INFLUENCE OF COMMUNITY DRIVEN DEVELOPMENT APPROACH ON POVERTY REDUCTION IN KENYA: A CASE OF TESO NORTH SUB-COUNTY

BY

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DECLARATION

This Research Project is my original work and has never been presented to any University or institution for academic award.

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This Research Project has been submitted for examination with my approval as University supervisor.

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DEDICATION

This work is dedicated to my wife, Leah Amoit, Mum Eunice Oshoromo, children Rachel, Samantha, Witney and Idriss, brother Shama Obwini for their support, patience and perseverance during my study period.

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ABSTRACT

In Kenya, previously, top down approach to community development was being implemented by government agencies and other donors/stakeholders that were common before the 1980s especially in rural development projects, in which projects were pre-determined mainly by the funding agencies. However, the projects did not adequately address the poverty issues because most of the projects were misplaced and did not reflect community aspirations. The purpose of the study was to determine the influence of Community Driven Development approach on Poverty reduction in Teso North Sub-County. The study was guided by the following objectives: To establish the extent to which interventions and priorities of projects influence poverty reduction in Teso North Sub-County, to determine how financial support of community driven projects influence poverty reduction, to establish the extent to which capacity building of the community and project managers influence poverty reduction and to establish how ownership of projects influence poverty reduction. This study was guided by system and innovation diffusion theory developed by E.M. Rogers in 1962. The research adopted descriptive research design and purposive simple random sampling techniques being employed and Sample size of 227 respondents. A survey method using a structured questionnaire, and guided interview were used to collect data. Data analysis involved preparation of the collected data - coding, editing and cleaning of data in readiness for processing using Statistical Package for Social Sciences and data were analyzed descriptively in form of percentages, frequencies and tables. Findings revealed that CDD Projects inadequately used Policy instruments to identify the poor as targeting efficiency for Poverty reduction and therefore the CDD approach did not effectively cover all target population in identifying and transferring benefits to the poor which inevitably resulted in type I and type II errors associated with targeting. Moreover, unfavorable enabling environment on CDD Projects in Teso North Sub-County and the scenario is worrying since the policies are too often biased against rural areas in developing countries, and the institutions responsible for delivering important rural services such as the ministries of agriculture, municipal governments, universities, banks, and court systems are either deficient or missing. The level of recurring operation and maintenance costs would be low hence failure of most CDD Projects in future due to un-sustainability of the projects in Teso North Sub-County. Inadequate Community Mobilization in Project identification of CDD projects in various locations and also CDD Officers did not hold enough project analysis in group discussions. 53.5 percent of the respondents stated that to some extent the Community was involved in managements' decision-making in Community Driven Development Projects. Insensitivity of gender equity rule of 30 percent gender representation in leadership positions where there was poor women representation in management committees for managements' decision-making in Community Driven Development Projects and improve CDD Procurement Process of Project resources i.e. Materials and equipment and skills were first outsourced from the Community members.Half (50.5 percent) of the respondents strongly agreed that Community Project identification played a great role in CDD Project ownership and same proportion were satisfied by CDD Procurement Process of Project resources which was inclined towards Poverty reduction. These findings may assist policy makers, donors/stakeholders and government agencies make informed decisions on poverty reduction strategies. The research

recommends other similar studies to be carried out in other Sub-Counties to compare and generalize the study findings and an influence on Targeting efficiency of Community Driven Development Projects on Poverty reduction

Table of Contents

DECLARATION ..... **ii**

DEDICATION ..... **iii**

ACKNOWLEDGEMENTS ..... **iv**

ABSTRACT ..... **v**

ACRONYMS AND ABBREVIATIONS ..... **xii**

LIST OF TABLES ..... **xiii**

LIST OF FIGURES ..... **xvi**

CHAPTER ONE **1**

INTRODUCTION **1**

1.1 Background of the Study 1

1.2 Statement of the Problem 7

1.3 Purpose of the Study 8

1.4 Objectives of the study 8

1.5 Research Questions 8

1.6 Significance of the Study 9

1.7 Limitation of the Study 9

1.8 Scope /Delimitation of the Study 10

1.9 Assumptions of the Study 10

1.10 Organization of Study 10

1.11 Definition of Significant Terms 10

CHAPTER TWO **12**

LITERATURE REVIEW **12**

2.1 Introduction 12

2.2 Community Driven Development Approach 12

2.3 Priorities of Community Driven Development Projects and Poverty reduction 13

2.4 Financial Support of Community Driven Development Projects and Poverty Reduction 16

2.5 Capacity Building of Community Driven Development Projects and Poverty Reduction 19

2.6 Ownership of Community Driven Development Projects and Poverty Reduction 23

2.7 Poverty Reduction 26

2.8 Theoretical Framework 26

2.9 Conceptual Framework 27

DETERMINANTS 28

2.10 Knowledge gap 29

CHAPTER THREE 31

RESEARCH METHODOLOGY 31

3.1 Introduction 31

3.2 Research Design 31

3.3 The Target Population 31

3.4 Sample Size and Sampling Technique 32

3.4.1 Sample size 32

3.4.2 Sampling Technique 33

3.5 Data Collection Instruments 33

3.6 Piloting 34

3.7 Validity of the Research Instruments 34

3.8 Reliability of the Research Instruments 35

3.9 Data Collection Procedures 35

3.10 Data Analysis Techniques and Presentation 36

3.11 Ethical Considerations 36

3.12 Operational definition of variables 36

CHAPTER FOUR 38

DATA ANALYSIS, PRESENTATION AND INTERPRETATION 38

4.1 Introduction 38

4.2 Response Return Rate 38

4.3 Demographic Characteristics of the Respondents 39

4.3.1 Respondents by Gender in CDD Projects in Teso North Sub-County 39

4.3.2 Age of the Respondents 39

4.3.3 Respondents by Education level in CDD Projects in Teso North Sub-County 41

4.3.4 Respondents' position in WKCDD/FMP Projects in Teso North Sub-County 41

4.3.5 Size of households of the respondents 42

4.4 Influence of Priorities of Projects by CDD approach on Poverty reduction in Teso North Sub-County 43

4.4.1 Extent of Community Driven Development Projects' design process on Poverty reduction in Teso North Sub-County 43

4.4.2 Influence of Community Driven Development Projects targeting efficiency on Poverty reduction in Teso North Sub-County 45

4.4.3 Influence of Community Driven Development Projects coverage on Poverty reduction in Teso North Sub-County 47

4.5 Influence of financial support of Community Driven Development Projects on Poverty reduction in Teso North Sub-County 48

4.5.1 Influence of enabling environment of Community Driven Development Projects on Poverty reduction in Teso North Sub-County 48

4.5.2 Influence of availability of resources of Community Driven Development Projects on Poverty reduction in Teso North Sub-County 50

4.5.3 Extent of Sustainability of Community Driven Development Projects on Poverty Reduction in Teso North Sub-County 51

4.6 Influence of Capacity Building of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 54

4.6.1 Extent of empowerment process of Community Driven Development Projects on Poverty reduction in Teso North Sub-County 54

4.6.2 Influence of Community Mobilization of Community Driven Development Projects on Poverty reduction in Teso North Sub-County 56

4.6.3 Influence of Community Involvement in Community Driven Development Projects on Poverty reduction in Teso North Sub-County 57

4.7 Influence of Community ownership of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 59

4.7.1 Influence of Community Project identification of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 59

4.7.2 Influence of Community Project management of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 60

4.7.3 Influence of Community Procurement Process of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 61

CHAPTER FIVE 63

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS 63

5.1 Introduction 63

5.2 Summary of findings 63

5.2.1 Influence of Interventions and Priorities of Projects by CDD approach on Poverty reduction in Teso North Sub-County 63

5.2.2 Influence of financial support of Community Driven Development Projects on Poverty reduction in Teso North Sub-County in Kenya 64

5.2.3 Influence of Capacity Building of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 64

5.2.4 Influence of Community ownership of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 65

5.3 Conclusion 66

5.3.1 Influence of Interventions and Priorities of Projects by CDD approach on Poverty reduction in Teso North Sub-County 66

5.3.2 Influence of financial support of Community Driven Development Projects on Poverty reduction in Teso North Sub-County 67

5.3.3 Influence of Capacity Building of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 67

5.3.4 Influence of Community ownership of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County 68

5.4 Recommendations 68

Recommendation for future research 69

REFERENCES 70

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APPENDIX I: 79

TRANSMITTAL LETTER OF DATA COLLECTION INSTRUMENTS 79

APPENDIX II: 80

QUESTIONNAIRE FOR COMMUNITY DRIVEN DEVELOPMENT COMMITTEE OFFICIALS AND PROJECT MANAGEMENT COMMITTEE OF COMMON INTEREST GROUPS 80

APPENDIX III: 86

INTERVIEW SCHEDULE FOR WKCDD/FMP AND LINE MINISTRY OFFICERS 86

APPENDIX IV: 88

TABLE FOR DETERMINING SAMPLE SIZE FOR A FINITE POPULATION 88

ACRONYMS AND ABBREVIATIONS

ABCD-Asset-based community development

CBPR-Community-based participatory research

CDD-Community-Driven Development

CDDC-Community Driven Development Committee

GOK-Government of Kenya

HIV/AIDS- Human Immunodeficiency Virus/Acquired Immune Deficiency Virus

KDHS-Kenya Demographic Health Survey

LLL-Lower Levels of Literacy

PICD-Participatory Integrated Community Development

PM&E- Participatory Monitoring and Evaluation

PAME-Participatory Assessment, Monitoring and Evaluation

WKCDD/FMP-Western Kenya Community Driven Development and Flood Mitigation Project

APA: American Psychology of Association

SPSS: Statistical Package for social sciences

LIST OF TABLES

Table 3.1 Sampling Frame…….36

Table 3.2 Operational definition of variables……....41

Table 4.1 Response return rate……..42

Table 4.2 Gender of Respondents…….43

Table 4.3 Ages of Respondents…….44

Table 4.4 Respondents Distribution by Level of Education……..45

Table 4.5 Respondents' positions in Community Driven Development Projects…….46

Table 4.6 Size of household of the respondents……....47

Table 4.7 Extent of Design Process of CDD Projects on Poverty reduction…….48

Table 4.8 Influence of CDD Projects targeting efficiency on Poverty reduction……..50

Table 4.9 Influence of CDD Projects coverage on Poverty reduction……...51

Table 4.10 Influence of enabling environment of CDD Projects on Poverty reduction ……
…53

Table 4.11 Influence of availability of resources in Community Driven Development Projects on Poverty reduction……55

Table 4.12 Extent of Sustainability of Community Driven Development Projects on Poverty reduction……...57

Table 4.13 Extent of Capacity Building in Community Driven Development Projects on Poverty reduction……...60

Table 4.14 Influence of Community Mobilization of Community Driven Development Projects on Poverty reduction……61

Table 4.15: Influence of community involvement of Community Driven Development Projects on Poverty reduction ……...63

Table 4.16 Influence of Community Project identification on Poverty reduction ……
…65

Table 4.17 Influence of Community Project Management of Community Driven Development Projects on Poverty reduction……..66

Table 4.18 Influence of Community Procurement Process of Community Driven Development Projects on Poverty reduction ……68

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Participatory rural community development projects have become increasingly popular in the last 40 years. These types of projects promise to improve efficiency, sustainability, and democratization. Nonetheless, they are complicated to implement because, many times they involve a number of different sectors and a wide variety of actors who must collaborate and coordinate efforts effectively for a successful outcome. The rural poor of developing nations have not been neglected by the international community. For many years effective rural development has been an objective of the international development industry. There are many obstacles in these countries to gaining effective outcomes. Some of the cited reasons include, stagnating rural production, environmental degradation and a concentration of poverty in the countryside (Zoomers, 2005. 271). Due to these factors the rural areas of developing nations remain vastly poor and poverty stricken.

In the past involving people and using local knowledge was seen as fruitless activity, due to the bureaucratic nature and structure of the organizations involved. There was a lack of belief in the abilities of the people to undertake meaningful participation. Nowadays belief in people to become involved in these projects is slowly increasing. External agencies have a defined role in this process and they also make the strongest claims for participatory approaches. Unfortunately they limit the process of participation and accountability in that they fail to enable the local people to impose sanctions on them if they fail in their projects (Brett. 2003. 2).

Poor people are often viewed as the target of poverty reduction efforts. CDD, in contrast, treats poor people and their institutions as assets and partners in the development process. Experience has shown that, given clear rules of the game, access to information, and appropriate support, poor men and women can effectively organize to provide goods and services that meet their immediate priorities. Not only do poor communities have greater capacity than generally recognized, they also have the most to gain from making good use of resources targeted at poverty reduction. Theron, (2001) argued that in the people-centred

approach, four fundamental questions are asked about the development process and include the following: From what? By whom? From whom? Humanist thinking on development implies more than economic growth and includes transformation of institutional, socio-cultural and political systems and structures, hence addressing development in a holistic way. The ultimate objective of development is enhancement of human capacities to enable people to manage their own lives and their environment (Srinivasan, 1990).

Davids et, al, (2009) indicated that people-centred development is a process by which the members of the society increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations. Unlike in past theories of development, humans are placed at the center, contrary to the 'trickle-down' approach in other development initiatives. Since the mid-1990s, Community Driven Development (CDD) has emerged as one of the fastest growing investments by NGOs, aid organizations and multilateral developments banks. This continued investment in CDD has been driven mostly by a demand from donor agencies and developing countries for large-scale, bottom-up and demand-driven, poverty reduction subprojects that can increase the institutional capacity of small communities for self-development. The success and scale of some CDD projects in the World Bank are especially notable. The World Bank supported approximately 190 lending projects amounting to $9.3 billion in 2000–2005 (World Bank, 2007a). Initiated by the International Development Association (IDA) at the World Bank, CDD projects have been instrumental in harnessing the energy and capacity of communities for poverty reduction. Since the start of this decade, IDA lending for CDD has averaged annually just over 50 operations, for an average total of US$1.3 billion per year (World Bank, 2010). ADB (2011) recognizes the importance of CDD in promoting economic and social development.

Some of the programs studied tend to exclude the poorest and/or most vulnerable groups. For example, the Socio-Environmental and Forestry Development Program (POSAF I, NI0025) in Nicaragua included a component for forest management in indigenous communities on the Atlantic Coast (IDB, 1995a). The component could not be implemented because it conflicts with the interests of a foreign tree resin company in the area proposed for this component. This led to the concession of the exploitation rights to the company, thus excluding the indigenous groups. Another example is the Reconstruction and Local Development Project (P049386) financed by the World Bank in Guatemala, which includes a capacity training

component for local government and community organizations in the areas of formulation, planning, evaluation, financing, maintenance, and execution of subprojects. It also includes training in participatory planning, which covers topics such as gender (World Bank, 1998a).

Another example of interventions that enhance and create human and social capital is the IDB's Rural Entrepreneurial Development Program (TC9506231) in Honduras, which provides training for communities and strengthening for productive groups. It also provides technical training for youths who have demonstrated leadership potential as well as community leaders. The persons trained through this program are expected to pass on their knowledge to other members of the community (IDB, 1995b). Another example is the IDB's Program to Support Small and Micro Enterprises (BO0171), which is made up of two components. One is for credit; the other is for technical assistance for capacity strengthening, targeting small and microenterprises. Unfortunately, the second component has not performed satisfactorily. Generally, support to productive assets and, in particular, training activities favor not only the sustainability and success of rural development programs that implement these components, but they also lay the foundation for improved participation and involvement in future rural development programs.

Other areas where problems surfaced when the beneficiaries were about to be selected include the IDB's Program for Productive Agriculture Sector Reactivation (NI0014) in Nicaragua and the Economic Revitalization Program for Rural Areas (HO0144) in Honduras, as well as the World Bank's Community Forest Project (P007700). The main difficulty project (NI0141). This program includes land titling and, in the case of married couples, requires that both spouses sign the title deed to the land. This gives the woman, and generally the couple, access not only to the asset itself but also to credit or financial assistance (IDB, 2001b). The Darien project in Panama (PN0116) has provisions for community participation and includes local government strengthening to increase their capacity to execute program activities (IDB, 1998).

Sancho (1996) and World Bank (1995) in Osinubi, (2003), defined the poor as those who are unable to obtain an adequate income, find a stable job, own property or maintain healthy living conditions. They also lack an adequate level of education and cannot satisfy their basic health needs. As such, the poor are often illiterates, in poor health and have a short life span. According to the *Voices of the Poor* study (Narayan *at al.,* 2000), based on interviews with

60,000 poor people in 60 countries, poor people demand a development process driven by their communities. When the poor were asked to indicate what might make the greatest difference in their lives, they responded: (a) organizations of their own so they can negotiate with government, traders, and NGOs; (b) direct assistance through community-driven programs so they can shape their own destinies; and (c) local ownership of funds, so they can end corruption.

The United Nations wanted to achieve certain goals in terms of poverty reduction by the year 2015. The United Nations Global Monitoring Report of 2007 was reviewed to find the present status on the reduction of poverty. The Current status of poverty in the world according to the United Nations in 2007 concerns five areas of action : Growth is reducing poverty but not everywhere e.g. Sub Saharan Africa (World Bank GMR, 2007); Investing in gender equality and empowerment of women is badly needed and is considered smart economics; Staffing by development agencies is critical in development programs and fragile states are failing to keep up with the intended targets for the millennium development goals; There are significant decreases in the quality of schooling even though the quantity of schooling is increasing and greater coherence among donors, recipients, countries and international agencies to meaningfully reduce poverty needs to occur (World Bank GMR, 2007).

The World Bank's Poverty Reduction Strategy Paper Sourcebook (Dongier et al, 2002) views community-driven development as a mechanism for enhancing sustainability, improving efficiency and effectiveness, allowing poverty reduction efforts to be taken to scale, making development more inclusive, empowering poor people, building social capital, strengthening governance, and complementing market and public sector activities

Developed countries and their development partners have been trying to involve communities and local governments in their own development since the end of Second World War, when the first colonies gained independence in South Asia. Pioneers in both India and Bangladesh (then a part of Pakistan) developed a clear vision of how it will be done: local development should be planned and managed by local citizens, their communities. Nigeria is aggressively implementing rural development programs aimed at significantly reducing poverty. The objective of the country's development strategy, the 2020 Vision, for example, is to make Nigeria one of the 20 largest economies in the world by the year 2020. These efforts have

produced promising results in the past ten years, when the Gross Domestic Product (GDP) grew by an annual average of 7 percent—more than double the 2.6–3.0 percent growth rate the country achieved from 1990 to 1999. The agricultural sector contributed about 47 percent of the GDP growth between 1990 and 2007, the largest contribution from a single sector. Despite this impressive growth, however, poverty in Nigeria remains entrenched. An estimated 54 percent of the Nigerian population lives below the poverty line, suggesting that the majority of the poor are being bypassed by these impressive achievements. What must policymakers do to target the poor? Government initiatives such as the National Economic Empowerment and Development Strategies (NEEDS and NEEDS II) are currently being designed to empower the poor and vulnerable to escape from poverty and to participate in designing new publicly funded development programs (Elekwa & Okechukwu, 2013)

In Kenya, previously, top down approach to community development was being implemented by government agencies and other donors/stakeholders that were common before the 1980s especially in rural development projects, in which projects were pre-determined mainly by the funding agencies. However, the projects did not adequately address the poverty issues because most of the projects were misplaced and did not reflect community aspirations. There also lacked ownership because the projects were perceived to belong to the funding agencies (Government or Donors) and sustainability was not guaranteed. A top down approach with weak forms of participation and empowerment as is the case of many World Bank development programs may reinforce the power of the World Bank itself rather that empowering those who need it (Godinot in Godinot and Wodon (ed). 2006. 32). In many projects the researchers working on poverty reduction are more at the centre of the research than the poor themselves (Godinot in Godinot and Wodon (ed). 2006. 33). The international community has failed to systematically include the collective capabilities of the poor in poverty reduction strategies (Narayan, 2002. 16).

Due to the inadequacy of top down approach, participatory approaches to development have gain substantial support over the past quarter century and have become increasingly important in the work of the World Bank (WBGSF, 2001). As funding agencies sharpen its focus on poverty reduction, the appeal of participation by the communities has grown apace. CDD approach to development has mainly been adopted by the World Bank and other agencies. World Bank support for participatory approaches in its client countries has been manifested through design and implementation of projects featuring community participation,

e.g CDD. The reasons being making programs more responsive to community needs and incorporation of local knowledge, improve cost effectiveness and sustainability might be better assured. The rural poor are also assured of the control of local resources.

Western Kenya Community Driven Development and Flood Mitigation Project (WKCDD/ FM Project (GOK/World Bank funded) uses CDD approach to achieve its objective. The project seeks to empower local communities to engage in wealth creation activities, lower the incidence of poverty and reduce the vulnerability of the poor to adverse outcomes associated with recurrent flooding. This is being done through proper management of the floodwaters that have been wreaking havoc to the communities in the floodplains, through construction of flood protection structures as well as the rehabilitation and management of catchment areas. Furthermore, the project is engaging in poverty reduction activities by promoting and supporting communities in alternative sources of livelihoods through community-driven activities. The catchment area of the project includes 10 sub counties of the former western province (Vihiga, Kakamega, Butere Mumias, Lugari, Bungoma, Busia, Teso and Mt Elgon) and 2 sub counties in the former Nyanza province (Bondo and Siaya).

In Teso North, WKCDD/FMP has funded several projects all through CDD approach. Among the categories of projects funded are: 1) Livestock (Local goats cross- breeding, draft oxen, dairy cow, improved poultry, pig farming, and dairy goats 2) Transport-Motor cycle (boda boda) 3) Cottage industries-Peanut butter and soya processing, 4) catering- tent and Chairs for hire, 5: Infrastructure development-Foot bridges, Market sheds and facilities for the physically challenged, Cotton and Rice Mills. Poverty in Teso North Sub County manifests itself in food insecurity, unemployment, low literacy levels and poor health. This manifestation of poverty in the Sub-County is more pronounced in health and education survey reports that indicate high incidents of malnutrition among children, high rates of school dropout especially in secondary schools and low transition rates from primary to secondary schools. Reports by demographic and survey indicate poor health, low incomes, poor housing conditions, subsistence farming, high dependence ratio, high rates of underemployment, limited access to social amenities, brewing and drinking of illicit brews, effects of HIV/AIDS among others.

1.2 Statement of the Problem

The World Development Report 2008 for Agriculture Development states, that more than half of the population in developing countries live in rural areas, where poverty is most extreme(Dose, 2007). Based on this background, it is therefore of great importance to improve the livelihoods of the rural poor by breaking the vicious circle of poverty to achieve a secure and stable household income. It is estimated that 64.2 percent of the population is poor whereby rural poverty stands at 64.2 percent and urban poor is 42.3 percent. This contributes 2.83 percent of the national poverty index (KDHS, 2009). Poverty in Teso North Sub County manifests itself in food insecurity, unemployment, low literacy levels and poor health. This manifestation of poverty in the sub county is more pronounced in health and education survey reports (KDHS, 2009) that indicate high incidents of malnutrition among children, high rates of school dropout especially in secondary schools and low transition rates from primary to secondary schools. Reports by demographic and survey indicate poor health, low incomes, poor housing conditions, subsistence farming, high dependence ratio, high rates of underemployment, limited access to social amenities, brewing and drinking of illicit brews, effects of HIV/AIDS among others (KDHS 2009).

For the past six decades have witnessed an increased interest in development discourse and a shift in understanding development was marked by sudden interest in participatory approaches in development (Chambers, 2007). This increased interest arose after the realization that the previous approaches to understanding development had failed, and resulted in the propagation of the people-centred approach. Despite the logic of these projects and the increasing amount of community participation, implementation effectiveness has been elusive. Many of the reasons for less than satisfactory implementations, such as low commitment and weak monitoring and evaluation systems, also plague other types of development projects. However, in the case of community-driven rural development projects, these weaknesses can have a magnified effect. For example, because these projects tend to be more open ended and context specific than other types of projects, the lack of a good monitoring and evaluation system can prevent rapid mid-course corrections, assessments of impacts, and well-supported lessons learned.

To date, the impact of these projects has been mixed. Communities commonly view project outcomes as positive because they improve standards of living, but operational and

maintenance problems frequently remain unresolved. At times, vulnerable and excluded groups do not benefit and pre-existing inequalities can even grow deeper. Achieving effective and seamless co-ordination between the various service providers and government agencies involved can also be difficult and elusive.

Community-driven approaches to local development are very relevant to social planners theoretically and practically. Theoretically, projects in which the community participates and takes ownership are more likely to be highly valued and sustainable over time and have positive implications on poverty eradication, than projects that are designed and imposed on the community by "outside" experts. For example, community residents are more likely to volunteer labor to maintain a "wanted" school building than externally selected "latrines." Community-driven rural development projects are one instrument for alleviating rural poverty. Does the approach chosen bring significant contribution to people's lives since Community-driven projects can vary considerably in scope and reach? It is against this backdrop that the current study intended to determine the influence of CDD approach on poverty reduction among residents of Teso North Sub-County.

1.3 Purpose of the Study

The purpose of this study was to determine the influence of Community Driven Development approach on Poverty reduction in Teso North Sub-County.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To establish the extent to which Priorities of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County.
2. To determine how financial support of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County.
3. To establish the extent to which Capacity building of the Community Driven Development Projects influence Poverty reduction in Teso North Sub-County.
4. To establish how Community ownership of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County.

1.5 Research Questions

This study sought to answer the following research questions:

1. To what extent does Priorities of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County?
2. How does financial support of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County?
3. To what extent does Capacity building of the Community Driven Development Projects influence Poverty reduction in Teso North Sub-County?
4. How does Community ownership of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County?

1.6 Significance of the Study

Participatory development at local level has been an increasing concern for policy-makers as well as development practitioners. Donors' pressure is another aspect of the whole issue. The results of this study may enable policy makers, project developers and stakeholders make informed decisions on planning and implementation aspects that positively contribute to sustainable socio- economic community development

1.7 Limitation of the Study

The study encountered a number of limitations. Given the fact that the study covered a number of households in rural setting of Teso North who had different level of education, the respondents were likely to give shaky responses and others reluctant due to language barrier. This may not have provided uniformity of responses on a similar issue. Therefore, this could in turn affect the internal validity of the data collected and hence the results could not be generalized. The problem was neutralized by using researcher administered questionnaire that combined both structured and unstructured questions and interpretation in local language where the researcher gave directions to be followed while answering the questions.

Due to the inherent 'fear of the unknown' especially in Kenya, some respondents in Teso North Sub-County offered some resistance because they were not used to researchers. This could have led to false information, very low questionnaire return rate or total refusal to respond to either method used to collect data. The limitation was mitigated by using researcher administered questionnaires which provided the opportunity to explaining intensively and extensively to the respondents, the importance of the research and assuring them anonymity and secrecy of their views.

1.8 Scope /Delimitation of the Study

Participatory development has been at the limelight of academic interest for quite some time. The study was delimited to groups within WKCDD/FMP communities in Teso North on influence of Community-Driven approach on poverty reduction.

1.9 Assumptions of the Study

The study was based on the assumption that all the responses given were true, honest and without malice. The key individuals identified as respondents were available for interview sessions, and there was political stability during the period of the study.

1.10 Organization of Study

This study was organized into five chapters.

Chapter one is introduction, why the study was considered important and the scope. The chapter also included the following topics: background information that has led to the choice of the study, the statement of the problem being addressed, research objectives, research question, significance of the study, assumptions, limitations, delimitations, definition of significant terms and the organization of the study. Chapter two mainly covered literature review and have several topics namely: Overview of CDD approach, the concept of CDD and its influence in poverty reduction, and a review of WKCDD/FMP and other community development approaches. Its themes were on community driven development.

Chapter three consisted of research design and methodology, indicating how the whole research was designed, target group and how the group was selected, describing the data collection instrument, data collection procedure and data analysis and interpretation techniques. Chapter four comprised of data analysis, presentation and discussions while chapter five presented summary of findings, conclusions, recommendations and suggestions for further research.

1.11 Definition of Significant Terms

Community Development: structured intervention that gives communities greater control over the conditions that affect their lives. This does not solve all the problems faced by a local community, but it does build up confidence to tackle such problems as effectively as any local action can. This definition is

adopted.

Community Driven Development (CDD): This is essentially a Bank Concept and the approach puts communities in charge of their own development in order to harness their considerable potential and social capital to improve the livelihood of the people.

Poverty: general scarcity or the state where an individual lacks certain amount of material possessions or money. It is a multifaceted concept, which includes social, economic political elements. Poverty seems to be chronic or temporary, and most of the time it is closely related to inequality.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers both empirical and theoretical literature related to the themes of the research topic, theoretical framework, the conceptual framework and the gap from the literature. The review covers themes on Community Driven Development Approach that includes sub projects interventions and priorities, community satisfaction, built capacity of sub projects and ownership of sub projects and how they influence poverty reduction.

2.2 Community Driven Development Approach

Community-Driven Development (CDD) is an economic development model which shifts overreliance on central governments to local communities. The expression "CDD" is widely adopted, and assumes different meaning and connotations depending on which development agency, or regional section of a development agency, has tried to apply it in practice in different countries. The idea evolved from an original general thrust towards "peoples' participation" in development activities, through the design of mechanisms to respond to the "demand" of the "beneficiaries", into dealing with more and more complex areas of public governance, responding to a view of the rural communities as development partners and centers of change in their own right.

To improve the governance system within the communities, CDD policy envisages the mobilization of the institutions commonly recognized by the members of a community with a view to ensuring thorough animation and consensus building, the articulation of the principle of "non-exclusion" (i.e. no discrimination against the higher social strata in a community selected for intervention) with the principle of "inclusiveness" (i.e. securing a pro-active role to the lower strata and to women). The expectation is that transparent consensus building processes within a community, combined with the use of self-targeting instruments by the project, result in a more equitable distribution of livelihood inputs and assets within the community, (www.fidafrique.net/IMG/.../IFAD_CDD).

2.3 Priorities of Community Driven Development Projects and Poverty reduction

Community-driven rural development grants decision-making powers to community groups and residents in the design of interventions aimed at improving standards of living and the allocation of resources to achieve agreed upon goals. The community groups often work in partnership with demand-responsive support organizations and service providers including elected local governments, nongovernmental organizations, private sector contractors, and regional and central government agencies to implement activities. CDRD is a means of providing small-scale infrastructure services, better organizing economic and natural resource management activities, empowering poor people, enhancing democratic governance and accountability, and improving the security of the poorest elements of the rural community. (IFAD, 2010)

Community-targeted interventions have tremendous potential to benefit the poor; the technique is undoubtedly preferable to universal poverty programs whose benefits are thinly spread across the entire population. Moreover, robust, program specific design protocols are seen as critical success-inducing factors; monitoring, transparency, and accountability have a strong positive correlation with targeting performance, while elite capture defined as the ability of a handful of individuals to hijack the beneficiary selection or benefit transfer process and corruption are negatively correlated. There needs to be a degree of flexibility in the process of design and implementation of these projects in order for unforeseen circumstances to be responded to appropriately (Zoomers, 2005. 290). There also needs to be consistency between the goals and activities in the project (Zoomers. 2005. 290). In this way outcomes will be made stronger by adherence to the goals of the project.

Further, community targeting is better attuned to communities where societal tensions and extreme disparity are not a preexisting concern and where there is no known tendency towards cultural exclusion based on criteria not linked to poverty levels. On the other hand, the technique is not suited to situations where poverty reduction impacts are strictly dependent on following stipulated criteria. Communities inevitably digress from the criteria, and any effort to check this tendency offsets the potential benefit from allowing them to use local knowledge. Community targeting is also not recommended for programs where aggregation of poverty data is a high priority, such as programs that seek to create national or regional poverty rankings.

Project design begins with the inception of the project, in that the communities are involved both directly and indirectly. The objectives of the project should be clearly stated and the underlying assumptions. Inputs, outputs and organizational strategies must be detailed. Sustainability issues should be explicitly addressed and stated as development goals. Mwangi (2005) and Ravallion (2005) expressed that, a community development project starts with the identification of a need or the realization that there is a need. This allows sharing of the vision through need assessment, followed by group discussion analysis. Kerote (2007) stated that this will not only confirm the need for change, but also clarify the scope of the problem at hand and the resource-based available.

Proponents argue that community-based targeting is much less likely to encounter misinformation. Communities often maintain high social capital and societal accountability structures, which entail interactions that reduce costs for coordination and collaboration (Spagnolo 1999). Public voice and accountability are believed to be naturally attuned to community-based approaches. This also implies that design elements such as monitoring and accountability entail low costs in the community-targeted technique (Mansuri and Rao 2004, 10). Furthermore, even the overall costs of community targeting are believed to be low. In the most comprehensive large-N analysis of targeting programs featuring different techniques, Coady, Grosh, and Hoddinott (2004a, 61) conclude that community-based targeting is relatively inexpensive.

Poverty reduction is the focus of most developing country governments today, and development experts continue to grapple with the most effective means of assisting the poor. There is an increasing consensus that economic growth, while necessary, is not sufficient (World Bank 1990, 1997; Coady 2004). Targeted anti-poverty interventions are now believed to be an essential element of any poverty reduction strategy. Targeting entails use of policy instruments to identify the poor among a population (Weiss 2005, 1). Targeted initiatives strive to maximize "targeting efficiency" - the proportion of benefits that reach those identified as "targets"- a feature pivotal to the future of poverty reduction. Inefficiency on this count reduces the utility of anti-poverty programs and wastes resources by channeling funds to the non-poor.

While a number of different methods are available to identify the poor, there is growing emphasis on community-based targeting techniques. Community targeting is a sub-set of

community participation, a broader concept that applies to all cases where communities lead the decision-making process. Existing studies that concur with this view link active participation to successful program performance (Bresnyan, Jr., Bouquet, Russo [undated], 9). Indeed, a number of donor agencies now make community participation a prerequisite for approval of poverty reduction projects (Conning and Kevane 2002, 375). Specifically with regard to targeting, a community-led arrangement amounts to decentralization of the targeting process such that local knowledge of the relative poverty status among community members is used to identify program beneficiaries.

Just as in the case of targeting, community participation does not guarantee gains that it theoretically should each time it is employed. Alderman (2001) argues that better community information can only bear dividends if communities find the incentives to reveal and base decisions on that information. The single biggest impediment in community participation, one that occupies the bulk of the discussion on the method's efficacy, is elite capture. The concern emanates from the heterogeneous nature of communities, as the more influential individuals within communities—the elite—often have a natural informational advantage and thus can exercise greater leverage over the terms of participation in an initiative (Bardhan 2000). Critics of community participation see this as common wisdom; they do not take presence of social capital as a given. They also do not believe that community participation can instill a sense of ownership and undermine disparate societal power structures (Bardhan and Mookherjee 2000; Spagnolo 1999). For these critics, social cohesion is considered a necessary prerequisite for community mobilization and efficient targeting returns; its absence implies that the marginalized may not be able to defy local power disparities to demand genuine participation. Mansuri and Rao (2004, 20) argue that cases exhibiting a net negative benefit from collective action will likely see averseness to it. Conceivably, this is most likely in cases where community inequality levels are high. Indeed, a number of studies have found inequality to be positively related to elite capture (La Ferrara 1999; Bardhan and Mookherjee, 2000).

Despite the emphasis on community-based targeting, we know little about the efficacy of the technique (Coady, Grosh, and Hoddinott 2004a, 59). Most literature on the subject is based on case studies that only allow for tentative generalizations across contexts. Instead, we narrowly focus on determining whether communities are efficient in identifying and transferring benefits to the poor. A failure to account for these concerns inevitably leads to

one of the two types of errors associated with targeting. These include the error of under-coverage or exclusion (type I) where some of the poor are not reached, and the error of leakage or inclusion (type II) in which the non-poor— those outside the target group— receive direct benefits from the program (Weisbrod 1970; Hoddinott 1999). Programs that manage to keep type I and type II errors to a minimum while maintaining low targeting costs are considered efficient. To ensure maximum gains from targeted programs, a number of targeting approaches are frequently employed (World Bank 2000, 85; Grosh 1994, 33–35; Weiss 2005, 7–8). These include activity (broad) targeting, direct (means) targeting, characteristic targeting, geographical targeting, and self-targeting. Community-based targeting, as defined in this study, falls under the rubric of characteristic targeting. It is unique in that it relies on local knowledge about the status of households in the community. Local definitions of poverty are more contextualized and can capture community-specific traits that centralized proxies often miss (Conning and Kevane 2002, 378). Indeed, current research on community involvement in selection of beneficiaries suggests a positive correlation with improved targeting and successful implementation of development interventions (Subbarao, et al. 1997, 87).

2.4 Financial Support of Community Driven Development Projects and Poverty Reduction

Rural community development does not occur in a vacuum and many economic and political policies and institutions can affect the outcome of local projects and initiatives. Successful rural development initiatives require greater macroeconomic stability (low inflation, stable currency, moderate current account deficits); equitable expenditures on rural infrastructure (roads, electricity, telecommunications, water and sanitation) and rural social services (education, health, agricultural extension); and government institutions that deliver services effectively in rural areas. Unfortunately, policies are too often biased against rural areas in developing countries, and the institutions responsible for delivering important rural services (such as the ministries of agriculture, municipal governments, universities, banks, and court systems) are either deficient or missing. As a result, rural community development projects normally take place in a hostile environment (Ostergaard, Moore, Ramirez, Wenner and Bonde, 2003)

The internal and external environments, in which the local community's activities operate, interact to determine the financial sustainability of the target members of that community.

The external factors could non-exclusively include the ability or inability to benefit from current national growth, as well as laws and regulations in place; status of available surrounding infrastructure and services; types of industries in the area; and financial shocks, as well as other external risks (ADB, 1993). On the other hand, internal factors could include the nature of available resources and local community's assets; local community's demographic factors; quality of the organizational resources; continuity or discontinuity, as well as skills, of personnel in organizational structures; capacity to absorb financial shocks with some degree of flexibility and take advantage of opportunities; having the necessary systems in place to operate efficiently, including appropriate technological resources, maintenance…etc.; access to market; existence of local financial measures that sustain risk management; existence of clear definitions of roles and responsibilities for avoidance of institutional conflicts (ADB, 1993) ;and degree of linkages with well-established institutions including private sector companies and/or civil society organizations. Unless such factors are taken into account, economic benefits will not be sustained (Queensland Government, 2011).

One of the key rudiments in project sustainability is the availability resources that are required for community-based projects. This means, selecting resources that should be available for the projected future, minimizing the possibility of project failure once it is up and running, due to inadequate essential materials. In many cases, this will mean identifying secondary sources of those materials that can be pressed into action. Inadequate funding detracts from a project's ability to be sustained (Bamberger & Cheema, 1990). However, there are many ways that funding can be linked to a project's ability to be sustained. Holder and Moore (2000) support developing local resources for enhanced sustainability emphasizing the importance of adequate local capacities to generate funds after external funding ceases.

Bossert (1990) asserts that planning for future funding needs to be in place early and needs to be continually developed during the life of the project; while LaFond (1995) discusses the need for longer initial funding periods to allow time for sustainability to be nurtured. As a result, projects have constantly to re-invent themselves so that they qualify again for set-up funding. Some projects are trapped in this cycle; this is not only time-consuming but hinders the natural development of the project. This is where generating increasing levels of income through trading may help some community projects break from this cycle of funding dependency

Assessing financial sustainability depends on the capacity to meet financial commitments in the short, medium and long-run; manage unforeseen financial shocks, any adverse changes and general economic conditions; and encounter arising risks (Queensland Government, 2011). If funds are sufficient during the financing period, but insufficient afterwards to maintain the benefits for the rest of project's planned life, then the project's financial sustainability is at risk (Ministry of Finance of the Czech Republic, 2011). Financial sustainability of a project can be measured if we analyze the 'with donor funding' situation vis-à-vis the 'after donor funding ceases to flow' situation.

Accordingly, the financial sustainability of a project depends on whether or not the concerned institutions are able to pay the financial subsidies that may be needed for the project to survive. Unless these institutions re-generate funds in a sustainable and transparent manner, their continuity into existence is highly doubted. The financial performance of the institution managing the project after the donor phases out must also be sufficient to attract capital to the project and the forecasted cash flow must be sufficient to finance the project (ADB, 1993).Internal and external financial environments. Economic viability of a project depends on its financial viability, that is; sustainability of the project's financial returns. It is of great significance to account for the economic sustainability of a project. Economic sustainability refers to the project's ability to survive in the wider context (ADB, 1993). Even when a project is intended to influence only one particular community, if it hopes to have a sustainable impact, it cannot afford to ignore the broader context in which that community is embedded. In designing interventions, it is unwise to assume that an individual or community is somehow isolated from markets, policies, or other external influences.

According to Ostergaard et al., (2003), three main constraints need to be addressed. First, access to knowledge and technical capacity need to be improved at the client- beneficiary, local government and central government levels. Second, poor coordination among the relevant public and private institutions that provide vital support services especially financial also needs to be improved. Finally, weak revenues or a weak financing base need to be improved to ensure the sustainability of interventions over the medium to long term, especially the provision of public goods (Guadgani et al.,2000).

The link between power and resources is a major driving force behind many efforts of development agencies to promote the empowerment of the powerless through LED. These

efforts have been greatly enhanced by the recent micro credit activities targeted at the poor. According to Fonso, (2008), it is a major tool in strengthening the economically un empowered within the LED programme. They will have access to loans even if they do not have tangible collateral security. The quantifiable activities of the micro credit and other infrastructure development to enhance the economic situation offer the prospect of tangible evidence of economic empowerment (Oakley, 2001). In SA, the socio-economic development and community empowerment is directed towards economic activities that will eradicate poverty. In the White Paper on Local Government, majority of the poor in South Africa are women and economic empowerment strategies aimed towards women are likely to prove the most effective. This is a major leap forward as women could be identified as vulnerable within the poverty circle in SA. Furthermore, the developmental local government aims at directly linking profitable growth or investment of businesses with redistribution or community development. This could be done by levying fast growing areas to subsidize the poor or to make social responsibility investment in return for business permission within localities. This was in effect boost the economic situation of the poor in South Africa (DPLG, Section B, 1998).

While current practice is also influenced by empowerment through self-awareness, transparency and democratization, the above three areas represents it's more tangible manifestation within localities (Fonso, 2008). A contextual analysis also looks at differential use of empowerment in terms of gender relations. Empowerment may be an explicit objective of the development intervention and that the intervention is undertaken in a manner that promotes active local participation or the more disadvantaged within the community/beneficiary in question (Oakley, 2001). Accordingly, it becomes the apt goal for LED to strengthen the economic capabilities of the community and especially the economically disadvantaged groups of the community thereby alleviating Poverty.

2.5 Capacity Building of Community Driven Development Projects and Poverty Reduction

Capacity building refers to the means by which a community can tap into its own strengths. "Capacity building places the emphasis on existing strengths and abilities, rather than being overwhelmed by problems or feelings of powerlessness" (HRDC, 1999). It is not possible for "outsiders" to come into a community and create capacity. Capacity building is not likely unless the community has the assets to begin with and the will to mobilize these assets.

Assets cannot be fabricated or imposed. "Communities are never built from the top down or the outside in" (Kretzman & McKnight, 1993). Community capacity relates to the assets that already exist within a community. These can include concrete resources needed to address particular issues, as well as the wisdom, expertise and leadership to make things happen. The underlying assumption of community capacity is that all members in the community have something to offer in terms of problem solving and strategies to undertake collective concerns.

Human Resources Development Canada (HRDC), in *The Community Development Handbook* (1999), describes several benchmarks regarding the outcomes for community capacity building. Capacity building creates stronger community relationships and sets the stage for the enhanced ability of community members to share ideas on a course of action. There is also an increased ability to set and realize common goals in the action plan. The community begins to have a collective appreciation and respect of the limited resources, both in human and financial terms. The community also takes ownership for the action plan and has an "expanded intuition in sensing what to do, when to do it and when to quit" (HRDC, 1999). In terms of youth mental health, capacity building also increases awareness of the issues and promotes community advocacy to make a difference. Capacity building taps into the natural leadership skills of those in the community and acknowledges and nurtures the interest in young people to be leaders. These outcomes of capacity building will be demonstrated throughout the paper.

Building capacity can be seen as Empowerment- process whereby partner organizations or people (stakeholders) are strengthened and as a result have more power in terms of the multiple challenges and tasks that they confront (Oakley, 2001). This aspect of empowerment enshrines in the people the ability or capabilities to conceive, design and implement their own development goals within the LED platform. It projects the tendency of a group of people or a community knowing what they want, how to achieve what they want and when best to achieve it. This approach to empowerment is buttressed in South Africa through municipal responsibilities to assist the poor in improving on their technical skills or training to enhance their overall capacities and to take control of their own development process (DPLG Section B, 1998). Community-based work by activists and researchers often aims at developing existing skills and resources at the community level as opposed to identifying needs. For example, a map of community capacities is strikingly different from a map of community

needs. While the former reveals a range of interests from local business and citizen associations, the latter looks at such factors as the rate of domestic violence or dropouts from high schools. "The process of identifying capacities and assets, both individual and organizational, is the first step on the path toward community regeneration. Once this new "map" has replaced the one containing needs and deficiencies, the regenerating community can begin to assemble its assets and capacities into new combinations, new structures of opportunity, new sources of income and control, and new possibilities for production" (McKnight and Kretzmann 1999: 159).

Community mobilization is the use of capacity to bring about change by joining together the strengths of the community into an action plan. "Community mobilization is based on the belief that when a community is mobilized to address and solve its own problems, more efficient and effective results will materialize than could be achieved by any other means" (Hastings, 2001). The anticipated goal is for a safe and healthy community with "buy in" from all community members. With respect to youth, such problems can include youth violence, substance abuse, eating disorders, or even youth suicide, which was the catalyst for the real-life example that will be referred to throughout this paper. Several key components are required for effective community mobilization to occur. These include creating a shared vision, a common understanding of the problem, leadership, and establishing collaborative partnerships, increased community participation and sustainability.

"A partnership is defined as a relationship where two or more parties, having compatible goals, form an agreement to do something together. Partnerships are about people working together in a mutually beneficial relationship; oftentimes doing things together that might not be able to be achieved alone." (HRDC, 1999). Community capacity building and mobilization depends upon the development and maintenance of strong partnerships. From a community perspective, the numbers and types of partners are quite far reaching, and can include youth themselves, their parents, the school system, service providers, the police, business, government and the media. In each case, it is important to identify the potential roles of partners, as well as how to sustain them in these roles. Roles cannot be completely independent but must be overlapping and exemplify mutual appreciation and respect for what each has to offer. As the community began to appreciate the possibilities of being able to make a difference, their collective voices began to be heard. These voices developed into a network of partnerships between the Community Resource Centre, West Carleton Secondary

School, businesses, the youth and the community. Each partner at the table was viewed as having their own expertise and strengths. The key focus of any vision was that the developed strategies had youth involvement, were youth friendly and were accessible to the rural population.

"It takes leadership, time and effort to build capacity." (HRDC, 1999). Capacity building does not happen without intentional effort. A critical element in both capacity building and mobilization is the leadership required to bring the key community players together, to capture their imagination and to energize them to action. Such leadership need not come from established hierarchies, but can emerge from the community itself. It could be a service provider, an educator, a parent, a member of the business community, or even a youth. Often, it is the personal qualities of an individual that enable that person to connect with the diverse groups that make up a community. These individuals must be supported by the more formal systems so they can put in the time to play this all important leadership role. Fostering and maintaining partnerships is a time-consuming activity that requires the appropriate allocation of resources.

Community involvement is an important factor for the sustainability of projects as it is the genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic to the project's success. Community awareness and involvement in project planning and implementation are important elements in the sustainability of a project. Many scholars suggest encouraging active community participation at all levels of project design and implementation (Bamberger & Cheema, 1990) for sustaining those programs.

Locally initiated programs may be more sustainable (LaFond, 1995), so it might be necessary to develop some level of local institutional building (Bossert, 1990). Involving all relevant community leaders and agencies facilitates sustaining programs (Goodman & Steckler, 1989; Shediac-Rizkallah & Bone, 1998). The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. It is therefore important that involving local communities‟ starts at the identification phase, when decisions are being made about what type of project is required to address their priority need. Sustainability cannot be achieved without their involvement and support and thus, stakeholder analysis is paramount to be able

to identify the key actors who should be involved in every stage of project management cycle. Stakeholders, both men and women, should actively participate, hence having the opportunity to influence the direction and detail of design and implementation. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve participation.

Bamberger & Cheema (1990) asserts that community participation is one of the major contributing factors for sustained community project because without the community, the project cannot stand on its own. While other factors that can be seen to make the community development project sustainable include, planning, programme operations, fact finding and research, budget allocation and analysis, public relation, human commitment, team work, location etc, all these come from the implementing organization. In Bonadikombo, Limbe Community (Cameroon) participation in the supply of water project, Capacity Building was emphasized and was key. The project implementers built the capacity of users by encouraging full scale participation in attending trainings organized by programme facilitators on capacity building (Odishika and Adedeji, 2015).In addition, for Kecamatan Development Programme (KDP) in Indonesia-the world's largest CDD programme, there was open, healthy competition between villages for KDP funds.

2.6 Ownership of Community Driven Development Projects and Poverty Reduction

Community acceptance and project ownership promote project support by all stakeholders involved in the project, hence reducing community resistance in participation in project activities. Chappel (2005) indicates that community support increases project efficiency, which impacts positively on project sustainability. Further, Akerlund, (2005) highlighted that community support increases project effectiveness as it helps to ensure that the project achieves its objectives and that benefits go to the intended groups. While embracing community acceptance and project ownership, projects are geared towards sustainability hence poverty reduction.

Where project ownership is exclusive, those in control are less likely to respond positively to the needs and ideas of the wider group. This can have a long-term impact on project sustainability. However, income generating activities need individual ownership. For example, the livelihood project for reformed street youth by Ex-street children organization (ECCO) in Kenya. From the descriptive analysis done, it was found that income generating

activities cannot sustain itself because of the communal ownership; therefore, it is recommended that, the focus should be on individual ownership if viability and sustainability is to be achieved in community development projects (ECCO, 2010). Research shows that donor-led and top-down projects generally fail to bring sustainable benefits because they do not lead to stakeholder ownership and commitment. Genuine participation and ownership is not being adequately addressed if the main strategy consists of simply running workshops or briefings to let them know what you are doing.

Mwangi (2005) and Ravallion (2005) expressed that, a community development project starts with the identification of a need or the realization that there is a need. This concurs with the CDD policy on project identification provide guidelines on how to identify a project. The Act requires that location meetings be held and the forum used to select projects to be submitted to the CDDC before onward transmission for funding. This allows sharing of the vision through need assessment, followed by group discussion analysis. Kerote (2007) stated that this will not only confirm the need for change, but also clarify the scope of the problem at hand and the resource-based available.

Van der Waldt & Knipe, (1998: 59) cited in Knipe, (2000: 146), define "project management as a set of principles, methods, tools, and techniques for the effective management of objective-oriented work in the context of a specific a unique environment". Therefore, "Project management entails planning, organizing, co-coordinating, controlling and directing activities of the project. Thus project management can also be regarded as a planning and control mechanism for using resources to achieve specific objectives". (Knipe 2000: 146). "Project management comprise a number of advantages such as; control over the whole project, which leads to good results; shorter completion time; cost control, quality of the product and transparency" (Knipe 2000: 146).

According to McDade (2004), good management ensures that sufficient local resources and capacity exist to continue the project in the absence of outside resources. Espinosa, et al. (2007) opines that task familiarity is important in the community based projects and this is usually linked to performance which in turn is linked to sustainability. Good management goes beyond mere skills (Kirksch, 2000) to technical and expertise required to successfully implementing the project (Little, 1993). This study argues that institutional and management capacity is a recipe to effective project implementation as it encourages participation and involvement of the community in all the processes of project implementation, hence people

feeling empowered. Empowered people have freedom of choice and action, which in turn enables them to better influence the course of their lives and the decisions which affect them.

By guidance of procurement rules and regulations that are internationally taken as benchmarks well adopted and customized from the World Bank procurement guidelines, procurement needs to be competitive so as to attract a wide range of bidders so as to get the best from the bidders in the supply market (WB, 2006). The most appreciated way to get bidders responding is by way of advertising for procurement opportunities; the rule of the thumb is that it can be done in any way (within law) so long as it reaches as many intended bidders as possible, notably, it may be done in daily press widely read, online or such other form.

Every organization, whether it is a manufacturer, wholesaler, or retailer, buys materials, services and supplies to support operations. Historically, purchasing has been perceived as a clerical or low-level managerial activity charged with responsibility to execute and process orders initiated elsewhere in the organization. The role of purchasing was to obtain the desired resource at the lowest possible purchase price from a supplier. This traditional view of purchasing has changed substantially in the past several decades. As a result, procurement has been elevated to a strategic activity (Bowersox, Closs, & Cooper, 2002).

Public procurement must be transacted with other considerations in mind, besides the economy. These considerations include accountability, non-discrimination among potential suppliers and respect for international obligations. For these reasons, public procurement is subjected in all countries to enact regulations, in order to protect public interests. Unlike private procurement, public procurement is a business process within a political system and has significant consideration of integrity, accountability, national interest and effectiveness (Wittig, 2001)Procurement as one of the components of the overall organizations Supply Chain (SC) need to be effective as well as efficient.

Lack of public confidence and trust in the government's ability to effectively and efficiently procure its goods and services has been a continuing headlines issue (Abramson & Harris, 2003). It is asserted that each time a new example of waste, fraud and abuse has occurred, a new legislation and regulation has been implemented to address the particular problem. As a result, over the years a specialized way of doing business has built up based on volumes of

legislation, regulations and practice. The resulting unique government system has unfortunately not achieved the desired objectives of effectiveness and efficiency.

It is essential that information shall be available to all eligible participants. This may require information to be placed in the village or district/provincial office, with the village chief or headman, or even in some cases with the oldest man in the community. "Where, in the interest of Project sustainability, or to achieve certain specific social objectives of the project, it is desirable in selected Project components to (i) call for participation of local communities and /or non-governmental organisations (NGOs), or (ii) increase the utilisation of local know-how and materials, or (iii) employ labour-intensive and other appropriate technologies, the procedures, specifications, contract packaging shall be suitably adapted to reflect these considerations, provided these are efficient.

2.7 Poverty Reduction

The theoretical debate about benefiting the poor has traditionally been dictated by two schools of thought. One cohort believes that the best possible way to execute any poverty reduction intervention is by "identifying" those in need and then directing the entire resource pool towards them. The opposing view prefers universal programs that are extended to all, irrespective of the level of poverty, but offer benefits that in theory end up benefiting the poor disproportionately (Besley and Kanbur 1991, 69; Weiss 2005, 3–6). Over time, universal programs have faded away in favor of targeted interventions (World Bank 1990, 1997; Besley and Kanbur 1991, 69–70). The need for targeting has become conventional wisdom and the success of anti-Poverty programs is commonly judged by the accuracy of the targeting approach.

2.8 Theoretical Framework

This study was guided by system and innovation diffusion theory developed by E.M. Rogers in 1962. It originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. The end result of this diffusion is that people, as part of a social system, adopt a new idea, behavior, or product. Adoption means that a person does something differently than what they had previously (i.e., purchase or use a new product, acquire and perform a new behavior, etc.). The key to adoption is that the person must perceive the idea, behavior, or product as new or innovative. It is through this that diffusion is possible. The system theory was advanced by Bertalanffy (1968) and states that a system consists of various components or sub-systems

which must function together for the system to work. If a sub-system fails, the whole system is put in jeopardy. Bertalanffy (1968) further advanced the system theory to general system theory. He hypothesized that the whole is more than the sum of the parts and the easier the interrelatedness the more efficient the system is. Adoption of a new idea, behavior, or product (i.e., "innovation") does not happen simultaneously in a social system; rather it is a process whereby some people are more apt to adopt the innovation than others.

Researchers have found that people who adopt an innovation early have different characteristics than people who adopt an innovation later. When promoting an innovation to a target population, it is important to understand the characteristics of the target population that will help or hinder adoption of the innovation. There are five established adopter categories, and while the majority of the general population tends to fall in the middle categories, it is still necessary to understand the characteristics of the target population. This theory is relevant to the study because the Community Driven Development approach which consists of Sub project interventions and priorities, financial support, Built capacity and Ownership of Projects in Teso North Sub-County are geared towards community development Projects that in turn supposed to assist the community in reducing poverty. Therefore the study was anchored to establish the extent to which Capacity building of the community and Project managers influence Poverty reduction in Teso North Sub-County and to establish how the ownership of Projects influence Poverty reduction in Teso North Sub-County.

2.9 Conceptual Framework

The Conceptual Framework was divided into independent, dependent, intervening and moderating variables. The independent variables (community driven development approach) which consist of Sub projects interventions and priorities, Financial support,Capacity building and Ownership of sub projectsin Teso North sub-county are supposed to assist the community introducing poverty (dependent variable). The intervening variable (Government and development partners' policy on poverty reduction) plays part to both independent variables and the dependent variable. The Government and development partners like the World Bank may create and implement policies that regulate infrastructure which may affect extent to which such independent factors are implemented to reduce Poverty.

DETERMINANTS

Independent Variables;

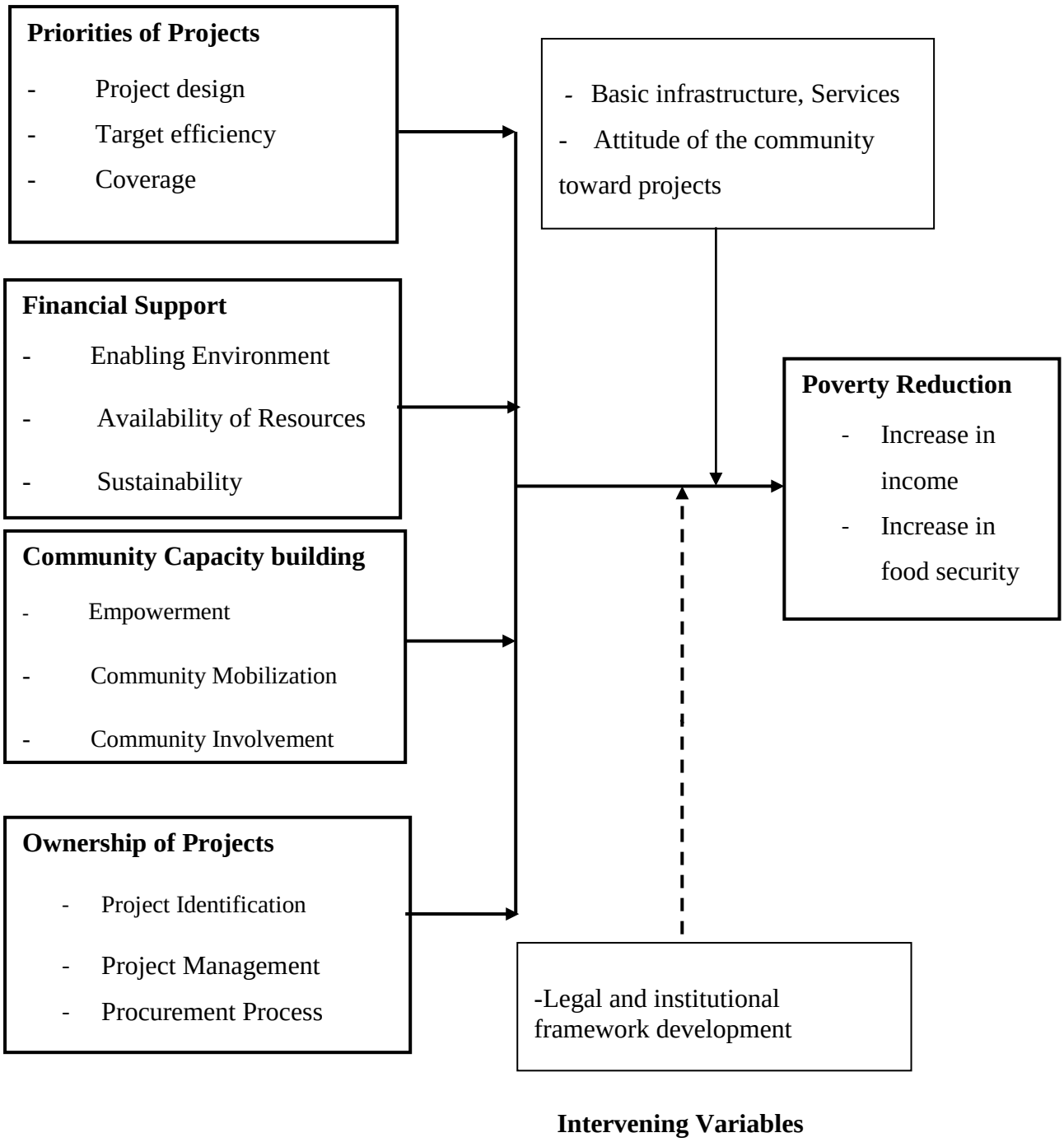

Figure 2.1 Conceptual Framework on Influence of Community Development Approach on Poverty Reduction in Teso North Sub-County

2.10 Knowledge gap

The literature materials reviewed highlighted in depth Community-Driven Development (CDD) as an economic development model which shifts overreliance on central governments to local communities in order to reduce poverty. Research showed that a large degree of attention is given by the development community to "governance." This focus grew out of the concerns of the World Bank and bilateral donors with corruption in the governments of borrowing countries and the desire by non-political organizations like the World Bank to be publicly critical about corruption. As interest in governance has grown, the scope of its definition has broadened. According to Dahl-Ostergaard, Moore, Ramirez, Wenner and Bonde (2003), despite the logic of these projects and the increasing amount of community participation, implementation effectiveness has been elusive. Many of the reasons for less than satisfactory implementations, such as low commitment and weak monitoring and evaluation systems, also plague other types of development projects. That it might be useful to consider the IDB-supported interventions as two different types: projects in the public domain and those in the private domain. That it might be useful to consider the IDB-supported interventions as two different types: projects in the public domain and those in the private domain. Types of interventions like Draft oxen, Local goats, Farm inputs, Tent & Chairs, Motorbikes are not researched on in any work. Community Priorities in choosing projects are neither researched on. The researcher will explore these and establish how they influence reduction of poverty.

Ostergaard et al., (2003) noted that in order to improve the medium- and long- term financial sustainability of rural development interventions, various parties have to play a role. Municipal governments need to be able to expand their tax base to ensure the availability of local financing. Central governments need to make regular and predictable transfers of funds to municipal governments in amounts sufficient to meet the sustainability aim. The establishment of competitive grant funds that are periodically replenished could finance winning proposals from rural community groups or public-private partnerships. Large firms need to act as good corporate citizens and actively support community development initiatives. Finally, community revolving funds run by professionals could help finance programs that are not attractive to for- mal financial intermediaries. Also according to Fonso (2008), the socio-economic development and community empowerment is directed towards economic activities that will eradicate poverty.

The research established how different environments and Empowerment through economic improvement influence poverty reduction in the rural communities. The researcher will establish how poverty reduction is influenced by financial empowerment through self-awareness, transparency and democratization. Braimah and Kwame (2005) in their study on Community Response to the Counterpart Funding Policy in Poverty Reduction Projects in Ghana established a framework that establishes the operationalization of the counterpart funding policy. The various forms and dimensions that communities contributed to the implementation of the projects are indicated. The communities paid their counterpart funds through three main ways; namely, labor power, material contribution and cash contribution. The researcher will establish if the community and project managers have had capacity building in Project management, project Financial Management and Procurement procedures and its impact on poverty reduction.

It was also established by Braimah and Kwame (2005) that community participation promotes a sense of ownership of projects in communities. It was however revealed that community ownership of projects and the sustainability of the projects did not move in tandem. But researcher has not been done to establish how Community participation, Social accountability and Community contribution influence poverty reduction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on research design, the study area and target population, the sample size, the sampling selection, instruments of data collection, the reliability and validity of the research instruments, data collection procedure and data analysis and operational definition of variables.

3.2 Research Design

The researcher employed descriptive survey design. This design was appropriate for this study because it aimed at describing variables that influence CDD approach on poverty reduction in Teso North. It was in with the purpose of the study on influence of Community Driven Development approach on poverty reduction in Teso North Sub- County. Also this design gave this study the advantage of collecting original data for the purpose of describing a population which is too large to observe directly hence good for the purpose of generalization (Cohen, Manion & Morrison, 2000). Descriptive survey gathers data on a one-shot basis and hence is economical and efficient (Morrison, (1993). Descriptive survey is also compatible with questionnaire and interview schedule which the research employed in collecting data (Mugenda and Mugenda, 1999).

3.3 The Target Population

Target Population is defined as all members of a real or hypothetical set of people, events or objects to which the researcher wishes to generalize the results of the research study (Borg & Gall, 1989). Cooper and Schindler (2005) define a population as the total collection of elements about which the researcher wishes to make some inferences. Zikmund (2003) defines a population as "a complete group of entities sharing some common set of characteristics". The target Population for the study was groups based at the villages at sub locational levels funded by WKCDD/FMP which uses CDD approach to achieve its objectives in Teso North Sub-County. This comprised of farmer's households and community driven development committee officials (CDDC) in Teso North. This comprised of 14 WKCDD/FMP officers, 8 Line Ministry Officers, 28 Community Driven Development

Committee and 334 Project Management Committee of Common Interest Groups giving a total population of 384.

3.4 Sample Size and Sampling Technique

This section describes sample size and sampling procedures used in sampling target population. More technical considerations suggest that an ideal sample size is a function of the precision of the estimates one wishes to achieve, the variability or variance, one expects to find in the population and the statistical level of confidence one wishes to use, Salant & Dillman (1994).

3.4.1 Sample size

A sample is finite part of a statistical population where properties are studied to gain information about the whole (Webster, 1985). A sample implies selecting a given number from a defined population as a representative of that population. Subjects included in this study were selected to meet specific criteria. Sample size depends on the nature of the analysis to be performed, the desired precision of the estimates one wishes to achieve, the kind and number of comparisons that will be made, the number of variables that have to be examined simultaneously and how heterogeneous a universe is sampled. Elaborate formulae have been developed to help researchers estimate the most realistic sample sizes for their studies (Cochran, 1977; Fink, 2002). 14 WKCDD/FMP Officers, 8 Ministry Officers were purposively selected, 24 CDDC members from population of 28 and 181 from 334 PMC Members were selected using table development by Krejcie & Morgan (1970) giving a sample size of 227 respondents. They proposed that using the above calculation, as the population increases the sample size increases at a diminishing rate and remains, eventually constant at slightly more than 380 cases. Table 3.1 shows the sampling frame of the target population.

Table 3.1 Sampling frame

Category	Target Population	Sample Size
WKCDD Officers	14	14
Line Ministry Officers	8	8
CDDC's	28	24
PMC/members	334	181
Total	**384**	**227**

Source: Surveyed data

3.4.2 Sampling Technique

Purposive and simple random Sampling techniques were employed to select the households within groups from the population. Purposive Sampling was used to select 14 staff from WKCDD/FMP and 8 Line Ministry Officers. Simple random sampling was used to select 24 Community Driven Development Committee officials (from each of the 28 sub-locations) and 181 people from Project Management Committee of Common Interest Groups.

Data Collection Instruments

In researching human beings, no single source of information can be trusted to provide a comprehensive perspective in any study program. As a result it is imperative to use several methods of data collection to improve on reliability and validity of data collected (Smith, 1975; Kitainge, 2005). Schofield and Anderson (1984) reports that using a combination of data sources and collection methods are a validating aspect which cross-checks the data. This use of combined data collection methods and sources such as interviews and questionnaires increases the validity and reliability of the information since the strength of one approach compensates for the weakness of another approach (Cohen, Manion & Morrison, 2000). Therefore, the study incorporated two data collection instruments which were Questionnaires, and Interview schedule. The choice of an instrument was guided by how well it satisfies the needs of the research by some absolute standard. The instrument met validity and reliability criteria of the measurement.

Questionnaire technique was preferred because it covers a wide range of area and also it reaches many respondents at a cheaper cost. Questionnaires can be statements or questions

and in all the cases the respondent were responding to something written for specific purposes. It also saves a lot of time (Kothari, 2004). Crocker and Algina (1986) advised that careful thought be given to the process of selecting an item or tool formats while maintaining clarity of items is critical to eliciting accurate responses from the subjects. In this study, questionnaires were used to collect data from the CDDC, WKCD/FMP, MO and House Holds on information such as age, gender, education level and administrative experiences. The questionnaires were developed based on research objectives and related literature.

According to Mcmillan and Schumacher (2001) an interview guide is flexible and adaptable as it involves direct interaction between individuals. The researcher conducted interviews because they were appropriate and effective. The interview guide had a list of all questions that respondents were asked giving room for the interviewer to write answers related directly to objectives of the study and structured for the respondents to select choices. Structured interviews are easier to analyze, are economical and provide a basis for generalization (Kothari, 2004).

3.6 Piloting

Prior to launching the full-scale study, the questionnaire was pre-tested to 10 randomly selected members of WKCDD/FMP officers, Line Ministry Officers, Community Driven Development Committee officials and Project Management Committee of Common Interest Groups from Teso South Sub-County to ensure its workability in terms of structure, content, flow, and duration. According to Cooper and Schindler (2005), a pre-test is defined as the testing of the questionnaire on a small sample of respondents preferably 10 or more. After the pre-testing of the questionnaire, modifications were made in the questionnaire to reduce the possibility of ambiguity of some of the questions before delivering them to the respondents.

3.7 Validity of the Research Instruments

Validity of instrument refers to ability of the instrument to measure what it is purposed to measure (Scheyvens & Storey, 2003). The project supervisor viewed the questionnaire before Pre-testing was done to make suggestions which were incorporated into the final instruments that were piloted in two villages in Teso South Sub-County to authenticate validity of the instrument. Cooper & Schindler (2005) observed that the researcher may rely on experts when piloting the instrument to identify changes that can be made on confusing items. In addition, experts and colleagues from the department of Extra Mural Centre at University of

Nairobi experienced in research were also requested to examine the questionnaire to check whether there were any items needed to be changed or rephrased, as well as the appropriateness of the time set for completing it to validate the instrument.

3.8 Reliability of the Research Instruments

Reliability is the consistency of the evaluation results (Scheyvens & Storey, 2003). Reliability of a measure refers to consistency (Koul, 1993, Bryman & Cramer, 1997). The concept of reliability has two aspects to it; internal and external reliability. Internal reliability is the ability of a scale to measure a single idea and whether it is internally consistent; its reliability can be computed. The instrument should elicit similar results when administered to different samples of the same population. Mulusa (1990) defined reliability as an instrument that produces consistent results when used more than once to collect data from the sample randomly drawn from the population. This was established by comparing data obtained from the pilot study. To ensure that the data collected was reliable, piloting of the questionnaire was conducted to test the reliability of the instrument. To test the reliability, Pearson Coefficient of Correlation was used and tested at ± 0.7. The test gave a value which was greater than 0.7 at r = 0.95 and questionnaires were deemed reliable (Scheyvens & Storey, 2003).

3.9 Data Collection Procedures

A letter of introduction from University of Nairobi was used to seek permission from County Education Officer, Busia that authorized collection of data from the relevant region. On obtaining the letter, the researcher carried it to the field where it was handed to the in-charge who in turn gave permission to give out questionnaires and carry interview to CDDC officials, WKCDD/FMP officers, Line Ministry Officers and Heads of Households. Direct observation was used during data collection in which the researcher took field notes relevant to the study. This was used in cross-checking and complementing information obtained from interviews, and understanding the context in which data was collected and thus helping in explaining the results. The final activity involved collection of the research instruments from the respondents, sorted out them ready for data analysis process which took duration of 2 weeks.

3.10 Data Analysis Techniques and Presentation

According to Marshall and Rossman (1999), data analysis is the process of bringing order, structure and interpretation to the mass of collected data. The collected data from the questionnaire and interview schedule were systematically organized in a manner to facilitate analysis. Data analysis involved preparation of the collected data - coding, editing and cleaning of data in readiness for processing using Statistical Package for Social Sciences (SPSS). SPSS was preferred because it is very systematic and covers a wide range of the most common statistical and graphical data analysis. The data were analyzed descriptively and the great advantage of descriptive statistics is that they make a mass of research material easier to 'read'. By reducing a large set of data into a few statistics, or into some picture such as a graph or table, the results of research were clearly and concisely presented.

3.11 Ethical Considerations

Ethics was an integral part of this research study right from planning stage to the actual conducting research Project which was supervised by the University of Nairobi lecturer, and research permit obtained from the Department of Extra Mural Studies to conduct research. Respondents were assured of the confidentiality of data collection process to ensure their cooperation and the contents of the questionnaire were such that it had no intimidation effect on respondents.

3.12 Operational definition of variables

Operational definition of variable is indispensable in scientific research because they enable investigators to measure relevant variables. Operationally defining variable forces the researcher to express abstract concepts in concrete terms since there is no single fool proof method for operationally defining a variable. Here, the operational framework for the study is presented. Indicators were denoted by the main variables in the study in order to make them measurable.

Table 3.2 Operational definition of variables

Objective	Type of variable	Indicators	Source	Scale of measurement	Statistical Test	Significance Level
To establish the extent to which interventions and priorities of projects influence poverty reduction	**Independent:** Interventions and priorities	- Project Design process; - Target Efficiency - Coverage	CDD projects	Nominal	Frequencies, cross tabulation	0.05
	Dependent: Poverty reduction	- Increase in income - Increase in food security	CDD projects	Ordinal Nominal		
To determine how financial support of community driven projects influence poverty reduction	**Independent:** financial support	- Enabling environment - Availability of resources - Sustainability		Ordinal Nominal	Frequencies, cross tabulation	0.05
	Dependent: Poverty reduction	- Increase in income - Increase in food security	CDD projects	Ordinal Nominal		
To establish the extent to which Community capacity building of the community and project managers influence poverty reduction	**Independent:** Community capacity building	- Empowerment - Community Mobilization - Community Involvement	CDD projects	Ordinal	Frequencies, cross tabulation	0.05
	Dependent: Poverty reduction	- Increase in income - Increase in food security	CDD projects			
To establish how ownership of projects influence poverty reduction	**Independent:** ownership of projects	- Project identification - Project Management - Procurement Process	CDD projects	Ordinal	Frequencies, cross tabulation	0.05
	Dependent: Poverty reduction	- Increase in income - Increase in food security	CDD projects			

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covered the findings, presentations, interpretation and discussions of the results from the study on influence of Community Driven Development approach on Poverty reduction in Teso North Sub-County, Kenya. The main sub headings were; demographic characteristics of the respondents, Response return rate, and analysis of specific objectives.

4.2 Response Return Rate

This study targeted all CDD members and PMC Members whose interests are directly linked to Poverty reduction. Out of 227 questionnaires and interview schedules administered to the CDD officials and members, 198 fully responded representing a return rate of 87.2 percent; (198/227x100). Table 4.1 shows the return rates of respondents that participated in the study.

Table 4.1 Response Return rate

Target category	Issued	Returned	Return Rate (%)
PMC Members	181	162	89.5
CDDC/WKCDD/FMP/MO	46	36	78.3
Total	**227**	**198**	**87.2**

From Table 4.1, the percentage return rate was 198 (87.2%). According to Nachimias and Nachimais (1992), 80 to 90 percent return rate was enough for a descriptive research study. This return rate was appropriate for data analysis and discussion and boosted the reliability of the results since the study sample size was set at a margin error of 5 per cent. Although the results may be interpreted to indicate a good response rate, a failure of 12.8 percent to report may be explained by lack of knowledge on CDD Projects on Poverty reduction and time constraints due to delayed return of the data collection tools.

4.3 Demographic Characteristics of the Respondents

Individual characteristics such as gender, age, and education, and household size can determine a household's decision to participate in community development projects and also the type of crops and animals the household decides to commercialize.

4.3.1 Respondents by Gender in CDD Projects in Teso North Sub-County

Since the study engaged measuring livelihood outcomes, the understanding of household socio economic characteristics in relation to gender was pertinent as critical variable in shaping resource access and control, interacting with class, caste, race, culture and ethnicity to shape processes of ecological change, the struggle of men and women to sustain ecologically viable livelihoods, and the prospects of community for sustainable development. Gender has a lager impact on planning and implementing farm activities and responses are stated in Table 4.2.

Table 4.2 Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	113	57.1
Female	85	42.9
Total	**198**	**100.0**

As portrayed in Table 4.2, the number of men in CDD Projects or WKCDD/FMP was more than that of women by 14.2% responses. This is a clear indication that majority of women are still not actively engaged in CDD Projects in Teso North Sub-County which may be attributed to the fact that they are not yet capacity build on such issues or Women are not perceived as agricultural decision makers and where this "perception bias" is particularly strong, no female extension worker would be employed in the study area. Rural society is predominantly patriarchal in which female participation in development activities is traditionally looked down upon

4.3.2 Age of the Respondents

The study also sought to establish the range of age of the CDD approach respondents since a household head's age may have a negative or positive impact on the household's decision

making and participation in community development activities and findings are revealed in Table 4.3.

Table 4.3 Ages of the Respondents

Age	Frequency	Percentage (%)
18-24 Years	37	18.7
25-35 Years	42	21.2
36-44 Years	63	31.8
>45 Years	56	28.3
Total	**198**	**100.0**

Findings indicate that 37 (18.7%) were aged 18-24 years old, 42 (21.2%) were between 25-35 years old, 63 (31.8%) were between 35-44 years old and 56 (28.3%) were over 45 years old. From Table 4.3, most of the respondents were between 36-44 years of age by 63 (31.8%) responses. The mean age of the respondents from the study was 37 years. It is evident that most CDD approach members were above youthful population. Older people may make their decisions more easily than young people since the former have accumulated capital and long-term relationships with their clients, or because they might have preferential access to credit due to their age or family size. The youths are barely left out in the development agenda of the community. They usually seek white collar jobs as form of employment and neglect community partnership and view pooling of resources together as a waste of time.

4.3.3 Respondents by Education level in CDD Projects in Teso North Sub-County

Education has always been paramount attribute to a person as it determines someone's level of understanding and interaction with the surrounding environment. Besides, education is the most important instrument for developing human skills, knowledge and invigorating people from poverty and findings show that 26 (13.1%) of the respondents had no education, 59 (29.8%) of the respondents had attained primary school education, 74 (37.4%) had achieved secondary education while 39 (19.7%) had attained college or university level of education. Table 4.4 shows the study findings.

Table 4.4 Respondents Distribution by Level of Education

Level	Frequency	Percentage (%)
Informal	26	13.1
Primary	59	29.8
Secondary	74	37.4
College/University	39	19.7
Total	**198**	**100.0**

As presented in Table 4.4, the study revealed that majority of the respondents had attained secondary education but only 26 (13.1%) informal education. This is said to be important in influencing the kind and nature of decisions and leadership provided to CDD Project members as there is a correlation between education and decision abilities of individuals. The residents of Teso North Sub-County require more training for empowerment. Empowerment is defined as the expansion of assets and capabilities of people to participate in negotiate with, influence, control, and hold accountable institutions that affect their lives.

4.3.4 Respondents' position in WKCDD/FMP Projects in Teso North Sub-County

The respondents were also asked to state their positions in the various committees in management of CDD Projects in Teso North Sub-County. The distribution of the positions held by the CDD Projects' officials and members shows that 15 (7.7%) were Executive

committee members, 14 (7.1%) were Monitoring officials, 3 (1.5%) were Finance officers, 6 (3.0%) Procurement officers and members were 160 (80.8%) of the respondents. The rest of the respondents were officials from the water ministry and other relevant government departments. Table 4.5 illustrates the study findings.

Table 4.5 Respondents' positions in Community Driven Development Projects

Position	Frequency	Percentage (%)
Executive committee member	15	7.6
Monitoring official	14	7.1
Finance	3	1.5
Procurement	6	3.0
Members	160	80.8
Total	**198**	**100.0**

From Table 4.5, the findings show that most of the respondents were CDD Project members by 160 (80.8%) responses.

4.3.5 Size of households of the respondents

The environment under which the agricultural sector operates has undergone major changes since independence in the 1960s. For example, in the past, farm sizes were large, the population was low, land was fertile, and the government regulated the economy. Today, the opposite is true: farm sizes are small, population density is high, the economy is free, and there is increased environmental degradation. These changes call for increased and sustainable production by using appropriate technologies and advanced extension methods. In order to understand household characteristics, the respondents were asked to state their size of households and Table 4.6 shows the study findings.

Table 4.6 Size of household of the respondents

Size of household	Frequency	Percentage (%)
<6 People	86	43.4
6-10 People	20	20.1
11-15 People	74	37.4
>15 People	18	9.1
Total	**198**	**100.0**

As presented in Table 4.6, results shows that 86 (43.4%) of the respondents had less than 6 people, 20 (10.1%) had between 6-10 people, 74 (37.4%) had a household of between 11-15 people while 18 (9.1%) having a household over 15 people. As from Table 4.5, most of the respondents had less than 6 people by 86 (43.4%) responses. The size of a household determines the family labour supply for production and consumption levels. The decision maker in the households and their willingness and ability to share power, and the nature of the stakeholders' desire and need to participate in development is significantly important.

4.4 Influence of Priorities of Projects by CDD approach on Poverty reduction in Teso North Sub-County

Community-targeted interventions have tremendous potential to benefit the poor; the technique is undoubtedly preferable to universal poverty programs whose benefits are thinly spread across the entire population. Therefore, the respondents were asked to state their opinion that best described their responses on indicators of design process, target efficiency and coverage. This objective was rated on a scale of Great Extent (**GE**), Some Extent (**SE**), Little Extent (**LE**), and Virtually Nothing (**VN**) under the following themes:

4.4.1 Extent of Community Driven Development Projects' design process on Poverty reduction in Teso North Sub-County

The respondents were asked to state the extent of design process and how it inclined towards Poverty reduction in Teso North Sub-County and the findings are illustrated in Table 4.7.

Table 4.7 Extent of Design Process of CDD Projects on Poverty reduction

Extent of design process of CDD Projects	GE		SE		LE		VN		TOTAL	
	F	%	F	%	F	%	F	%	F	%
Design process spelled out Poverty as objective	80	40.4	25	12.6	73	36.9	20	10.1	198	100
Problem identification & sharing of vision through need assessment	93	47.0	56	28.3	39	19.7	10	5.0	198	100

Robust, program specific design protocols are seen as critical success-inducing factors in reducing Poverty among the rural families. Results shows that 80 (40.4%) of the respondents agreed to great extent that CDD Projects had clear design process that spelled Poverty reduction as an objective to be attained, 25 (12.6%) to some extent, and 73 (36.9%) to little extent while only 20 (10.1%) of CDD members indicated virtually nothing to the statement. They also indicated that communities had substantive problem identification and sharing of the vision through need assessment where 93 (47.0%) of the respondents asserted to great extent, 56 (28.3%) to some extent, and 39 (19.7%) to little extent while 10 (5.0%) of the respondents indicated virtually nothing to the statement.

From Table 4.7, CDD Projects had clear design process that spelled poverty reduction as an objective to be attained by 80 (40.4%) of the respondents agreed to great extent. The first step in planning for public participation is to ensure that you are seeking to obtain and use public input and not merely seeking public buy-in to an already determined outcome. These results are in agreement with other findings by Yacoob and Roark, 1990 who indicated that institutions utilize various development processes to influence, educate and modify the behavior and attitudes of a target population. Such processes are used by all sectors. They further indicated that problem identification and sharing of the vision through need assessment where 93 (47.0%) of the respondents asserted to great extent. This had a bearing on poverty reduction. Successful initiatives has been a clear vision and set of consistent goals, targets, and desired outcomes of participation and engagement that can lead to changes

resulting from successful community interventions. Frequently, goals include increasing decision-making capacity, building social capital, and preserving natural resources.

This result is consistent with earlier findings by Mwangi (2005) and Ravallion (2005) who expressed that, a community development project starts with the identification of a need or the realization that there is a need. This allows sharing of the vision through need assessment, followed by group discussion analysis. Kerote (2007) stated that this will not only confirm the need for change, but also clarify the scope of the problem at hand and the resource-based available. The system theory advanced by Bertalanffy (1968) states that a system consists of various components or sub-systems which must function together for the system to work. If a sub-system fails, for instance, project design process fails; the whole system is put in jeopardy. He hypothesized that the whole is more than the sum of the parts and the easier the interrelatedness the more efficient the system is.

4.4.2 Influence of Community Driven Development Projects targeting efficiency on Poverty reduction in Teso North Sub-County

The respondents were asked to state the influence of CDD Projects targeting efficiency and how it inclined towards Poverty reduction in Teso North Sub-County and the findings are shown in Table 4.8.

Table 4.8 Influence of CDD Projects targeting efficiency on Poverty reduction

Influence of CDD targeting efficiency	GE		SE		LE		VN		TOTAL	
	F	%	F	%	F	%	F	%	F	%
Use Policy instruments to identify the poor	20	10.1	71	35.9	83	41.9	24	12.1	198	100
All benefits reach those identified as “targets”	36	18.2	99	50.0	47	23.7	16	8.1	198	100

Findings show that 20 (10.1%) of the respondents agreed to great extent that CDD Projects used Policy instruments to identify the poor, 71 (35.9%) to some extent, and 83 (41.9%) to little extent while 24 (12.1%) of CDD members indicated virtually nothing to the statement. They further indicated that all benefits reached those identified as “targets” where 36 (18.2%) of the respondents asserted to great extent, 99 (50.0%) to some extent, and 47 (23.7%) little

extent while 16 (8.1%) of the respondents indicated virtually nothing. Community-targeted interventions have tremendous potential to benefit the poor; the technique is undoubtedly preferable to universal poverty programs whose benefits are thinly spread across the entire population. It is wise to begin consulting with the community right from the start. This helps to bring trust, understanding and support for the group. If the project proceeds too far before targeted community are informed there may be problems with rumors and the spreading of misinformation.

From Table 4.8, 83 (41.9%) of the respondents agreed to little extent that CDD Projects used Policy instruments to identify the poor as targeting efficiency for Poverty reduction. These results are similar with other findings by (Weiss 2005, 1) who indicated that targeted anti-poverty interventions are now believed to be an essential element of any poverty reduction strategy. Targeting entails use of policy instruments to identify the poor among a population. Targeted initiatives strive to maximize "targeting efficiency" - the proportion of benefits that reach those identified as "targets"- a feature pivotal to the future of poverty reduction. Inefficiency on this count reduces the utility of anti-poverty programs and wastes resources by channeling funds to the non-poor. The need for targeting has become conventional wisdom and the success of anti-poverty programs is commonly judged by the accuracy of the targeting approach.

An overwhelming half, (50 percent) of CDD members asserted to some extent that all benefits reached those identified as "targets". This was inclined towards Poverty reduction where the possible way to execute any poverty reduction intervention is by "identifying" those in need and then directing the entire resource pool towards them. While a number of different methods are available to identify the poor, there is growing emphasis on community-based targeting techniques. Community targeting is a sub-set of community participation, a broader concept that applies to all cases where communities lead the decision-making process to successful program performance (Bresnyan, Jr., Bouquet, and Russo [undated].

4.4.3 Influence of Community Driven Development Projects coverage on Poverty reduction in Teso North Sub-County

An item also focused on determining whether communities were efficient in identifying and transferring benefits to the poor among individuals in Teso North Sub-County and results are depicted in Table 4.9.

Table 4.9 Influence of CDD Projects coverage on Poverty reduction

Influence of CDD Projects coverage	Frequency	Percentage (%)
Strongly Agree	21	10.6
Agree	78	39.9
Neutral	7	3.5
Disagree	68	34.3
Strongly Disagree	24	11.7
Total	**198**	**100.0**

As presented in Table 4.9, 21 (10.6%) of the CDD members strongly agreed that CDD approach effectively covered all the target population in identifying and transferring benefits to the poor as another 78 (39.3%) agreed. There were 7 (3.5%) who were neutral in giving their opinion and 68 (34.3%) of the respondents disagreed while 24 (11.7%) strongly disagreed. By matching specific groups (civil societies, activists, youth, women etc.) and individuals (PLWD, landless and marginalized) to the identified interests, ensure that the process engage the full range of perspectives needed to conduct meaningful public participation. Overall they find that the targeting differential (the difference in optimal spending on the poor and the non-poor) is positive. That is, more of the poor than the non-poor receive the program.

As shown in Table 4.9, 78 (39.9%) of the respondents who participated in this study agreed that CDD approach effectively covered all the target population in identifying and transferring benefits to the poor. An almost equal proportion, 68 (34.4%) of the members disputed that CDD projects' coverage towards target population was inadequate. Therefore, some errors were committed by the WKCDD/FMP Officers during the implementation of the

program. These findings are similar to those by Weisbrod 1970; Hoddinott, 1999 who asserted that a failure to account for these concerns inevitably leads to one of the two types of errors associated with targeting. These include the error of under-coverage or exclusion (type I) where some of the poor are not reached, and the error of leakage or inclusion (type II) in which the non-poor; those outside the target group receive direct benefits from the program. Programs that manage to keep type I and type II errors to a minimum while maintaining low targeting costs are considered efficient. To ensure maximum gains from targeted programs, a number of targeting approaches are frequently employed (World Bank 2000, 85; Grosh 1994, 33–35; Weiss 2005, 7–8). These include activity (broad) targeting, direct (means) targeting, characteristic targeting, geographical targeting, and self-targeting.

4.5 Influence of financial support of Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Rural community development does not occur in a vacuum and many economic and political policies and institutions can affect the outcome of local projects and initiatives. The study also focused on influence of financial support of Community Driven Development Projects on poverty reduction in Teso North Sub-County and the respondents were asked to state their opinion that best described their responses as indicated in the following themes;

4.5.1 Influence of enabling environment of Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Unfortunately, policies are too often biased against rural areas in developing countries, and the institutions responsible for delivering important rural services (such as the ministries of agriculture, municipal governments, universities, banks, and court systems) are either deficient or missing. As a result, rural community development projects normally take place in a hostile environment. It was worthwhile to determine influence of enabling environment of Community Driven Development Projects on Poverty reduction in Teso North Sub-County and findings are presented in Table 4.10.

Table 4.10 Influence of enabling environment of CDD Projects on Poverty reduction

Influence of enabling environment in CDD Project	Frequency	Percentage (%)
Strongly Agree	13	6.6
Agree	99	50.0
Neutral	7	3.5
Disagree	59	29.8
Strongly Disagree	20	10.1
Total	**198**	**100.0**

Findings from Table 4.10 showed that 13 (6.6%) of the respondents strongly agreed that enabling environment on CDD approach had a bearing on Poverty reduction, 99 (50.0%) agreed, 7 (3.5%) were neutral in giving their opinion and 59 (29.5%) of the respondents disagreed while 20 (10.1%) strongly disagreed. Rural community development does not occur in a vacuum and many economic and political policies and institutions can affect the outcome of local projects and initiatives. Successful rural development initiatives require greater macroeconomic stability (low inflation, stable currency, moderate current account deficits); equitable expenditures on rural infrastructure (roads, electricity, telecommunications, water and sanitation) and rural social services (education, health, agricultural extension); and government institutions that deliver services effectively in rural areas. Community governance is particularly vulnerable to elite capture because participants enter the process from unequal positions of power: they have asymmetrical social positions, disparate access to economic resources, varying levels of knowledge of political protocols and procedures and different literacy rates. Members of a large group rationally seek to maximize their personal welfare, they will *not* act to advance their common group objectives unless there is coercion to force them to do so

Unfortunately, 59 (29.8%) of respondent respondents disagreed to enabling environment on CDD Projects. The scenario is worrying since the policies are too often biased against rural areas in developing countries, and the institutions responsible for delivering important rural services such as the ministries of agriculture, municipal governments, universities, banks, and court systems are either deficient or missing. These findings are in agreement with others by

Ostergaard, Moore, Ramirez, Wenner and Bonde, (2003) who indicated that rural community development projects normally take place in a hostile environment. The internal and external environments, in which the local community's activities operate, interact to determine the financial sustainability of the target members of that community. The external factors could non-exclusively include the ability or inability to benefit from current national growth, as well as laws and regulations in place; status of available surrounding infrastructure and services; types of industries in the area; and financial shocks, as well as other external risks (ADB, 1993).

4.5.2 Influence of availability of resources of Community Driven Development Projects on Poverty reduction in Teso North Sub-County

One of the key rudiments in project sustainability is the availability resources that are required for community-based projects and the respondents were asked to state the influence of availability of resources in Community Driven Development projects on poverty reduction in Teso North Sub-County and Table 4.11 shows the results.

Table 4.11 Influence of availability of resources in Community Driven Development Projects on Poverty reduction

Influence of availability of resources of CDD Projects	Frequency	Percentage (%)
Strongly Agree	142	71.7
Agree	30	15.2
Neutral	3	1.5
Disagree	10	5.1
Strongly Disagree	13	6.5
Total	**198**	**100.0**

From Table 4.11, 142 (71.7%) of the respondents strongly agreed that availability of resources had a great influence on CDD approach on Poverty reduction, 30 (15.2%) agreed, 3 (1.5%) were undecided in giving their opinion and 10 (5.1%) of the respondents disagreed

while 13 (6.5%) strongly disagreed. One of the key rudiments in project sustainability is the availability resources that are required for community-based projects.

There is overwhelming evidence that availability of resources had a significance influence on CDD projects' poverty reduction as Community targeted interventions by 142 (71.7%) responses. Dependency on external aid negatively impacted the attitudes of the community members. It is no surprise that communities ask donors for CDD Projects, because they usually involve a large gift of food aid or money (revolving funds). It is also no surprise that communities almost never use their own resources to channel into community development projects because villagers usually have better things to do with their own resources and they'd rather invest their own resources at home, where they can keep their eyes on them, rather than pooling resources together for community beneficial. These community members fear pooling risks together especially when there is no insurance.

These findings are similar to those by Bamberger & Cheema, 1990 who asserted that availability of resources influences selection of resources that should be available for the projected future, minimizing the possibility of project failure once it is up and running, due to inadequate essential materials. In many cases, this will mean identifying secondary sources of those materials that can be pressed into action. These internal factors of the nature of available resources and local community's assets; local community's demographic factors; quality of the organizational resources; continuity or discontinuity, as well as skills, of personnel in organizational structures; capacity to absorb financial shocks with some degree of flexibility and take advantage of opportunities; having the necessary systems in place to operate efficiently, including appropriate technological resources, maintenance…etc.; access to market; existence of local financial measures that sustain risk management; existence of clear definitions of roles and responsibilities for avoidance of institutional conflicts (ADB, 1993).

4.5.3 Extent of Sustainability of Community Driven Development Projects on Poverty Reduction in Teso North Sub-County

The study sought to establish the various sources and level of funding as sustainability for the Community Driven Development projects on poverty reduction in Teso North Sub-County. Financial sustainability of a project can be measured if we analyze the 'with donor funding'

situation vis- a-vis the 'after donor funding ceases to flow' situation and Table 4.12 shows the study findings.

Table 4.12 Extent of Sustainability of Community Driven Development Projects on Poverty Reduction

Sustainability			**F**	**%**
Source of funding	WKCDD/ FMP	Community	43	21.7
		World Bank	155	78.3
Level of Operation and Maintenance costs	WKCDD/ FMP	High	22	11.1
		Average	60	30.3
		Low	116	58.6

Research findings showed that 43 (21.7%) of the projects funding comes from community members and 155 (78.3%) of funding resources was hugely dependent on government or donor agencies. They were also asked to the state whether the responsible parties had resources to cover recurring operation and maintenance costs and 22 (11.1%) asserted highly, 60 (30.3%) said it was average while 116 (58.6%) of the respondents indicated to be low. An element of sustainability will be there if the community channels more of their local resources available in community projects. In the case of Teso North Sub-County CDD program, the probability that the community projects survive in the long run is very small since large proportion of the resources was donated by World Bank. Ideally, an appropriate enabling environment should be in place before initiation of any CDD effort. This is not always possible. Experience and studies have shown that those CBOs with clear lines of responsibility, open decision-making processes, and direct accountability to the community improve service provision, make more effective use of resources, and are more sustainable.

Table 4.12 illustrates that with regards to sources of funding of the Community Driven Development Projects, 155 (78.3%) of the respondents asserted that donor (WKCDD/FMP or World Bank) was the main source of funding Community Driven Development Projects. Regrettably, only 43 (21.7%) of the respondents indicated funding from the Community members. What happens when donor (WKCDD/FMP or World Bank) withdraws? Therefore

Poverty eradication is dependent on Sustainability of donor funded Projects. The system theory advanced by Bertalanffy (1968) states that a system consists of various components or sub-systems which must function together for the system to work. If a sub-system fails, the whole system is put in jeopardy. The whole is more than the sum of the parts and the easier the interrelatedness the more efficient the system is. Assessing financial sustainability depends on the capacity to meet financial commitments in the short, medium and long-run; manage unforeseen financial shocks, any adverse changes and general economic conditions; and encounter arising risks (Queensland Government, 2011). If funds are sufficient during the financing period, but insufficient afterwards to maintain the benefits for the rest of project's planned life, then the project's financial sustainability is at risk (Ministry of Finance of the Czech Republic, 2011).

These findings are similar to those by Bossert, (1990); who proposed that planning for future funding needs to be in place early and needs to be continually developed during the life of the project; while LaFond (1995) discusses the need for longer initial funding periods to allow time for sustainability to be nurtured. As a result, projects have constantly to re-invent themselves so that they qualify again for set-up funding. Some projects are trapped in this cycle; this is not only time-consuming but hinders the natural development of the project. This is where generating increasing levels of income through trading may help some community projects break from this cycle of funding dependency.

There is every indication that CDD Projects were partly or fully funded by the donors. It was indicated by majority of the respondents that the level of recurring operation and maintenance costs was low by 116 (58.6%) responses. This indicates failure of most CDD Projects in Teso North Sub-County on sustainability of the projects. These findings highly correlate with findings by ADB, (1993). Accordingly, the financial sustainability of a project depends on whether or not the concerned institutions are able to pay the financial subsidies that may be needed for the project to survive. Unless these institutions re-generate funds in a sustainable and transparent manner, their continuity into existence is highly doubted. The financial performance of the institution managing the project after the donor phases out must also be sufficient to attract capital to the project and the forecasted cash flow must be sufficient to finance the project. Economic viability of a project depends on its financial viability, that is; sustainability of the project's financial returns. It is of great significance to account for the economic sustainability of a project. Economic sustainability refers to the project's ability to

survive in the wider context (ADB, 1993). Even when a project is intended to influence only one particular community, if it hopes to have a sustainable impact, it cannot afford to ignore the broader context in which that community is embedded. In designing interventions, it is unwise to assume that an individual or community is somehow isolated from markets, policies, or other external influences.

4.6 Influence of Capacity Building of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Capacity building creates stronger community relationships and sets the stage for the enhanced ability of community members to share ideas on a course of action. Therefore, the study sought to establish the extent to which capacity building in CDD projects influence poverty reduction in Teso North Sub-County and the respondents were asked to state their opinion that best described their responses as indicated in the following themes;

4.6.1 Extent of empowerment process of Community Driven Development Projects on Poverty reduction in Teso North Sub-County

The process of identifying capacities and assets, both individual and organizational, is the first step on the path toward community regeneration and therefore the respondents were asked to state the extent to which they were satisfied with empowerment process in Community Driven Development projects on poverty reduction in Teso North Sub-County and findings are presented in Table 4.13.

Table 4.13 Extent of empowerment process of Community Driven Development Projects on Poverty reduction

Extent of Empowerment process of CDD Projects	Frequency	Percentage (%)
Very Satisfied	20	10.1
Satisfied	91	46.0
Neutral	9	4.5
Unsatisfied	65	32.8
Very Unsatisfied	13	6.6
Total	**198**	**100.0**

Results show that 20 (10.1%) of respondents were very satisfied with empowering process in CDD Projects and 91 (46.0%) of the respondents stated to have been satisfied. Another 9 (4.5%) were neutral, 65 (32.8%) stated to be unsatisfied while 13 (6.6%) indicated to be very unsatisfied. This implies that CDD approach allocated significant amount of resources in the human resource development which a bearing to improving lives of the people. This approach to empowerment assists the poor in improving on their technical skills or training to enhance their overall capacities and to take control of their own development process (DPLG Section B, 1998). It takes leadership, time and effort to build capacity, (HRDC, 1999). Capacity building does not happen without intentional effort.

As portrayed in Table 4.13, 91 (46.0%) of the respondents were generally satisfied with the CDD empowerment process on Capacity building which ultimately help in reducing poverty among the Community members. Therefore, partner organizations or people (stakeholders) are strengthened and as a result have more power in terms of multiple challenges and tasks that they confront. Communities that have ownership of a project or program are more likely to sustain outcomes. This implies providing inclusive community groups with knowledge, control, and authority over decisions and resources throughout all phases. These research findings are supported by others by Oakley, (2001) that the aspect of empowerment enshrines in the people's ability or capabilities to conceive, design and implement their own development goals within the LED platform. It projects the tendency of a group of people or

a community knowing what they want, how to achieve what they want and when best to achieve it.

4.6.2 Influence of Community Mobilization of Community Driven Development Projects on Poverty reduction in Teso North Sub-County

A critical element in both capacity building and mobilization is the leadership required to bring the key community players together, to capture their imagination and to energize them to action. Often, it is the personal qualities of an individual that enable that person to connect with the diverse groups that make up a community. These individuals must be supported by the more formal systems so they can put in the time to play this all important leadership role. Fostering and maintaining partnerships is a time-consuming activity that requires the appropriate allocation of resources. The respondents were asked to state their opinion concerning influence of community mobilization of CDD projects on poverty reduction in Teso North Sub-County and the study findings are shown in Table 4.14.

Table 4.14 Influence of Community Mobilization of Community Driven Development Projects on Poverty reduction

Method of Community Mobilization	GE		SE		LE		VN		TOTAL	
	F	%	F	%	F	%	F	%	F	%
Group meetings & forums held and used in CDD Projects	97	49.0	54	27.3	27	13.6	20	10.1	198	100
WKCDD/FMP officers hold project analysis	91	46.0	44	22.2	21	10.6	42	21.2	198	100

Research findings show that 97 (49.0%) of the respondents asserted to great extent that group meetings and forums were held and used to select CDD projects, 54 (27.3%) to some extent, and 27 (13.6%) said little extent while 20 (10.1%) reported virtually nothing with the statement. On whether the WKCDD/FMP officers held project analysis in group discussion as a method of community mobilization in project identification, 21 (10.6%) of the respondents agreed to great extent, 44 (22.2%) to some extent, 91 (46.0%) said little extent whereas 42 (21.2%) reported virtually nothing to the statement. The method used in community mobilization has not been fully exploited.

As presented in Table 4.14, 97 (49.0%) of the respondents stated to great extent that group meetings and forums were held and used to select CDD projects in various locations and also almost the same proportion of the respondents reported great extent by 91 (46.0%) responses that the WKCDD/FMP officers held project analysis in group discussion as a method of community mobilization in project identification. These findings are similar to those by Hastings, (2001) who supported the idea of Community mobilization as the use of capacity to bring about change by joining together the strengths of the community into an action plan. "Community mobilization is based on the belief that when a community is mobilized to address and solve its own problems, more efficient and effective results will materialize than could be achieved by any other means."

4.6.3 Influence of Community Involvement in Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Community involvement is an important factor for the sustainability of projects as it is the genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic to the project's success. It was important to establish the level of community involvement of Community Driven Development projects on poverty reduction in Teso North Sub-County and the findings are revealed Table 4.15.

Table 4.15: Influence of Community involvement of Community Driven Development Projects on Poverty reduction

Involvement	Rating	F	(%)
In managements' decision- making	Great Extent	108	53.5
	Some Extent	68	34.3
	Little Extent	24	12.2
Women representation	Excellent	49	24.7
	Good	62	31.4
	Poor	87	43.9

As presented in Table 4.15, 106 (53.5%) of the respondents stated that to a great extent, the community was involved in managements' decision-making in Community Driven

Development Projects while 68 (34.3%) considered this to be the case to some extent. Where appropriate, capacity building should build on existing community strengths, including local organizations, traditional knowledge, and culture-based skills, so that existing capacity is strengthened rather than undermined. The study also reveals that 24 (12.2%) asserted to little extent. In responding to the level of women representation in Community Driven Development Projects management committees among the respondents, only 62 (31.4%) indicated poor women representation level, while 87 (43.9%) indicated a poor representation level and 49 (24.7%) indicated an excellent representation level. CDD has the potential to increase the power of poor communities to negotiate with government, the private sector, and civil society. But to fulfill this potential, CDD needs to be responsive to the priorities of all poor groups. Communities are not homogeneous; thus CDD needs to be designed to be socially inclusive, giving voice and decision-making responsibility to women, the elderly, youth, religious and cultural minorities, indigenous and other ethnic groups, those with HIV/AIDS, and the disabled. When CDD does not pay attention to issues of social inclusion, groups of poor people may be excluded, investment choices may not reflect the true needs of the poor, and impacts may be significantly compromised.

Majority of the respondents, 106 (53.5%) stated that to some extent the community was involved in managements' decision-making in Community Driven Development Projects whereas 87 (43.9%) stated poor women representation in management committees. This shows that the community members were gender insensitive and did not honor the gender equity rule of 30 percent gender representation in leadership positions. Various participatory methods can facilitate the inclusion of marginal groups. Because gender cuts across other forms of exclusion, specific gender-sensitive approaches are needed to ensure the participation of both women and men. When designing inclusive programs, it is important to understand existing community decision-making processes and the often complex local political and social context. It is also important not to think that a program that was once inclusive will remain so; issues of inclusion will require periodic attention throughout the life of any organization that is active at the community level.

The study findings are greatly supported by other scholars Bamberger and Cheema, (1990) who suggest encouraging active community awareness and involvement in project planning and implementation are important elements in the sustainability of a Project. Many scholars

suggest encouraging active community participation at all levels of project design and implementation (Bamberger & Cheema, 1990) for sustaining those programs.

4.7 Influence of Community ownership of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Community acceptance and project ownership promote project support by all stakeholders involved in the project, hence reducing community resistance in participation in project activities. The study sought to establish the influence of Community ownership in Community Driven Development projects on poverty reduction in Teso North Sub-County under the following themes:

4.7.1 Influence of Community Project identification of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

The respondents were asked to state their opinion concerning influence of project identification in Community Driven Development projects on poverty reduction in Teso North Sub-County and the findings are stated in Table 4.16

Table 4.16 Influence of Community Project identification on Poverty reduction

Influence of Community Projects identification	Frequency	Percentage (%)
Strongly Agree	100	50.5
Agree	40	20.2
Neutral	0	0.0
Disagree	22	11.1
Strongly Disagree	36	18.2
Total	**198**	**100.0**

As portrayed in Table 4.16, 100 (50.5%) of the respondents strongly agreed that community project identification played a great role in CDD project ownership which was inclined towards poverty reduction, 40 (20.2%) agreed, 0 (0.0%) were neutral and 22 (11.1%) disagreed, while 36 (18.2%) of the respondents strongly disagreed. Programs should be

designed to engage relevant stakeholders (government, local leaders, NGOs, civil society, the community) at the earliest opportunity and dynamically over time Broad stakeholder participation helps tap into local technical and financial resources in support of community initiatives. It also ensures that local knowledge and preferences are incorporated in the project design.

Majority of the respondents, 100 (50.5%) strongly agreed that community project identification played a great role in CDD project ownership which was inclined towards Poverty reduction. Where project ownership is exclusive, those in control are less likely to respond positively to the needs and ideas of the wider group. This can have a long-term impact on project sustainability. The study findings are greatly supported to those by Mwangi (2005) and Ravallion (2005) expressed that, a community development project starts with the identification of a need or the realization that there is a need. This concurs with the CDD policy on project identification which provides guidelines on how to identify a project.

4.7.2 Influence of Community Project management of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

The respondents were asked to state their opinion concerning the influence of community project management in Community Driven Development projects on poverty reduction in Teso North Sub-County and the findings are stated in Table 4.17

Table 4.17 Influence of Community Project Management of Community Driven Development Projects on Poverty reduction

Community Project Management	GE		SE		LE		VN		TOTAL	
	F	%	F	%	F	%	F	%	F	%
Effective planning and control of resources to achieve specific objectives	43	21.7	83	41.9	42	21.2	30	15.2	198	100
Timely CDD Projects completed	50	25.3	72	36.4	45	22.7	31	15.6	198	100

Findings showed that 43 (21.7%) of the respondents indicated to great extent that effective planning and control of resources by CDD officials to achieve specific objectives, 83 (41.9%)

to some extent, and 42 (21.2%) said little extent while 30 (15.3%) said virtually nothing to the statement. On whether timely CDD projects completed; 50 (25.3%) of the respondents indicated to great extent, 72 (36.4%) to some extent, 45 (22.7%) indicated to little extent while 31 (15.6%) said virtually nothing to the statement.

As indicated in Table 4.17, 83 (41.9%) of the respondents stated that to some extent that effective planning and control of resources by CDD officials to achieve specific objectives and 72 (36.4%) responses that timely CDD Projects completed. Therefore, "Project management entails planning, organizing, co-coordinating, controlling and directing activities of the project. Thus project management can also be regarded as a planning and control mechanism for using resources to achieve specific objectives". (Knipe 2000: 146). "Project management comprise a number of advantages such as; control over the whole project, which leads to good results; shorter completion time; cost control, quality of the product and transparency" (Knipe 2000: 146).

According to McDade (2004), good management ensures that sufficient local resources and capacity exist to continue the project in the absence of outside resources. Espinosa, et al. (2007) opines that task familiarity is important in the community based projects and this is usually linked to performance which in turn is linked to sustainability. Good management goes beyond mere skills (Kirksch, 2000) to technical and expertise required to successfully implementing the project (Little, 1993).

4.7.3 Influence of Community Procurement Process of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Public procurement must be transacted with other considerations in mind, besides the economy. These considerations include accountability, non-discrimination among potential suppliers and respect for international obligations. The respondents were asked to state their opinion concerning the level of satisfaction of community procurement process of Community Driven Development projects on poverty reduction in Teso North Sub-County and the findings are stated in Table 4.18.

Table 4.18 Influence of Community Procurement Process of Community Driven Development Projects on Poverty reduction

Community Projects Procurement Process	Frequency	Percentage (%)
Very Satisfied	53	26.8
Satisfied	100	50.5
Neutral	7	3.5
Unsatisfied	35	17.7
Very Unsatisfied	3	1.5
Total	**198**	**100.0**

Findings show that 53 (26.8%) of the respondents indicated to be very satisfied with community projects procurement process, 100 (50.5%) were satisfied, 7 (3.5%) were neutral, 35 (17.7%) were unsatisfied while only 3 (1.5%) of the respondents were very unsatisfied with the CDD procurement process. (Wittig, 2001) stated that Procurement is one of the components of the overall organizations Supply Chain (SC) need to be effective as well as efficient and only half of the proportion of community asserted to have been satisfied with the procurement process of CDD approach i.e. Materials and equipment and skills were first outsourced from the Community members. "Where, in the interest of Project sustainability, or to achieve certain specific social objectives of the project, it is desirable in selected Project components to (i) call for participation of local communities and /or non-governmental organisations (NGOs), or (ii) increase the utilisation of local know-how and materials, or (iii) employ labour-intensive and other appropriate technologies, the procedures, specifications, contract packaging shall be suitably adapted to reflect these considerations, provided these are efficient.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with summary of findings of the study, conclusions and recommendations for further research. In the first section of summary of findings, Percentage was used to present the responses in each set of the independent variables of the study. The second section presented conclusion and recommendations of findings in percentage to the specific objectives of the study as provided by the respondents in the questionnaires and interview schedule.

5.2 Summary of findings

This sub-section presents summary of the study findings of the objectives in percentages.

5.2.1 Influence of Interventions and Priorities of Projects by CDD approach on Poverty reduction in Teso North Sub-County

The study sought to establish the influence of Interventions and Priorities of Projects of CDD approach on Poverty reduction in Teso North Sub-County in Kenya and the following were the study findings; Concerning the extent of Community Driven Development Projects' design process on Poverty reduction, results shows that 40.4 percent of the respondents agreed to great extent that CDD projects had clear design process that spelled Poverty reduction as an objective to be attained, 12.6 percent to some extent, and 36.9 percent to little extent while only 10.1 percent of CDD members indicated virtually nothing to the statement. They also indicated that the communities had substantive Problem identification and sharing of the vision through need assessment where 47.0 percent of the respondents asserted to great extent, 28.3 percent to some extent, and 19.7 percent asserted to little extent while 5.0 percent of the respondents indicated virtually nothing to the statement.

Concerning influence of Community Driven Development projects targeting efficiency on Poverty reduction; findings showed that 10.1 percent of the respondents agreed to great extent that CDD projects used policy instruments to identify the poor, 35.9 percent to some extent, and 41.9 percent to little extent while 12.1 percent of CDD members indicated

virtually nothing to the statement. They further indicated that all benefits reach those identified as "targets" where 18.2 percent of the respondents asserted to great extent, 23.7 percent indicated to little extent, and 50.0 percent to some extent while 8.1 percent of the respondents indicated virtually nothing.

On influence of Community Driven Development projects coverage on poverty reduction, 10.6 percent of the CDD members strongly agreed that CDD approach effectively covered all the target population in identifying and transferring benefits to the poor as another 34.3.4 percent disagreed. There were 3.5 percent who were neutral in giving their opinion and 39.9 percent of the respondents agreed while 11.7 percent strongly disagreed.

5.2.2 Influence of financial support of Community Driven Development Projects on Poverty reduction in Teso North Sub-County in Kenya

Findings showed that 6.6 percent of the CDD members strongly agreed that enabling environment on CDD approach had a bearing on Poverty reduction, 50.0 percent agreed, 3.5 percent were neutral in giving their opinion and 29.8 percent of the respondents disagreed while 10.1 percent strongly disagreed.

Results show that 71.7 percent of the respondents strongly agreed that availability of resources had a great influence on CDD approach on poverty reduction, 15.2 percent agreed, 1.5 percent were undecided in giving their opinion and 5.1 percent of the respondents disagreed while 6.5 percent strongly disagreed. One of the key rudiments in project sustainability is the availability resources that are required for community-based projects.

Findings showed that 21.7 percent of the projects funding comes from community members and 78.3 percent of funding resources was hugely dependent on government or donor agencies. They were also asked to the state whether the responsible parties had resources to cover recurring operation and maintenance costs and 11.1 percent asserted highly, 30.3 percent said it was average while 58.6 percent of the respondents indicated to be low.

5.2.3 Influence of Capacity Building of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

On extent of empowerment process of Community Driven Development projects on poverty reduction in Teso North Sub-County, 10.1 percent of respondents were very satisfied with the empowering process in Community Driven Development projects and 46.0 percent of the

respondents stated to have been satisfied. Another 4.5 percent were neutral, 32.8 percent stated to be unsatisfied while 6.6 percent indicated to be very unsatisfied. This implies that the CDD approach allocated significant amount of resources in the Human resource development

Research findings shows that 49.0 percent of the respondents asserted to great extent that group meetings and forums were held and used to select CDD projects, 27.3 percent to some extent, and 13.6 percent said little extent while 10.1 percent reported virtually nothing with the statement. On whether the CDD officers held project analysis in group discussion as a method of community mobilization in project identification, 46.0 percent of the respondents agreed to great extent, 22.2 percent to some extent, 10.6 percent said little extent whereas 21.2 percent reported virtually nothing to the statement. The method used in community mobilization has not been fully exploited.

Concerning community involvement in Community Driven Development projects on poverty reduction in Teso North Sub-County, 53.5 percent of the respondents stated that to a great extent, the Community was involved in managements' decision-making in Community Driven Development projects while 34.3 percent considered this to be the case to some extent and 12.2 percent asserted to little extent. In responding to the level of women representation in Community Driven Development projects management committees among the respondents, only 31.4 percent indicated poor women representation level, while 43.9 percent indicated a poor representation level and 24.7 percent indicated an excellent representation level. Majority of the respondents, 53.5 percent stated that to some extent the community was involved in managements' decision-making in Community Driven Development projects whereas 43.9 per cent stated poor women representation in management committees.

5.2.4 Influence of Community ownership of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Finally the results show that 50.5 percent of the respondents strongly agreed that community project identification played a great role in CDD project ownership which was inclined towards Poverty reduction, 20.2 percent agreed, 0.0 percent were neutral and 11.1 percent disagreed, while 18.2 percent of the respondents strongly disagreed.

Findings show that 21.7 percent of the respondents indicated to great extent that effective planning and control of resources by CDD officials to achieve specific objectives, 41.9 percent to some extent, and 21.2 percent said little extent while 15.3 percent said virtually nothing to the statement. On whether timely CDD projects completed; 25.3 percent of the respondents indicated to great extent, 36.4 percent to some extent, and 22.7 percent to little extent while 15.6 percent said virtually nothing to the statement.

Research findings also showed that 26.8 percent of the respondents indicated to be very satisfied with Community Projects Procurement Process, 50.5 percent were satisfied, 3.5 percent were neutral, and 17.7 percent were unsatisfied while only 1.5 percent of the respondents were very unsatisfied with the CDD Procurement Process.

5.3 Conclusion

5.3.1 Influence of Interventions and Priorities of Projects by CDD approach on Poverty reduction in Teso North Sub-County

CDD Projects had clear design process that spelled poverty reduction as an objective to be attained by 40.4 percent of the respondents agreed to great extent. They further indicated that problem identification and sharing of the vision through need assessment where 47.0 percent of the respondents asserted to some extent. This had a bearing on poverty reduction. This allows sharing of the vision through need assessment, followed by group discussion analysis and this will not only confirm the need for change, but also clarify the scope of the problem at hand and the resource-based available.

41.9 percent of the respondents agreed to little extent that CDD projects used policy instruments to identify the poor as targeting efficiency for Poverty reduction. An overwhelming half, 50.0 percent) of CDD members asserted to some extent that all benefits reached those identified as “targets.” This was inclined on poverty reduction where the possible way to execute any poverty reduction intervention is by “identifying” those in need and then directing the entire resource pool towards them. There is need for the CDD approach to improve targeting efficiency for more improved results.

39.9 percent of the respondents who participated in this study agreed that CDD approach effectively covered all the target population in identifying and transferring benefits to the poor. The representative of CDD approach failed to account for coverage for Poverty

reduction among the targeted poor which inevitably led to one of the two types of errors; type I (under-coverage or exclusion where some of the poor are not reached) and type II (leakage or inclusion in which the non-poor; those outside the target group receive direct benefits from the program) errors associated with targeting.

5.3.2 Influence of financial support of Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Half (50.0%) of respondents agreed to enabling environment of CDD projects and the scenario is worrying since the policies are too often biased against rural areas in developing countries, and the institutions responsible for delivering important rural services such as the ministries of agriculture, municipal governments, universities, banks, and court systems are either deficient or missing.

There is overwhelming evidence that availability of resources have a significant influence on CDD projects' poverty reduction as community targeted interventions by 71.7 percent responses.

In respect to sources of funding of the Community Driven Development projects, 78.3 percent of the respondents asserted that donor (WKCDD/FMP or World Bank) was the main source of funding Community Driven Development Projects. Regrettably, only 21.7 percent of the respondents indicated funding from the community members. What happens when the donor (WKCDD/FMP or World Bank) withdraws? Therefore poverty eradication is dependent on Sustainability of donor funded projects. There is every indication that the CDD projects were partly or fully funded by the donors. It was indicated by majority of the respondents that the level of recurring operation and maintenance costs was low by 58.6 percent responses. This indicates failure of most CDD Projects in Teso North Sub-County on sustainability of the projects.

5.3.3 Influence of Capacity Building of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Most respondents were generally satisfied with the CDD empowerment process in capacity building which ultimately helps in reducing poverty among the community members. Therefore, partner organizations or people (stakeholders) are strengthened and as a result have more power in terms of the multiple challenges and tasks that they confront.

There was little proportion of group meetings and forums held and used to select CDD projects in various locations and also almost the same proportion of project analysis in group discussion as a method of community mobilization in project identification were held.

Majority of the community were involved in managements' decision-making in Community Driven Development projects although poor women representation in management committees. WKCDD/FMP officers should improve gender equity and employ rule of 30 percent gender representation in leadership positions.

5.3.4 Influence of Community ownership of the Community Driven Development Projects on Poverty reduction in Teso North Sub-County

There was significance influence of community project identification on CDD project ownership which was inclined towards poverty reduction.

There was substantive planning and control of resources by CDD officials to achieve specific objectives and 36.4 percent responses that timely CDD projects completed. Half (50.5 percent) of the respondents were satisfied by CDD procurement process of project

5.4 Recommendations

On the basis of the findings and conclusions above, this section presents the following recommendations from the study;

1. CDD Projects should adequately use Policy instruments to identify the poor as targeting efficiency for poverty reduction for CDD approach. Subjects were ineffectively covered as target population in identifying and transferring benefits to the poor. This inevitably minimize type I (under-coverage or exclusion where some of the poor are not reached) and type II errors (leakage or inclusion in which the non-poor; those outside the target group receive direct benefits from the program) errors associated with targeting.

2. Unfavorable enabling environment on CDD Projects in Teso North Sub-County and the scenario is worrying since the policies are too often biased against rural areas in developing countries, and the institutions responsible for delivering important rural services such as the ministries of agriculture, municipal governments, universities, banks, and court systems are either deficient or missing. WKCDD/FMP or World

Bank was the main source of funding the Community Driven Development Projects and what happens when donor withdraws? Therefore Poverty eradication is dependent on Sustainability of donor funded Projects. The level of recurring operation and maintenance costs would be low hence failure of most CDD Projects in future due to un-sustainability of the projects.

3. Inadequate community mobilization in project identification of CDD projects in various locations and also WKCDD/FMP officers did not held enough project analysis in group discussions. WKCDD/FMP officers should employ gender equity rule of 30% women representation in leadership positions in management committees for managements' decision-making in Community Driven Development projects.

4. Improve CDD procurement process of project resources i.e. materials and equipments and skills were first outsourced from the Community members.

Recommendation for future research

Due to time constraint, we recommend the following to be carried out for further research on:

1) Other similar studies to be carried out in other Sub-Counties to compare and generalize the study findings

2) Investigation on Target efficiency of Community Driven Development Projects on Poverty reduction

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APPENDIX I:

TRANSMITTAL LETTER OF DATA COLLECTION INSTRUMENTS

Date ……

To the Sub County Project Coordinator,

WKCDD/FMP Teso Sub County,

P.O Box 17

AMAGORO.

REF: REQUEST FOR DATA COLLECTION

Above refer.

I am a student undertaking an academic research at the University of Nairobi. The research topic is '***The influence of Community Driven Development approach on poverty reduction in Teso North Sub County.'*** Based on the result of this survey, the effectiveness of community driven development as an acceptable community development strategy will be ascertained with the objective of assisting policy makers, development partners and stakeholders make informed decisions on issues affecting community development**.** I wish to collect data in line with your project. With me is an interview guide and questionnaire designed for you, staff and households to fill.

Kindly assist me so that I can collect the data. I am assuring you that the information you will give will be treated with utmost confidence and will only be used for the purpose of this study. To assist in concealing your identity I request you do not write your name or anything that can lead to the revelation of your identity. Thank you so much for your assistance.

Yours Sincerely,

Ezra O. Obwini,
University of Nairobi

APPENDIX II:

QUESTIONNAIRE FOR COMMUNITY DRIVEN DEVELOPMENT COMMITTEE OFFICIALS AND PROJECT MANAGEMENT COMMITTEE OF COMMON INTEREST GROUPS

Dear respondent,

The researcher is a Master of Arts student of Project Planning and Management at the Department of Extra Mural Studies, University of Nairobi. The researcher is carrying out a study about ***the influence of Community Driven Development approach on poverty reduction in Teso North Sub County***. Based on the result of this research, the effectiveness of community driven development as an acceptable community development strategy will be ascertained with the objective of assisting policy makers, development partners and stakeholders make informed decisions on issues affecting community development. You have been selected to participate in this study. All information given will be treated confidentially.

Please respond by ticking in the brackets provided and fill in the blank spaces where necessary

SECTION A: Bio Data of the Respondent

1. Name of Location …….. Division…….
   Sub-location…… Village……...
2. Gender……
3. Please indicate Marital status: Married [ ] widower [ ] Single [ ] others [ ]
4. Please indicate the highest level of your academic qualification.
   Informal [ ] Primary [ ] Secondary [ ] College/University [ ]
5. Indicate your position in Community Driven Development Projects
   Executive Committee Member [ ] Monitoring Official [ ] Procurement [ ] Finance Officer [ ] Member [ ]
6. Please indicate your age bracket: 18-24 Yrs [ ] 25-35 Yrs [ ]
   35-44 Yrs [ ] > 45 Yrs [ ]

7. What is the size of your household? (*Use the table below*)

Family structure	Husband	Wife/wives	Children(male)	Children (female)	Other dependants	Total No.
<18 Yrs						
19-36 Yrs						
37-55 Yrs						
>55 Yrs						
Total						

SECTION B: To what extent does Interventions and Priorities of CDD Projects influence Poverty reduction in Teso North Sub-County?

This section seeks to find out the extent to which Interventions and Priorities of CDD Projects influence Poverty reduction in Teso North Sub-County in Kenya. Kindly respond to the following statements. *Each statement is rated on a 4 point scale as shown below.* **GE**: To a Great Extent, **SE**: To Some Extent, **LE**: Little Extent, **VN**: Virtually Nothing

8. Have you ever heard of WKCDD/FMP in your area? Yes [ ] No [ ]

If yes, are you in any group funded by WKCDD/FMP? Yes [ ] No [ ] which group? **.....**

To what extent does Interventions and Priorities of CDD Projects influence Poverty reduction in Teso North Sub-County		To a great extent	To some extent	To Little extent	Virtually nothing
9.	Design process spelled out Poverty as objective of Poverty reduction				
10.	Communities had substantive input on problem identification & sharing of the vision through need assessment				
11.	Baseline survey was carried out to verify project assumptions and obtain information on the knowledge, attitudes and practices related to Community Driven Development Projects				
12.	Use Policy instruments to identify the poor as a targeting efficiency				
13.	All benefits reach those identified as "targets''				

	among the community members				

14. On a 5 point scale; **SA**: Strongly Agree, **A:** Agree **N:** Neutral, **D:** Disagree, **SD:** Strongly Disagree, all communities in Teso North Sub-County were effectively covered by the CDD approach in identifying and transferring benefits to the poor

Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

SECTION C: How does financial support of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County?

This section seeks to find out how financial support of Community Driven Development Projects influence Poverty reduction in Teso North Sub-County. Kindly respond to the following statements. Each statement is rated on a 5 point scale as shown below. **SA**: Strongly Agree, **A**: Agree N: Neutral, **D**: Disagree, **SD**: Strongly Disagree

NO	How does financial support of Community Driven Development Projects influence Poverty reduction?	SA	A	N	D	SD
15.	Enabling environment in Teso North Sub-County have led to successful implementation of CDD Projects					
16.	CDD Project sustainability is influenced by the availability resources					
17.	The community is motivated at the way sub projects are being carried out					

18. Kindly indicate and identify the various sources of funding for the Community Driven Development Projects and how sustainability of CDD in Teso North Sub-County is maintained concerning level of Operation and Maintenance costs.

Description			
Source of funding	WKCDD/ FM	Community	[ ]
		Govt/donor	[ ]

Level of Operation and Maintenance costs	WKCDD/ FM	High	[ ]
		Average	[ ]
		Low	[ ]

19. In case of breakdown who always meet the cost of operations and maintenances?

Government/Donor [ ] Community contribution [ ]

SECTION D: To what extent does Capacity building of the Community Driven Development Projects influence Poverty reduction in Teso North Sub-County?

20. State the extent to which you are satisfied with empowerment process in Community Driven Development Projects on Poverty reduction in Teso North Sub-County

Very satisfied [ ] Satisfied [ ] Neutral [ ] Unsatisfied [ ] Very Unsatisfied [ ]

State the extent to which they were satisfied with empowerment process in Community Driven Development Projects on Poverty reduction in Teso North Sub-County

NO	To what extent does Capacity building of the Community Driven Development Projects influence Poverty reduction?	SA	A	N	D	SD
21.	There is Community Mobilization in Community Driven Development Projects on Poverty reduction					
22.	Group meetings & forums held and used in CDD Projects					
23.	CDD Officers hold project analysis in group discussion					

24. Kindly indicate the influence of community involvement in managements' decision making on Poverty reduction of Community Driven Development Projects in Teso North Sub-County.

Involvement		Rating
Extent of WKCDD/	Great extent	[ ]

involvement in managements' decision making	FMP	Some extent	[ ]
		Little extent	[ ]
Women representation managements' decision making	WKCDD/ FMP	Excellent	[ ]
		Good	[ ]
		Poor	[ ]

25. How do you rate the perception of community attitudes on ownership of Community Driven Development Projects in Teso North Sub-County?

Poor [ ] Good [ ] Excellent [ ]

<u>SECTION E:</u> How does Community ownership of Projects influence Poverty reduction in Teso North Sub-County?

26. CDD has involved Community members in Project identification of Community Driven Development Projects on Poverty reduction

Strongly Agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

How does Community ownership of Projects influence Poverty reduction in Teso North Sub-County?		**To a great extent**	**To some extent**	**To Little extent**	**Virtually nothing**
27.	Effective planning and control of resources to achieve specific objectives				
28.	Timely CDD Projects completed				
29.	Community involved in Project management of the				

	Community Driven Development Projects				

30. Were you satisfied with Community Procurement Process in the Community Driven Development Projects on Poverty reduction in Teso North Sub-County?

Very satisfied [ ] Satisfied [ ] Neutral [ ] Unsatisfied [ ] Very Unsatisfied [ ]

31. Does CDD procure materials from the local Community? Yes [ ] No [ ]

32. Does the procurement process in CDD Projects in line with the Procurement process and procedures? Yes [ ] No [ ]

Thank you for providing me with this valuable information

APPENDIX III:

INTERVIEW SCHEDULE FOR WKCDD/FMP AND LINE MINISTRY OFFICERS

1) WKCDD/FMP uses CDD approach to achieve its objectives. What do you understand by approach?
2) In your view how does CDD approach influence poverty reduction? CDD approach incorporates communities priorities in project identification, In your view how does this influence poverty reduction?
3) In your view, what are the impacts of CDD community projects on living standards? How does CDD community projects impact influence poverty reduction?
4) Do communities participate in projects identification in CDD approach? If yes, are you satisfied with how projects are identified? If yes, how does community satisfaction in projects identification influence poverty reduction?
5) CDD approach advocates for community participation in allocation of resources to projects, according to you what are the criteria used for allocation of resources? Are you satisfied with the criteria used for allocation of resources? If yes, how does financial support in terms of resource allocation to projects influence poverty reduction?
6) Have you ever attended WKCDD/FMP trainings? If yes, which type(s) of trainings have you attended? Are the trainings you attended relevant to community sub projects management? If yes, how are they relevant?
7) Capacity building is a key component of CDD approach, In your view, how does capacity building influence poverty reduction? Do communities contribute anything towards CDD sub projects implementation? If yes, how is it done?
8) CDD approach encourages community contribution to sub project implementation, how does it influence project ownership?
9) Does community ownership of projects have a bearing on the success and sustainability of projects?
10) In your view, how does the ownership of community sub projects influence poverty reduction?
11) How does the Community contribute towards ensuring that the projects are successful .Are the projects sustainable? What impact have they had on the lives of people in the community? Is there any improvement in terms of poverty reduction? Explain.

Thank you for your time and input

APPENDIX IV:

TABLE FOR DETERMINING SAMPLE SIZE FOR A FINITE POPULATION

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

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28Th September, 2015

TO WHOM IT MAY CONCERN

RE: OLOLA EZRA OBWINI – L50/71757/2014

This is to confirm that the above named person is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra-Mural Studies, Kakamega Extra-Mural Centre, Bungoma Sub – Centre. He is taking a Course in Masters of Arts (Project Planning and Management). He has successfully completed his course work for Semester 1, 2 and 3.

He is currently undertaking a research titled, "Influence of Community Driven Development Approach on Poverty Reduction in Kenya". A case study of Teso North Sub – County.

Any assistance accorded to him will be highly appreciated.

Yours faithfully,

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28 SEP 2015
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Mr. Elias O. Owino,
Regional Organiser,
Kakamega & Western Kenya Area.