flowing" and are easier to mobilize than in more traditional societies. Many factors impact the development of the organization:

There are various resource needs in a starting organization (technology, labor, capital, organizational structure, societal support, legitimacy, etc.). But the right mix of resources are not always available, leading Stinchcombe to note that organizational development seems to occur in spurts followed by long periods of stability (Stinchcombe, 1965).

One of the most important determininants of new organizations is technological change. Some are "competency-enhancing" which strengthen existing firms, and some are "competency-destroying" which cause upheavals in existing institutions and spur the creation of new organizations (Tushman and Anderson, 1986).

Organizations which form at the same time often have similar structures (organizational cohort) because they are created out of the same mix of social resources (Stinchcombe, 1965). Furthermore, their form is imprinted and it's likely they will retain that form as they grow.

The most important resource of an organization is it's people. Barnard (1938) stressed that motivating participants to continue to make contributions is one of the most important activities of management. Simon built Barnard's observations into the Barnard-Simon theory of organizational equilibrium, which refers to the organization's ability to attract sufficient contributions to ensure it's survival (Scott p. 171). Clark and Wilson (1961) differentiate between three types of incentives-- material, solidary, and purposive, and note that different types of organizations rely on different incentives systems. The demographics of the participants have a lasting impact on organizational structure (McNeil and Thompson, 1971). It's affected by the growth rate of the organization and the industry in general, personnel hiring practices, and promotion norms (from within, without) and unionization (Pfeffer, 1983).

Kanter (1977) found that racial, gender, age demographics has an impact on attitudes and performance of a group. For example, women at the top of management are often "tokens" with higher pressures to perform.

Reed (1978) looked at the impact of cohorts (a population that experiences the same events at the same periods of their life). Cohorts can influence careers and affect organizational behavior (especially the cohort-in-charge). Researches have found that discontent is only

secondary to the emergence of insurgency -- available resources and the power of the aggrieved are more important (Scott p. 176). Another example is ethnic enclaves, where discrimination in larger society fuels the development of a sub-market based on ethnicity and social ties.New organizations often fail. 54% of the failed organizations during 1980 were 5 years old or less (Scott p. 177).

According to Mulwa (2008b), the fundraising strategies for community based organizations in Kenya have varied from Merry-go-rounds, micro-credit and savings schemes, consultancy, serves, fanfare and special events, Harambees and endowment fund. However, there are others like the public, private sector partnerships, the corporate social responsibility and the Government funding, either through an agency or directly as well as donor support.

Different sources of funds, depending with the PMCs strategy, will influence directly or indirectly, the implementation of the community based water projects due to the conditions that go with them as well as the volume each strategy is likely to earn.

2.4.4 Local Politics

According to Anirudh (2003), mobilization capacity is developed when CBOs work over longer periods and when they develop trust among their constituent populations and partnerships with local governments. On the other hand, CDF, which supports community based projects, has the area Member of Parliament as the chairman, exposing him to influences (CDF Act, 2003) at the same time, Barry and MIruka (2006) observes that politics is known as a powerful took in facilitation of development of projects and societal well being. Equally, in his book in the mud of politics, Murungi Kiraitu (2000) observes that politics is the centre of all development and that there can be no development without politics. He also

adds that the role of councillors and members of parliament is to help and mobilize the people to launch the struggle for their development.

2.5 Conceptual Framework

The research assumes that participation by members, proper management and leadership, a well defined and managed resource- both human and capability, will affect the efficiency, quality and sustainability of the project implementation process. Through an external factor, local politics could also market, negatively or positively, the project can create an environment that could lead to failure or success of the project. The research, therefore, adopted the following conceptual frame work:

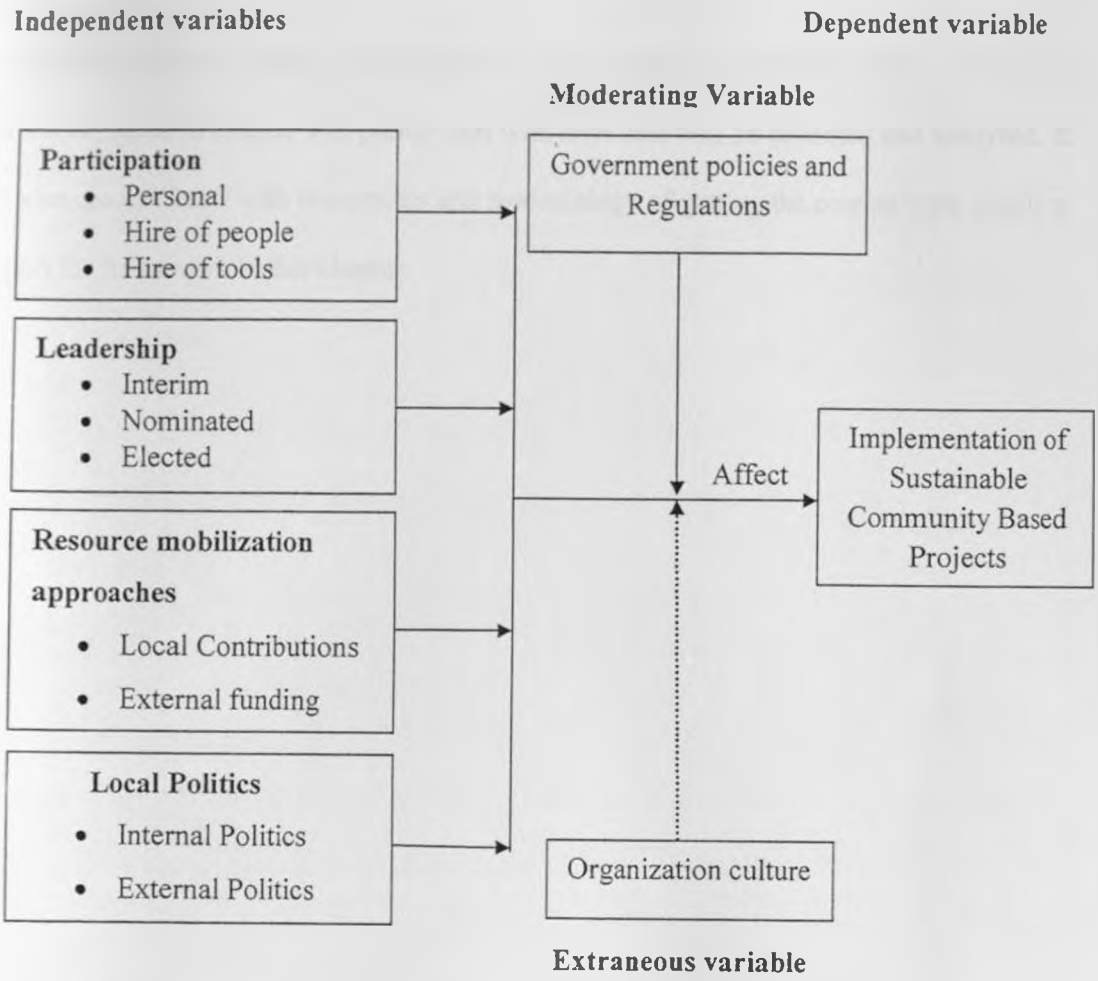

Figure 1: Conceptual Framework

Source: Researcher (2011)

The extraneous variable includes the member's belief, the subscription rates, systems of members' recruitment, gender involvement among others.

2.6 Summary

Having analyzed the opinion of scholars in the field and developed the conceptual framework, the next chapter will purely deal with how data will be collected and analyzed. It will also concern itself with the process and methodology of getting the content with which to support the framework in this chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the specific methodology of the study. The chapter starts by stating the design of the data, the location of the study and the target population. The chapter then describes the sampling procedure and the research instruments that were used in the study, including their validly and reliability. The chapter then describes how data for the study was collected and finally explaining how data was analyzed and presented.

3.2 Research Design

The study adopted a descriptive survey design. In this respect, it used both qualitative and quantitative approaches to data collection. It is also cross-sectional to a certain extent. The advantages of the design is that it allows variables to be measured once, needs a sample of about a hundred to a thousand for accurate estimate of variables relationship and no attempt is made to change the situations (Hopkins, 2000). However, it has disadvantages in that it may lack details or depth of the topic being investigated and one may not secure control of a high response rate (Kalley, KATE et al, 2003). These weaknesses were managed by having sample population that cut across geographical presentation and gender based on cluster and strata sampling.

3.3 Target Population

The research targeted a total of 1631 project members as well as 15 members of the management committee of Raya water project. The eight employees of the water department were also targeted by the study. As such, the target population had a total of 1654 people.

3.4 Sample

The Mugenda sample of 2003 which advocates for 10% of accessible population is found to a good sample approach hence adopted the same.

3.5 Sample & Sampling Procedure

The study employed two sampling strategies to select samples for the study. To start with, stratified random sampling was used, in which case the members of Raya Water Project were divided into six strata, in which each strata represented a geographic areas in which the members hailed from. However, the first stratum that constitutes members from the central location where the project is actually located and known as Raya location was not considered for sampling since members from this location had been used for performing a pilot study of the instruments. As such, only the remaining five locations were considered for sampling.

Within each of the five stratum, members were further divided into two strata, one for females and the other for males. With the aid of the membership list of every stratum, systematic random sampling was then used to select 10% of the members of the project of both sexes. According to Gay (1992, Mugenda & Mugenda, 2003), 10% of the accessible population is a good sample where one is using a descriptive studies design. Since the research assumes a descriptive survey design, it will adopt a sample of 10% per strata in each cluster for each sample. All the 15 members of the management committee were included in the sample, as well as the eight employees of Garissa Municipal Council Water Department. The total number of respondents was 184.

Table 2: Study Sample Size

	Target population			Required Percentage	Selected Sample size		
Cluster	Male	Female	Total		Male	Female	Total
Shabaah	203	160	363	10%	20	16	36
Raya Rako	184	134	318	10%	18	14	32
Abagdera	168	136	304	10%	17	13	30
Faar Yaar	152	106	258	10%	15	11	26
Sankur	229	143	372	10%	23	14	37
Committee members	12	3	15	100%	12	3	15
Water employees	8	0	8	100%	8	0	8
Total	936	679	1638		93	68	184

3.6 Research Instruments

According to Kathuri and Pals (1993), interview schedules are the most suitable instruments for conducting research as they enable the researcher to get information without omissions or distortion of facts. However, when the study sample is large, it is difficult and very expensive to conduct interviews and other methods such as the use of questionnaires and focused group discussion become necessary (Orodho, 2004). The study used two sets of instruments. One of these was questionnaire for the members of Raya water project, while the other was questionnaire for management committee of the project. The second questionnaire was also used to collect data from employees of Garissa municipal council water department.

3.7 Piloting of the Research Instruments

In order to ensure validity and reliability of the instruments developed, a pilot study was carried out on the instruments. Piloting is important because it helps in revealing deficiencies in a questionnaire (Mugenda, 1999). For example, questions which are vague are revealed in the sense that respondents interpret them differently. It can also reveal unclear directions, and insufficient space to write responses. Piloting was done with respondents from Raya

Location, including committee members from the same place. Members from this location were not included in the main study. Piloting helped in determining the reliability of the instruments, so that necessary adjustments could be done on any parts that did not appear to be clear to the respondents. The instruments were piloted in one of the schools in Garissa Central Division that was then not included in the main study.

3.6.1 Validity of the Instrument

According to Gay (1992), validity refers to the degree to which an instrument measures what it is supposed to measure for a particular purpose and a particular group. The instruments in this study were expected to explore issues to do with community project implementation. In order for the instruments to be valid, each of the instruments was expected to ask questions whose response could form a factor that may pose a challenge to project implementation.

The instruments for this study were therefore validated through application of content validity, which is determined by expert judgement. Gay (1992) identified that content validity is a matter of judgement by the researcher and professionals, and has no specific formula for determination. This study therefore established validity of the instruments by seeking views of colleagues, other lecturers who were not the researcher's supervisors, as well as expert advice through discussions with researcher's supervisors, observations, comments and suggestions by the same.

3.6.2 Reliability of the Instruments

This is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda, 1999). The reliability of the instruments in this study was assessed using split-half technique and Spearman-Brown Prophecy formula. Reliability enables researchers to estimate error hence the larger the reliability the smaller the error and

conversely, the smaller the reliability (Punch, 1998), the larger the error. The split half technique of assessing reliability requires only one testing session. The researcher divided each of the instruments into two comparable halves in terms of odd and even numbered items, after they had been administered. Then each subject's total score from the two groups of items for all the subjects for each questionnaire were then correlated. The Spearman Brown prophecy formula was then used to correct and adjust the computed coefficient so that it could represent the reliability of the whole test using the following formula;

$$R_{\text{total test}} = \frac{2r_{\text{split half}}}{1+r_{\text{split half}}}$$

After computation, a reliability coefficient of 0.86 was obtained. This implied a high degree of reliability of the instruments, and the instrument then used for the study.

3.7 Methods of data collection

In this study, data was collected through the two instruments described in the previous section. To achieve this, the researcher went the various locations with members of Raya water project. He then explained his requirements and the purpose of his study to the members and officials of the groups. Although the leaders were at first hostile, the researcher was able to convince them and they later allowed the process to continue. The researcher had two research assistants, one of whom was a member of the water project, who assisted him in collecting the data for the study. The respondents were then given questionnaires to fill in, which were later collected by the research assistants after they had been filled in. Observation of issues was also performed on the ground which helped verify some of the sentiments expressed by the respondents on the questionnaires.

3.8 Methods of Data Analysis

The study employed descriptive statistical tools to analyze quantitative data obtained from the study. This mainly entailed determination of percentages regarding various issues in question. A table of frequency distribution was prepared, as well as the percentage occurrence of each of the responses to a particular question whenever possible. Qualitative data was analyzed by thematic analysis i.e. an analysis of the main themes in the study, followed by the analysis of the contents within the themes presented, (i.e. content analysis). The results of qualitative data were also tabulated for ease of interpretation so as to easily visualize the various results as given by the respondents. Finally, triangulation of the responses given by the various respondents was performed i.e. responses on similar themes or objectives, emanating from different respondents were compared to find if the various respondents concurred on various issues and if not, the possible reasons for the observed discrepancies. The most common responses were therefore considered to be the most prevalent in determining the matter at hand.

Table 3: Operationalization of Variable

OBJECTIVE RESEARCH QUESTION	TYPE OF VARIABLE	INDICATOR	MEASURE	LEVEL OF SCALE	APPROACH OF ANALYSIS	TYPE OF ANALYSIS	LEVEL OF ANALYSIS
	Dependent variable: implementation	Level of completion	Degree of completion	Ordinal	Quantitative	Non parametric	Descriptive= mean and median
To find out the role of member's participation in influencing implementation of a community based water project	Independent variable: member's participation	Participatory activities	Number of participatory activities Attendance rate Degree of participation	Ordinal Ration Nominal	Quantitative Quantitative Quantitative	Non parametric Non parametric Thematic analysis	Descriptive= means and median Median and mean Content analysis
To assess how project leadership influence implementation of a community based water project	Independent variable: project leadership	Academic quality of leaders - Numbers of participatory leadership sessions. - Documentation and filling Communication channels	Level of education. Number of participatory/c on census meetings/session held - Number and type f records kept - Number of communication channels used	Nominal Ordinal Ordinal Nominal Ordinal	Quantitative Quantitative Quantitative Quantitative Quantitative	Non parametric Non parametric Non parametric Thematic Non parametric	Descriptive median and mean Mean and mode Median and mean content analysis Median and mean
To investigate how project resources mobilization approaches influence implementation of a community based water project	Independent variable: project resurce mobilization strategies.	Member's contribution to project activities. Number of resource mobilization strategies	- Level of contribution to project activities. - Number of financial mobilization activities held - Amount of money raised by each activity - Type of non	Ordinal Ordinal Ordinal	Quantitative Quantitative Quantitative	Non parametric Non parametric Non parametric Non	Descriptive= median and mean Descriptive= median and mean Descriptive= median and mean

To find out how local politics influence implementation of a community based water project	Independent variable: local politics	Level of involvement of the local politicians

skilled labour works available - Number of non-skilled labor works activities held. Rate of member's participation in non-skilled labor works	Ordinal Ordinal Ration	Quantitative Quantitative Quantitative	parametric Non parametric	Descriptive= median and mean Descriptive= median and mean
The degree of involvement of the local politicians	Nominal	Qualitative	Non-parametric	Content analysis

CHAPTER FOUR

DATA ANALYSIS PRESENTATION SND INTERPRETATION

4.1 Introduction

This chapter provides the findings of the study, analyses the results and presents the results of the analysis. The findings are presented according to the specific objectives of the study. The analysis is done by considering each of the objective, analyzing each of the questionnaire and interview schedule item relating to that objective and giving the findings on that particular objective and then discusses the results. A thematic analysis of the data is also performed i.e. the main themes found in the study objectives and questions are discussed, then the contents within the themes analyzed and presented. Finally, the various responses given by the various respondents on identical research objectives are compared to find if the respondents concur on various issues or not. The common responses are then considered to be representing the actual situation. An attempt is made to find possible reasons for the difference in the response from various respondents as they arise. Where possible, the results are presented in the form of tables.

4.2 Establish the extent which Member's Participate in Project Implementation

The first research question was: How do member's participation influence the implementation of a community based water project? This question was posed to all members of Raya water project, including males and females, old and new members. There were 184 respondents, including 15 group leaders of the five clusters in which the project was divided, as well as the eight employees from the municipal council water department. The old members here imply the members who have been in the project before 2003, while new members refer to members who joined the group after 2003. The project was divided into five clusters, namely Shabaah (36 members), Raya Rako (32 members), Abagdera (30 members), Faar Yaar (26 members) and

Sankuri (37 members). In each of the clusters, there were various implementation methods employed by the members.

The project involved digging channels through which pipes were to be laid to distribute water was distributed to each of the six locations several kilometres away from the source of water. Once the main pipe reached each of the six locations, individual members were expected to find their own ways of making branches to their particular homes or places of residence. It was found that the operation of the project was organized in such a way that a member could either participate in the project activities, hire people to perform for them their portion of the project or lease out his/her pipes to other people who would then use them as though they was their own. Members of the various target groups were asked to specify how they played their parts in the project. To this end, several responses were given, which are depicted in the following Table 4.1

Table 4: Members Participation in Project Implementation

	Number of respondents per respondent cluster				
Participation method	**Shabaah (36 members)**	**Raya Rako (32)**	**Abagdera (30)**	**Faar Yaar (26)**	**Sankuri (37)**
Personal participation	28	25	12	16	23
Hiring of colleagues	5	3	5	4	6
Leasing portion to others	0	2	4	3	4
Hiring external people	2	1	6	0	2
Mixed methods	1	1	3	4	2

From Table 4, it is evident that majority of members of the project personally participated in the implementation of the project's activities. However, there were several cases where members of the project hired external workforce to perform for them their portion of the project, or even leased out their equipments to none members of the project to use in whichever way they deemed fit. This situation prevailed in all clusters of the project. A survey of the project's success in the various sections of the project showed major differences in the implementation of sections of the project in which members themselves participated in the implementation compared to those in which non-members were involved in the activities. In order to visualize this more clearly, the following Table 4.1 (b) is prepared from 4.1 (a) to the proportion of members of each of the groups who personally participated in implementation of the project activities.

Table 5: Percentage of Members Participation in Project Implementation

	Number of respondents per respondent cluster				
Participation method	*Shabaah (36 members)*	*Raya Rako (32)*	*Abagdera (30)*	*Faar Yaar (26)*	*Sankuri (37)*
Personal participation	77.78	78.1	40	44.44	62.16
Hiring of colleagues	13.89	9.38	16.67	15.38	16.21
Leasing portion to others	0	6.25	13.33	11.54	10.81
Hiring external people	5.56	3.13	20	0	5.41
Mixed methods	2.78	3.13	10	15.38	5.41

From Table 5 it is observed that in Shabaah, about 78% of members participated in project activities that totalled to the entire project implementation. A similar proportion of members of Raya Rako personally performed their duties. However, in Faar Yaar and Sankuri, only 40% and about 44% of members participated in the project activities, the rest either hiring labour from non-members or leased out their equipments to non-members to use as they liked. In Sankuri, slightly over 62% actively participated in the project activities that resulted in the implementation of the project as a whole.

A physical observation of the extent of the success of the project showed that, while the project's overall implementation was on course, there were spots of shoddy work in various parts of the

project. A further examination of the project revealed that portions of the project in which a large proportion of members were not actively involved in the project implementation were the most affected. For instance, in Abagdera section, water had reached less than half of the members living there. A similar situation was found in Faar Yaar, in which only 44% of the members of the project took part in the project's activities. There were sections of the project that were some pipes that had not been used since they were issued, and the people responsible for these sections of the project leased out their equipments to other people to use.

From the observations made with respect to implementation of the project, there was glaring evidence that wherever group members themselves participated in project activities, the project was performed in the right way, but where external people were invited to play some part in whichever way, there were clear evidence of negligence and shoddy work. Thus, it is clear that members' participation in project activities improves its overall implementation, but when non-members are invited to help in project's activities, the overall progress of the project is negatively affected.

4.3 The Influence of Leadership on Project Implementation

The second research question was: How do project leadership and management influence implementation of a community based water project? This question was posed to the members of all clusters to which water was meant to be distributed to. The leaders were not given questions to this effect since it is their activities as leaders that were at stake in this objective. As such, they would most likely provide responses favourable to themselves, whether they actually acted as

stated notwithstanding. It was found that in the last ten years, there had been two election periods that gave rise to three sets of leaders, though not all previous leaders were replaced at one time.

In the first place, it was found that leaders had been elected in three different ways in the past. In the earliest method, leaders were nominated from among the various clans that constituted the membership of Raya Water Project. In this method, the members from different clans were asked to nominate three representatives and forward them to the entire group membership so that they are presented as the elected leaders of the project. This was done; giving rise to a total of 18 members that was then given the mandate to lead the group in various activities that the group members wanted to undertake in order to implement objectives of the project. It was found that at initial stages, the project had only one objective: to seek ways of getting a sponsor to help them purchase water pumps that could help to draw water from the Tana River to a raised platform, above the level of the surrounding ground.

According to the members of Raya Water Project who were present at the time, the group of leaders nominated in this method was found to be quite active. It was found that the leaders were personally engaged in all activities that the group members were required to perform. There was a general agreement that the first group of leaders led the members successfully in the various duties that project members were supposed to do. The members were asked to identify the achievements of the first batch of leaders, and later on to give their weaknesses. The following Table 4.2 gives the member' views about the achievements of the first group of leaders.

Table 6: Achievements of the First Leaders of the Project

Members' assessment	*Number of respondents (total 161)*	*Percentage*
Very successful	142	88
Quite active	130	80
Sought donors for first water pump	150	93
Preparation of water channels	130	81
Initial clearing of water ways	124	77
Personally participated in making their own pipelines	118	73
Ensured equal distribution of burden to be performed	104	64
Developed a plan for sourcing of funds for piping system	95	59
Called for elections when due	89	55

From table 6, it is evident that the first batch of leaders was generally taken to have been successful in their leadership. This assessment was provided by 88% of the members, while a further 80% assessed the leaders as having been quite active. This overall assessment was backed by an outline of the achievements that contributed to this overall judgement.

According to the members of Raya Water Project, the greatest achievement of the first group of leaders was that they sought donors who provided the first water pump that was used to provide water for use at the first of the six locations that constitute Raya water project. This assessment was given by 93% of the members. Since the main objective of the project was to get means of drawing water from Tana River and channelling it out to the deserving people, hence the project

dubbed Raya Water Project; most members of the project viewed this achievement as very important. It was found that the leaders not only succeeded in acquiring the water pump, but also led the group members in laying pipes to direct water to all the six locations dubbed Raya water project. This fact was identified by 81% of the members, who viewed the leaders' role in helping members of the group to achieve most of the projects' activities as quite commendable. Other achievements of the first batch of leaders included leading the members in the initial clearing of designated water ways of Raya water Project, which was identified by 77% of the members, and personal participation in clearing of plots. The lowest rated achievement of this group of leaders was calling for elections when due and developing a plan for expansion of water pipelines. The two achievements were identified by 55% and 59% of the respondents only.

The second group of leaders, according to the members, was elected four years from the first elections. This was done in 2005, when the membership of the group had increased to its current form. This time, the method used to elect leaders was different from the first in that a general meeting was called and members asked to elect their representatives there and then. No consideration was given to the clan of members, nor was the issue of groups from where the individuals came from considered. In effect, members proposed people for specific positions and the people voted by raising their hands and counting. This was the initial method of election but, in the course of the elections, one post was so hotly contested that people supporting various candidates had to be separated into groups for easier enumeration. In all, the election was peaceful and all positions were eventually filled. However, after elections and immediately the new group of leaders took their positions, it emerged that there were too many leaders in some of the clusters of projects while some clusters had no leaders at all. This tended to create some

problems as some members of project that did not have representatives missed out on some information regarding activities to be performed in the project. As such, this group of leaders had little achievements, possibly because most of what the leaders achieved were just follow-ups from what had been initiated by the initial group of leaders. When asked to enumerate the achievements of the second batch of leaders, the group members gave what can be considered as just an average score for the leaders. The members did not seem as enthusiastic about the second batch of leaders as they were with the first batch. Their sentiments are provided in the following Table 7.

Table 7: Achievements of the Second Batch of Leaders of the Project

Members' assessment	*Number of respondents (total 160)*	*Percentage*
Overall assessment: Very successful	103	64
Quite active	102	64
Sought donors for second water pump	99	62
Extension of piping system	115	72
Clearing of the remaining section of water ways	92	58
Personal participation in project activities	118	74
Sought funds for extension of piping system	100	63
Called for elections when due	133	83

From Table 7 above, it is observed that only 64% of respondents agreed that the leadership of the second batch of leaders at Raya Water Project were very successful. This can be said to be a near moderate endorsement, implying that a considerable section of members did not consider the

second group of leaders as having been successful. Further, it is also evident that the greatest achievement of these leaders of was calling for elections when due. Now, if just calling for an election can be the greatest achievement, then it is obvious that the members were fed up with the leadership of the team. The second most important achievement of the leaders was their personal participation in project activities, a view that was expressed by 74% of the members, while preparation of water channels was an achievement identified by 72% of members. The members explained that the second group of leaders extended the pipes that had been made during the first leaders' tenure. The water pipes were directed to more projects down the large project, and the main stream extended further down.

In general, it was found that the second batch of leader of the project did not achieve much. It was found that they mainly extended the activities started by the previous office. While this would be the expectation, the major undoing of this group of leaders was that not all sections of the project had leaders, while some sections had many leaders. In effect, this is the main aspect that forced the members to seek an early election, which the officials promptly called when it emerged that members wanted election. Thus, just two years after being elected to office, the third election was called in 2007, in which the leaders currently shepherding the group was elected.

The current team of project leaders has been credited with many achievements. Elected into office in august 2007, the group has helped the project grow from its previous level to the current level where the members are able to achieve several things collectively.

The complete achievement of the current group leaders as give by the member of the organization are given in the following Table 8

Table 8: Achievements of the Current Leadership

Members' assessment	*Number of respondents (total 160)*	*Percentage*
Overall assessment: Very successful	145	91
Have organized members to contribute for common issues such as paying for damage to main pipe	120	75
Have organized for training of a water technician from the group	132	83
Have helped the group to register as a self-help group	98	61
Achieved formal registration of the group	138	86
Sought and found donors for capacity building	110	69
Ensures that all project projects are done within the same period	112	70
Have always led by example	108	68
Is in the process of transforming the group to cooperative society	97	61

From Table 8, it is clear that the group members were happy with the kind of leadership that their current leaders were offering. The group leaders were endorsed by well over 90% of the members. The greatest achievement of the leaders that members were happiest about was the fact

that the group had been formally registered with the Ministry of Gender, Children and Social development as a self-help group. This fact was recognized by 86% of the members. This achievement was followed closely by the fact that the leadership has been organizing for training of a water technician from the group. In this way, the group has been able to maintain its pipeline on day to day basis at minimum cost.

Other achievements by the group include the fact that the current group leadership has been able to organize members to contribute for common issues such as paying for damage to main pipe as opposed to a situation where individual members had to seek their own means of repairing any section of the pipeline what they may have contributed to its damage. This achievement was recognized by 75% of respondents. The members also recognized that all water projects are done within the same period, ensuring that all members can make use of the water for domestic and livestock use. This achievement was recognized by 70% of members.

Given the active leadership that Raya Water Project currently has, the project activities are currently performed as scheduled. Save for the few people who still do not personally participate in their portions of the project, all other activities take place according to plan, and the leaders ensure that members comply with the resolutions of the group. As such, the project implementation is running successfully. Given that the main initial objective of acquiring the pump had been achieved, the current objective is to utilize the project as much as possible, using the water pumped to the project by the water pumps, and distributed to the various locations using pipelines that are currently available. This objective is being met effectively given the able

leadership of the current leaders of the group. Thus, the kind of leadership greatly influences the implementation of a project. The better leaders the group has, the faster the implementation, and vice versa.

4.4 The influence of Resource Mobilization and their effect on Project Implementation

The third research question was: What approaches to resource mobilization are employed by the organization and how do they influence on the implementation of a community based water project? This question was posed to the group leaders and ordinary members alike. To start with, the study found that the group had several resources at the time of its initiation in 2001. These resources included several heads of cattle, goats, camels and sheep, the people themselves and the naturally occurring Tana river, the main target of the of the project. Through the manipulation of some of the mentioned resources, other recourses came into play. These other resources included money, which led to the availability of all the other necessary but absent resources. As such, several resource mobilization approaches were used, and some continue to be used to implement the project even today. The following Table 4.5 shows the various resources owned by Raya Water Project at different times of its inception, and the way they have been mobilized to lead to the progress of the implementation of the project.

Table 9: Resources and Their Mobilization Approaches

Resource Type	*Mobilization Strategy*
	Get together to initiate a joint project rather than work independently
	Formulate the direction of the project in terms of the objectives to achieve
Human resource	Prepared proposals seeking donation of water pump
	Organized clearing of the expansive Raya project
	Organize the group to dig water channels to all projects
	Organized the people into project groups
	Organized the people to seek transport and other common needs jointly hence cheaper
	Various animals kept in specific sections of the project
	No free range animal herding, all animals kept in their own area
Livestock	All animals feed sourced from the project
	Animal waste used as manure in the project
	Animal products sold to get money for acquiring other resources
	Livestock used as food
Tana River as a resource	Water from the river used to irrigate the project crops
	Water used for drinking by both humans and animals
Water pump and associated equipment	Used to pump water to a raised platform, which then flows through channels to projects below

From table 9, it is observed that Raya Water Project had three resources at inception, but acquired one important resource- the water pump, which was the main objective of starting the group in the first place. The resources the group had at inception were human resource of the

group members, different kinds of livestock and the naturally occurring Tana River, These resources were and continue to be mobilized in various ways.

In order to initiate the group, the members had to mobilize each other to form a formal group, with specific objectives to achieve. Strategies for achieving the objectives had to be set and action plans put in place to achieve the objectives. Objectives were increased from stage to stage following the achievement of each objective. This is the most important resource in any grouping; since all activities depend on how best the human resource can be mobilized. Thus far, the project has succeeded in effective mobilization of human resource since there is a clear direction regarding the objectives of the project, and how the objectives are to be met. At the time of this study, there were plans to improve the capacity of the human resource, by undertaking a capacity building activity for the leaders of the group.

The other major resource that Raya water project owns was various types of livestock that were owned by individual members of the group. Although individually owned, the livestock could be used to provide the initial resources of the project. Livestock in the project are used in three major ways. Animal waste is used as fertilizer for in the farms owned by group members, thus no artificial fertilizer is bought as yet. Animal products including meat, hides and skin, and milk are sold to provide money to purchase other resources. The animals are also used as human food. All these uses of animals help in the implementation of the project.

Tana River, a resource that occurs naturally, was one of the main resources that led to the formation of the group. Together with the water pump and piping system, the water from the river is pumped to a raised platform and directed into a raised tank. The tank is cemented to reduce loss of water through percolation into the ground. From here, water was initially directed

into pipelines running in different directions that spread water to the various locations where members of the project come from. Thus, water is able to flow freely to all parts of the different locations, no matter the position. At the moment, there are two such water pumps located at different positions of the project, and therefore serving different locations. Thus, the objectives of the project are achieved through the pump and Tana River.

From the foregoing, it is evident that the various resources available for Raya water project are mobilized in various ways, all of which contribute to the implementation of parts of the project objectives. The implementation of these parts adds up to the total implementation of the project. Hence, the project has various resources, all of which are mobilized in different ways, the net result being the implementation of the project as a whole. Thus, as at now, the various project resources are being implemented in their different ways and thereby giving rise to a totality of the achievement of the project objectives.

4.5 The Influence of Local Politics in Project Implementation

The fourth research question was: To what extent does local politics influence implementation of a community based project? This question was posed to all members of the project, including the leaders and ordinary members. The question was considered along several parameters. These included the election of group leaders, mobilization of external resources, determination of membership, provision of needed resources, seeking of donors for major project activities, and any other situation in which politicians may play some role. The following Table 4.6 illustrates the role of local politics in project activities as a whole.

Table 10: The Role of Local Politics in the Project

Parameter considered	*Role of politics*	*Number of respondents (160 in total)*	*Percentage*
Election of group leaders	No role	86	54
	Push for preferred candidate to be chairman by local councillor	55	34
	Local councillors advice members on whom to elect	73	46
	Local MPs approached for assistance in needed resources	86	54
Mobilization of external resources	Payment for hired labour for manual work e.g. field clearing	53	33
	No role	40	25
Determination of membership	No role	120	75
	Some minor role	40	25
Provision of needed resources	Personal donation by local leaders	105	66
	Allocation of LATF	134	84
	Allocation of CDF	102	64
Seeking of donor funds	Advice leaders on whom to approach for funding purposes	84	53
	Personal involvement in convincing potential donors	76	48
	Payment of funding proposal specialist	110	69

From Table 10, it is evident that local politicians generally have good will towards Raya Water project. In most of the parameters considered, the leaders are either contributing towards the implementation of the project, or play no role at all. With regard to election of group members, it was found that the local Member of Parliament does not feature anywhere in the process. In fact, 54% of the respondents stated that politicians play no role in leaders' election, 46% said that local councillors advice on the kind of leaders to elect while 34% said that local councillors push for their preferred candidates to become chairman. Given that political interference raises a lot of

questions, yet a very small percentage of respondents gave politicians as interfering with elections, it implies that politicians do not play much role in leaders' elections. In fact, it was found, the current office holders were forwarded by the members of their six specific group projects, namely Raya, Shabaah, Raya Rako, Abagdera, Faar Yaar and Sankuri. The forwarded names formed a committee, who then elected leaders to specific posts among themselves. Thus, there is very little role of local politicians in electing leaders of Raya Water Project.

With respect to mobilization of external resources, it was found that the role of the local politicians was more of positive nature than negative. It was found that group leaders were sent to local members of parliament to seek any necessary assistance, especially for payment of common hired labour such as the initial of pipelines and such like activities. The members' view in this respect was that 54% said that MPs were approached for assistance, 33% sad that MPs paid for hired labour while a further 25% said that local politicians played no role in mobilization of external resources, that is, resources that are sourced from outside the Raya project. Thus, the politicians' role was more of positive than retrogressive, and contributed to project implementation.

As far as the determination of membership was concerned, there was only one eligibility criteria for membership: a member had to be originating from any one of the six locations where the project was being directed. Only people hailing from these regions could join the group. Thus far, membership had not been opened to anybody from any other location apart from the six places. Despite all these regulations, 25% of members stated that politicians played some minor

role in membership determination, though the nature of the role was not specified. However, it was found that people from other parts of Garissa had expressed interest, but thus far they had not been accommodated. There were plans to come up with acceptance conditions so that people could contribute in other ways such as with a specified amount of money and become members, to cater for the difference in labour and other resources the original members had contributed before the membership of new incoming member. However, thus far, this had not been implemented. As such, the current eligibility criterion has ensured that politicians have no role to play. Thus, local politics play no role in determination of membership of Raya Water Project.

With respect to the provision of needed resources, it was found that politicians, especially the area members of parliament, have been making personal donations to the group whenever there was something required, and the MP happened to be nearby, and was therefore approached. Thus, their role was the provision of resources whenever the MP happened to be around at the time the resource was required. This sentiment was given by 66% of respondents studied. Further the local politicians, both members of parliament and the local councillors, vouched for the provision of Local Authority Transfer Fund (LATF), and the Constituency Development Fund. Since the two funds are controlled by local MPs and councillors, they voted for some of the funds to be allocated to the project. In the two funds, 84% of the members identified the contribution of local authority transfer fund, while 64% identified the contribution of constituency development fund. Thus, the local politicians' role in the project was that they approved funds to be given to the project for various activities, on application for the said funds by Raya Water Project group members.

The final parameter considered whether local politics played some role in project implementation was in seeking of donor funds. In this respect, it was found that the politicians' role was limited to advising group leaders on whom to approach for funding, a factor identified by 53% of the respondents, personal involvement in seeking donors to fund some of the project activities, identified by 48% of the respondents, and payment of funding proposal writing specialists, identified by 69% of respondents. It was found that politicians sought donors who, in many cases, advised the MP to tell the group to write a proposal detailing their needs. In such circumstances, the MP or local councillors sought the services of professionals in proposal writing, who were then paid for the service. It can therefore be safely concluded that with respect to seeking donor funding, politicians' roles were very commendable, and helped in the implementation of the project.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the research findings, discusses them and draws conclusions based on the findings. The chapter also provides recommendations both on policy as well as on further research that should be carried out in order to more specific conclusions about implementation of community based projects. The chapter starts by enumerating the study findings then provided the conclusion of the study. It then provides both policy recommendations and recommendations for further research as the final section of the study.

5.2 Summary and Discussion of the Findings

On the basis of the objectives of the study, the study found that:

Members' participation

ii). Members' personal participation in group activities directly affects the implementation of community projects. When members personally participates in project activities, the project implementation occurs faster and more efficiently as opposed to a situation where members partially participate in project activities, or hire external personnel to play the member's role. The presence of particular members in project activities greatly encourages teamwork, hence the implementation occurs faster.

Leadership influence

(ii). Group leadership of community based projects is a very crucial factor in project implementation. If the leadership is strong and has support of the majority of the members, the members' participation in project implementation is greatly enhanced. Further, the leaders' directives are obeyed and activities performed as desired. However, if the leadership is considered weak and with little authority over members, most of the group's activities are disjointed and lack coordination. The implementation of such a project is quite slow and inefficient.

(iii). Leaders' personal participation in group activities greatly influences the behaviour of the rest of the members towards the project as a whole. If the leaders personally participate in activities of the project, the rest of the members find it difficult to ignore the activities group activities and hence play their roles effectively, leading to timely implementation of project objectives.

(iv). The method used to elect members has major influence on the implementation of the project as a whole. Since group leaders direct group activities, it is important that they should be elected in an agreeable manner so that whatever the outcome, most members will accept their leadership without reservations. If, however, leaders are elected through a shoddy process, a lot of time gets wasted as the members grumble, with a possibility of withdrawal of membership by those in total disagreement with the purportedly elected leaders.

Resource mobilization

(v). The approaches to resource mobilization employed by group members affect project implementation. As much as community groups come into existence without any group asset, the truth is that the mobilization of individual members' personal resources greatly influences project implementation. A group must start implementing its objectives from some point. As such, members of the group must start by mobilizing personal resources, including sale of property such as livestock, and contributing the proceeds to the group, in order that the group functions. Donors usually demand to know what a group that requests for funding owns so that they may be able to manage whatever they are funded with.

(vi). Human resource of members of any group is an important asset that should never be ignored. In all cases, it is the people who have to come together, discuss and contribute views regarding the direction of the project. This resource should be exploited as much as possible since individual members have ideas that they may not use individually. it is the duty of group leaders to harness the human resources available among members of any group.

Local politics in project implementation

(vii). Politics plays very little role in the election of leaders of community based groups. In the study, it was found that the group had held elections three times, each time using different methods to conduct the election. The initial election was not even known by politicians since the group was just being formalized. In the subsequent elections, the few politicians who played some role only influenced the election from a distance without directly engaging the members of Raya water project group.

(viii). Local politicians play important roles in mobilizing external resources to community projects. They provide personal donations to group members for communal activities, advice on possible donors and even personally seek donors for community based projects.

(ix). Local politics and politicians at large have no role to play in determining the membership of community based projects. In this study, group membership was confined to people hailing from six specific locations, and had not yet been opened for any other people from other parts of Garissa. As such, there was no external influence from any source as far as membership of the project was concerned.

5.3 Conclusion

From the research findings enumerated above, it can be concluded that local communities are able to organize themselves to plan, start and implement community projects on their own. They have the capacity to organize elections for their groups to come up with competent leaders without external influence. Besides, the community can source for funding for specific activities, provided they have leaders strong enough to guide them through the project. However, it is important that members of any community group should strive to personally participate on the implementation of activities organized for the implementation of projects. Given an opportunity, community leaders are able to mobilize their meagre resources to produce what they can at their capacity. They only require support from well-wishers and the community in which they are operating.

5.4 Recommendations

On the strength of the main findings and conclusions discussed above, a number of recommendations are made, aimed at improving the capacity of implementing community based projects.

i) Members of community based organizations that intend to implement a project should try as much as possible to personally participate in project's activities. This is because by their very presence, even if for just short periods, the rest of the members become greatly encouraged to play their respective parts. This leads to faster implementation of projects.

ii) Community based organizations should always strive to elect leaders that are acceptable by majority of members. Such leaders are able to command respect from majority of the members, who are then able to perform their activities according to the instructions he gives. This is because leadership greatly affects the implementation of community based projects, in which strong leaders inspire faster project implementation, while weak leadership retards project implementation.

iii) Leaders of community based groups should strive to lead their groups by example. If the group has decided to perform some activities as a means of implementing any project, their leaders should be present during the performance of the said activity. This is because their presence and involvement in the activities was found to have great motivating function to the group at large in performing project activities.

iv) Community based groups should come up with a system of electing their leaders that is favourable to them as a group, and not necessarily that according to some law. The members should discuss and agree on the method that is most suitable to them most. Should they find nominating members with specific identifiable attribute to be committee members, then so be it. This is because the method used in electing leaders was found to have a bearing on the

acceptance of headers by group members, which in return have major bearing on project implementation.

v) In order to mobilize group resources for project implementation, group members should note that their own human resource is a very important resource that when properly utilized, can lead to proper mobilization of other resources, whether personal or group, for the growth of the group as a whole

vi) Community based projects should strive to keep local politics away from their activities, but embrace all politicians without considering political party affiliation. This is because should the group involve itself in politics, the members may not work together since they may not necessarily support the same individuals or political parties. Any division along party lines can erode the group spirit and replace it with partisan politics with recurrent competition. A project cannot be implemented when the implementing group is so divided.

5.4.1 Recommendation for Further Research

In this study, only one project was studied within one geographical location- Garissa District, Garissa County of North Eastern Province. Given that the study was based on only one project in one province out of the eight provinces (or 47 counties) in the country, the findings of the study may not be conclusive enough to warrant a generalization of implementation of community based projects in the entire country. As such, the study recommends that a more comprehensive study should be conducted in several other parts of Kenya and the findings compared similarities and differences. Once these have been determined, more generalized findings can be inferred for similar situations, but region-specific inferences made for factors that appear to be more applicable in specific places. This would then make it possible to apply relevant implementation strategies according to the region where the community based project is situated.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR LEADERSHIP OF CBWPS

INSTRUCTIONS:

Kindly respond by ticking or writing briefly where appropriate

SECTION A: BACKGROUND INFORMATION

1. Project in reference

   (1) Raya ()

2. State your gender

   (1) Male () (2) Female ()

3. State your age

   (1) Below 22 years () (5) 38-42 years ()

   (2) (2) 23-27 years () (6) 43-47 years ()

   (3) 28-32 years () (7) 48-52 years ()

   (4) 33-37 years () (8) 52 and above years

4. How long have you been a member of the project

   (1) Less than 2 years () (5) 15-20 years ()

   (2) 2-4 years () (6) Over 20 years ()

   (3) 5-10 years ()

   (4) 11-15 years ()

5 Listed below are some of the stages in the development of a gravity based water project. Please indicate with a tick the extent to which you think the project I complete in accordance of the scale given.

		Less than 25%	Between 26% and 50	Between 52% &75	Above 75%	Do not know	Year of activity
Project design	Cost and benefits feasibility study						
	Analysis of requirements						
	Development of project rules						
	Development of fundraising strategies						
	Design of implementation work plan						
	Structural drawings and design						
Implementation	Intake construct						
	Procurement of materials						
	Mainline trench construction and laying of pipes						
	Construction of distribution						
	Lines and laying of pipes						
	Construction of distribution tanks						
	Supply to individual members						
Commissioning							

6. Any other comment on the extent to which you think the project is complete?

.....

.....

.....

.....

.....

SECTION B: Participation

7. Does your project have a constitution, rules and/or guidelines?

Constitution	Yes	No
Rules	Yes	no
Guidelines	Yes	no
Other, specify	Yes	No

8. If yes above, how were they formulates

1. By our leaders ()
2. By all members ()
3. Borrowed from another project ()
4. By leaders after consulting members ()
5. Other (kindly explain).....

.....

9. How do you describe the member's adherence to the rules and guidelines of the project?

(1) very good ( ) (4) Poor ( )

(2) Good ( ) (5) Very poor ( )

(3) Fair ( )

10. Do the members have an annual general meeting?

Yes ( ) No ( )

11. If yes, are the annual general meetings held consistency

Yes ( ) No ( )

12. How do you describe the member's participation in meetings?

(1) Very good ( ) (4) Poor ( )

(2) Good ( ) (5) Very poor ( )

(3) Fair ( )

13. How do you rate the influence of the member's participation to the current status of the project implementation?

		Less than 25%	Between 26% and 50	Between 52% &75	Above 75%	Do not know	Year of activity
Project design	Cost and benefits feasibility study						
	Analysis of requirements						
	Development of project rules						
	Development of fundraising strategies						
	Design of implementation work plan						
	Structural drawings and design						
Implementation	Intake construct						
	Procurement of materials						
	Mainline trench construction and laying of pipes						
	Construction of distribution						
	Lines and laying of pipes						
	Construction of distribution tanks						
	Supply to individual members						
Commissioning							

SECTION C: Leadership

14. Does your project have Project Leadership?

.....

15. How does your project choose its leaders?

Secret ballot	Yes	No
Show of hands	Yes	No
Appointment of recommendations of the chief	Yes	No
Appointment on recommendation of the councilor or MP	Yes	No
Other, specify		

16. What factors do the members mostly consider in choosing their leaders?

(1) Academic qualifications ()

(2) Academics and experience in community service ()

(3) Academics, community service experience and ability to persuade ()

(4) Ability to persuade only ()

(5) Closeness to political leadership ()

17. Rate the effectiveness of your leadership in influencing the extent of the project implementation by item.

		Very effective	effective	Fairly effective	Not effective at all
Project design	Cost and benefits feasibility study				
	Analysis of requirements				
	Development of project rules				
	Development of fundraising strategies				
	Design of implementation work plan				
	Structural drawings and design				
Implementation	Intake construct				
	Procurement of materials				
	Mainline trench construction and laying of pipes				
	Construction of distribution				
	Lines and laying of pipes				
	Construction of distribution tanks				
	Supply to individual members				

18. Explain your opinion in 17 above

.....

.....

.....

19. When were the current Leaders chosen:

.....

.....

.....

.....

.....

SECTION D: RESOURCE MOBILIZATION STRATEGIES

20. Do you know of any fundraising strategy that has been used by the project?

Yes () No ()

21. If yes, which one(s) tick where appropriate and indicate total amount raised)

(1) Member's contribution () Kshs.....

(2) Merry-Go-Round () Kshs.....

(3) Harambee () Ksh.....

(4) Loan request () Ksh.....

(5) Request for donor support () ksh.....

(6) Request for grant from the central government () Kshs.....

(7) Request for grant for the local government () Kshs.....

(8) Request for grant from CDF () Kshs.....

(9) Others specify..... () kshs.....

22. Do you know of any efforts made to mobilize members to participate actively and own the project?

Yes () No ()

23. If yes,

specify.....

.....

.....

24. How do members react to the direct involvement in the project activities?

(1) Highly respond ()

(2) Reluctantly respond ()

(3) Complain of over involvement ()

(4) They ignore ()

SECTION E: LOCAL POLITICS

25. Has any politician been involved in your project?

Yes () No ()

26. If yes, specify the activity and year of involvement

.....

.....

27. Rate the influence of the local politics to the project status in accordance to the scale given.

		Very high	High	Fairly high	Very low
Project identification and prioritization	Cost and benefits feasibility study				
Project design	Analysis of requirements				
	Development of project rules				
	Development of fundraising strategies				
	Design of implementation work plan				
	Structural drawings and design				
Implementation	Intake construct				
	Procurement of materials				
	Mainline trench construction and laying of pipes				
	Construction of distribution				
	Lines and laying of pipes				
	Construction of distribution tanks				
	Supply to individual members				

THANK FOR YOUR TIME AND COOPERATION

APPENDIX 2: QUESTIONNAIRE FOR MEMBERS OF THE CBWPS

Instructions:

Kindly respond by ticking or writing briefly where appropriate

SECTION A: BACKGROUND INFORMATION

1. Project in reference

   (1) Raya ()

2. State your gender

   (1) Male () (2) Female ()

3. State your age

   (1) Below 22 years () (5) 38-42 years ()

   (2) (2) 23-27 years () (6) 43-47 years ()

   (3) 28-32 years () (7) 48-52 years ()

   (4) 33-37 years () (8) 52 and above years

4. How long have you been a member of the project

   (1) Less than 2 years () (5) 15-20 years ()

   (2) 2-4 years () (6) Over 20 years ()

   (3) 5-10 years ()

   (4) 11-15 years ()

5. Give your village

   name.....

6. Any other comment on the extent to which you think the project is complete?

.....

.....

SECTION B: PARTICIPATION

7. Do you know of any rules available for your project members?

(1) Yes () (2) ()

8. If yes above, how effective do you think they are?

(1) Very effective ()

(2) Just effective ()

(3) Fairly effective ()

(4) Poorly effective ()

(5) Do not know ()

Explain your answer above

.....

.....

9. How do you describe the member's attendance of the meetings?

(1) Very good () (2) Good () (3) Fair () (4) Poor () (5)Very poor ()

10. How do you describe the member's participation in meeting?

(1) Very good () (2) Good () (3) Fair () (4) Poor () (5)Very poor ()

11. Do you have an annual general meeting?

Yes () No ()

12. If yes, are the annual general meeting held consistently?

Yes () No ()

13. In you opinion, has the way the members participate in the project activities influence the status of the project so far:

Yes 0 No 0

14. Explain your answer.....

.....

.....

SECTION C: LEADERSHIP

15. Project leadership is supposed to evolve from the people, explain how you get your project leaders.

Secret ballot	Yes	No
Show of hands	Yes	No
Appointment on recommendation of the Chief	Yes	No
Appointment on recommendation of the Councilor or Mp	Yes	No
Other, specify.....	Yes	No

16. How often do you choose your project leaders?

(1) After 1 year (3) When there is a crisis

(2) After every 3 years (4) Once

(5) Other, specify.....

17. What factors do the members mostly consider in choosing their leaders?

(6) Academic qualifications ()

(7) Academics and experience in community service ()

(8) Academics, community service experience and ability to persuade ()

(9) Ability to persuade only ()

(10)Closeness to political leadership ()

18. When did you lastly choose your leaders:.....

19. Use the scale below to describe your project leaders (tick all where appropriate)

(1) Honest

(2) Team work

(3) Networking

(4) Effective

(5) Technically competent

(6) Inspirational

(7) Efficient

SECTION D: RESOURCE MOBILIZATION STRATEGIES

20. Do you know of any fundraising activity that has been used by the project

Yes () No ()

21. If yes, which one(s) tick where appropriate and indicate total amount raised)

(1) Member's contribution ()

(2) Merry-Go-Round ()

(3) Harambee ()

(4) Loan request ()

(5) Request for donor support ()

(6) Request for grant from the central government ()

(7) Request for grant for the local government ()

(8) Request for grant from CDF ()

(9) Others specify..... ()

22. Do you know of any efforts made to mobilize members to participate actively and own the project?

Yes () No ()

23. If yes,

specify.....

.....

.....

24. How do members react to the direct involvement in the project activities?

(5) Highly respond ()

(6) Reluctantly respond ()

(7) Complain of over involvement ()

(8) They ignore ()

SECTION E: LOCAL POLITICS

25. Do you know of any politician's involvement in your project?

Yes () No ()

26. If yes, specify the activity and year of involvement

.....

.....

27. In your opinion, has the involvement of the politicians(s) influenced the implementation of your project in any way?

Yes () No ()

28. Explain your answer

.....

THANK YOU FOR YOUR TIME AND COOPERATION

APPENDIX 111: GARISSA MUNICIPALITY