

**FACTORS INFLUENCING IMPLEMENTATION OF COMMUNITY BASED
DEVELOPMENT PROJECTS BY THE DEVOLVED GOVERNMENT IN HOMA
BAY COUNTY IN KENYA.**

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DECLARATION

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

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This research project has been submitted for examination with our approval as the University Supervisors.

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DEDICATION

This study is dedicated to my wife Melline Akeyo, my mother Herine Ouko and my children Tauri, Laura, Alma & Finley Akinyi, all of whom have given me courage and hope.

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I wish to appreciate the efforts of my supervisors, Mr. Joseph Awino of the University of Nairobi for taking his time in giving me proper guidance and insight knowledge geared towards the success of my research. I as well congratulate my able lecturers and the time they accorded me throughout my time of study, the knowledge they have imparted in me and his general guidance. My special appreciation goes to the respondents who provided information that enabled compilation of chapter four and five. It is important to note that I have borrowed a lot from various authors, materials of which have been very important in the undertaking of my research study. May God continue blessing them.

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Lastly I highly appreciate the dedication of my able secretary madam Beverlyne Adhiambo Wanga whose effort has seen all the typing is done and orderly arrangements made. May the wisdom from God be with all.

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LIST OF ABBREVIATIONS AND ACRONYMS

MDG: Millennium Development Goals.

NGCDF: National government constituency development fund

CDF: Constituency Development Fund.

PMCS: Project Management Committees.

ODM: Orange Democratic Movement

CBDP: Community based development projects

ABSTRACT

This study sought to investigate factors influencing implementation of community based development projects by county governments in Kenya, with specific focus on Homa-bay County. The study was informed by the objectives: to assess the extent to which human capital, funding, citizen participation and access to information influence implementation of community based development projects in Homa-bay County, Kenya. This study was significant in ensuring that community based development projects embrace good project management practices so as to deliver the expected outcomes suitable to the desires of the implementing stakeholders. The study was anchored on the diffusion of innovations theory that gives the impression that an innovation that originates from one individual may be taken up by others to benefit a wide community. The study adopted a descriptive survey research design, targeting a total population of 1953 from which a 10% sample size equivalent of 195 respondents was selected. The researcher, in sampling process, preferred stratified random sampling techniques on the basis of distinctive departments implementing the projects. Data was collected using questionnaire administered by well trained and motivated research assistants, with close supervision of the researcher. The questionnaire was pretested to ensure its effectiveness in data collection, validity ascertained through adequate coverage of research objectives and reliability determined using split half reliability measure. Permission from the relevant authorities were sought before administration of the questionnaire to the respondents and data collected was analyzed using descriptive statistics such as frequencies and percentages and presented in frequency distribution tables. At all stages of the study, ethical considerations were observed. The study found out that human capital development through requisite professional training was vital for effective project implementation. The study also found that funding, access to information, stakeholder participation were critical to the implementation of community based development projects. The recommended that National Government should enact clear guidelines and regulations as to guarantee training to all the personnel who maybe involved in implementation of projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globalization has become a key component for determining how modern organizations operate in a wide market characterized by free flow of information, liberalization of the world markets geared towards removing trade barriers and innovations in the competitive business environment intended to improve one's image in addressing the needs of the people. In view of this eventuality, the most competitive ideas rolled out in the package of project management techniques promise hope to several communities, calling for their participation in all the stages of a development initiative to ensure sustained efforts in improving the well-being of the people (Algore, 2014).

In the views of Adonis (2013), the goals of a project intervention are realized through prudent management of material components, time schedules and funds with focus on well nurtured human capital. Focusing on superiority of the project approach to community development in the informal settlements in Venezuela, Amurt (2012) noted that project implementation design that meets the demands of wide stakeholder groups must be packaged in a project team with the most competitive training, adequate funding, regular flow of information on the latest changes in the operating environment and the people involvement.

According to Arthur (2016), a project mogul working with the Chinese Conglomerates of Local Projects (CCLP), effective implementation of community based development projects hinges on regular acquisition of knowledge and skills in project management

best practices, sufficient funding, and access to information on the ever changing business environment.

Enumerating her encounters in the implementation of community based development projects in India, Bhalkim (2015), observed that community based development initiatives that are undertaken by people with the most progressive and competitive skills often deliver the much desired project outcomes. Besides, project designs that emphasize full stakeholder participation in all phases of a project intervention, as well as acquisition of information on the latest changes in the operating environment definitely lead to the realization of the project objectives as demanded by the stakeholders.

While working as a personnel manager (PPM) in charge of implementation of community based development projects targeting the youth and women in Ireland, Bonny (2013), indicated that most project environments are dictated by continuous changes, so much such that, delivery of the much needed success depends highly on one's ability to obtain information by engaging in consistent scanning of the operating environment. Moreover, key project team members must display knowledge and skills in best project management practices through regular training and funds aggressively mobilized.

Focusing on factors influencing implementation of community based development projects in Kwazulu region in South Africa, Burian (2014) observed that a project team that is regularly trained in the modern and competitive skills and knowledge in project work, makes the greatest contribution in realizing the success of an intervention. In addition, a project environment must consistently be analyzed and the obtained information be availed for improving the project deliverables.

Based on factors influencing implementation of public sector initiated projects (PSIP) in Ghana, Beniko (2015) noted that these initiatives were being implemented to offer essential services to the rural communities such as areas as water, health, social amenities and education, yet most project teams were lacking basic project management skills necessary in the performance of different project activities. He advised that training for sustainable development ought to embrace a large mass of the community members leading to effective transfer of skills in the performance of different project activities.

Reporting from a study focusing on challenges of devolved community based development projects' implementation status in Chad; Botta (2016) noted that effective project implementation depends on the extent to which project management strategies are up-scaled to boost the efforts of implementing agencies and the broad stakeholders to fully execute project tasks. Worth observing was that sustained resource mobilization, aggressive monitoring of the operating environment to obtain information and stakeholder involvement were considered vital ingredients of effective project implementation.

In Rwanda, the country's reconstruction infrastructure projects were initiated by initially empowering the project teams through training and adequate resource mobilization, supported by the UN, Moris (2013) in Osodo (2015). Having been greatly devastated by the genocide, the country supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Menjo (2013). In this effort, training of project teams was emphasized, resources were aggressively mobilized and generated information regularly

provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

According to Chamwana (2014) in a study focusing on factors influencing implementation of community based development projects in Ganiela area in Uganda, any community initiative that realizes its objectives on a sustainable basis must emphasize the need to bring on board well trained project team, avail substantial resources and all tasks performed on a platform of stakeholder participation. Furthermore, the importance of environmental analysis for information through SWOT strategy must be underscored, for without information flow on both internal and external project environment, the changes in the operating environment may pose serious impediments to the achievement of project goals.

In Kenya, subsequent to the inception of the new constitution that created two levels of government, community based development projects initiated through devolved government dispensation have faced challenges in all the devolved units in the whole country. According to the Kenya National Audit Office Report (2016), most community based development projects in many counties were initiated as conduits for syphoning public resources by county government officers, leading to scattered poorly implemented structures across the country.

Reporting from a survey on the implementation status of the devolved government projects in Kisumu County, Oduor (2015) observed that most of the projects at community level were implemented with individuals having no requisite skills in different project areas, community members not involved, resources not sufficiently

allocated with total disregard of the needs of the intended beneficiaries and the result being the presence of scattered initiatives that subsequently failed to meet the expectations of the citizens.

In Migori County, Owuoth (2016) reporting from a survey conducted on the level of public satisfaction with the implementation of community based development projects in the county, indicated that most projects were initiated for the people with no community involvement, tenders awarded to cronies of the government officers who rushed to register companies with no prequalification records, the result being rejected structures such as the ODM office.

However, In Kasipul Constituency, Awuor (2017), the FAM of Kasipul National Government Constituency Development Fund (NGCDF) in a hand book on strategies for effective project implementation, indicated that putting in place strong PMCs comprised of individuals with technical skills in different project areas, regularly convening meetings whenever projects were to be initiated in order to identify and prioritize community based development projects in a participatory manner, in addition to monitoring the project environment for status reporting, exhibited excellent project implementation and success.

Generally in Homa Bay County, most projects initiated at the community level have fallen far much below the expectations of the residents, with many people wondering whether devolution was ever a good idea for community development, Amwata (2016). Most projects have been launched and remained still birth such as the much publicized Agricity project in Karachuonyo, pineapple processing project in Rangwe, Fish

processing in Homa Bay Town, Potato processing in Kabondo Kasipul and Cotton Ginnery in Mbita among others.

1.2 Statement of the Problem

The Kenya National Audit Office Report (2016) asserts that most community based development projects in many counties were initiated as conduits for syphoning public resources by county government officers, leading to scattered and poorly implemented structures across the country. According to the same report, Homa Bay County Government initiated various community based development projects that violated procurement procedures, tenders awarded to non-prequalified contractors; the result being the presence of several poorly implemented projects. According to the Auditor General's Report 2017, Homa Bay County Government indicated having spent Kshs. 285,000,000 in the construction of a changing room in the stadium that does not exist, Kshs, 2000,000,000 on Agricity project that never was and several other stalled projects. Moreover, the poultry commercialization project consumed Kshs 310, 000,000 in the purchase of incubators, yet not even a chick has been hatched.

In Homa Bay County, devolved government infrastructure projects equally face unique bottlenecks attributed to implementation gaps and two years down the line, most ambitious devolved government project initiatives have turned in mere wishes, Aoko (2015) in Osodo (2015).

1.3 Purpose of the study

This study's purpose was to establish factors influencing implementation of community based development projects by the devolved government in Homa Bay County in Kenya.

1.4. Objectives of the study

The specific objectives of this study included;

- i. To investigate how human capital influences implementation of community based development projects by the devolved government in Homa Bay County in Kenya.
- ii. To evaluate the influence of funding on implementation of community based development projects by the devolved government in Homa Bay County in Kenya.
- iii. To assess how citizen participation influences implementation of community based development projects by the devolved government in Homa Bay County in Kenya.
- iv. To examine the influence of access to information on implementation of community based development projects in Homa Bay County in Kenya.

1.5 Research Questions

- i. How does human capital influence implementation of community based development projects by the devolved government in Homa Bay County in Kenya?
- ii. What influence does funding have on implementation of community based development projects by the devolved government in Homa Bay County in Kenya?

- iii. To what extent does citizen participation influence implementation of community based development projects by the devolved government in Homa Bay County in Kenya?
- iv. To what degree does access to information influence implementation of community based development projects by the devolved government in Homa Bay County in Kenya?

1.6 Significance of the study

The results of the study will be important to the project management teams implementing community based development projects in Homa Bay County, Kenya, in particular and any other persons engaged in different projects in the country in general. In view of this, the study seeks to offer insights into superior practices worth embracing for effective project implementation to ensure that the projects meet the needs of the wide stakeholders.

Besides, the study may also be significant to the central government in formulating policies that are favorable to implementation of community based development projects as alternative employment opportunities at the community level geared towards addressing the economic challenges in the country.

Moreover, the study may also benefit other project development partners at the community level such as the Non-Governmental Organizations (NGOs) and other donors to adopt suitable measures for gainful project implementation that would provide sustainable community development interventions.

1.7: Limitations of the Study

This study had various limitations such as suspicion among some respondents who may be unwilling to give information, for fear that it could be investigative on how the funds were utilized which could come with punitive measures. In addition, as the study was conducted in Homa Bay County during long rains, unfavorable weather conditions constrained the study by rendering most roads impassable, thus; some respondents were not reached. Moreover, insufficient funds for developing research instruments as well as general research-related expenses may also be experienced.

However, the researcher put in place certain strategies for addressing these limitations to ensure the study was successful. First, the research assistants were requested to make the respondents aware that the study was purely conducted for academic purposes, and also to assure them that the information they provided was to be with great confidentiality.

Weather challenges were addressed by visiting the respondents at about noon, just when the ground was stabilized and before the afternoon downpour. The cost-related limitations was addressed by drawing a sample that was relatively large so as to be representative of the target population, yet not too large to have a constraint on the budget.

1.8 Delimitations of the Study

This study's aim was to establish factors influencing implementation of community based development projects by the devolved government in Homa Bay County. The study specifically targets those projects initiated and implemented by five departments of the county government at the community level for purposes of improving the community

well-being. These projects were confined to the departments of Roads and infrastructure, Education and ICT, Health, Agriculture and Livestock and Water. The study focused on the eight sub counties in Homa Bay County such As Kasipul, Ndhiwa, Kabondo Kasipul, Karachuonyo, Homa Bay Town, Rangwe, Suba North and Suba South.

1.9 Basic assumptions of the Study

This study was grounded on a number of basic assumptions. The first assumption was that; the study's sample was adequate to represent the population so that the results could be generalized to the entirely targeted population. Moreover, the study also anchored on the basic assumptions that the data collection instruments were reliable and valid in measuring the intended outcomes, and that the respondents provided information honestly and objectively.

1.10 Definition of Significant Terms

Community based development projects: refers to the systematic utilization of resources in addition knowledge and practices in designing and implementing a particular project, as well as meeting its objectives under particular requirements.

Funding: refers to provision of financial resources to a certain project or projects, and the resources are usually given in monetary form.

Access to information: it's a process that allows individuals to effectively acquire knowledge and skills for efficient participation in decision making process.

Cultural issues: its customs, religion, language, material artifacts and shared system of attitude and feelings.

Citizen participation: it is the act of ensuring that members of the public are engaged in decision making by their government.

Human capital: it is a qualification of economic value of a worker's skill set

1.11 Organization of the Study

The study has been organized into five chapters. In chapter One, the main sections include; the background of the study, statement of the problem, purpose, objectives, basic assumptions the limitations and delimitations of the study respectively. The chapter also captures the definition of significant terms as used in the study.

Chapter two presents the literature reviewed from various studies relating to the field of the study. The main parts included include; the theoretical framework, empirical literature and the conceptual framework of the study. Chapter focused on research methodology of the study, which outlined the research design, target population, sample size and sample selection. In addition, the research methodology section focused on data collection method, and instrument reliability and validity.

Moreover, the section presents variables' operationalization and ethical considerations as well. Chapter four presents information on data analysis, interpretation and presentation. Chapter five, which is the last one, presents the summary of the study' findings, conclusions and recommendations on the basis of information captured analyzing the variables of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents comprehensive review of literature in relation to the study. The literature focuses on major thematic issues coming out in the study including; influence of, funding, human capital, citizen participation as well as access to information on the implementation of community based development projects. This chapter also presents the theoretical framework, showing theories which the study was anchored on, the conceptual framework as well as the research gap.

2.2 Implementation of devolved government infrastructure projects

Projects' intervention goals are realized through prudent management of material components, time schedules and funds with focus on well nurtured human capital, Adonis (2013). Focusing on superiority of the project approach to community development in the informal settlements in Venezuela, Amurt (2012) noted that project implementation design that meets the demands of wide stakeholder groups must be packaged in a project team with the most competitive training, adequate funding, regular flow of information on the latest changes in the operating environment and the people involvement.

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key project team members must display knowledge and skills in best project management practices through regular training and funds aggressively mobilized.

Bhalkim (2015) observed that community based development initiatives that are undertaken by people with the most progressive and competitive skills often deliver the much desired project outcomes. Besides, project designs that emphasize full stakeholder participation in all phases of a project intervention, as well as acquisition of information on the latest changes in the operating environment definitely lead to the realization of the project objectives as demanded by the stakeholders.

According to Arthur (2016), a project mogul working with the Chinese Conglomerates of Local Projects (CCLP), effective implementation of community based development projects hinges on regular acquisition of knowledge and skills in project management best practices, sufficient funding, and access to information on the ever changing business environment.

Burian (2014) observed that a project team that is regularly trained in the modern and competitive skills and knowledge in project work makes the greatest contribution in realizing the success of an intervention. In addition, a project environment must consistently be analyzed and the obtained information be availed for improving the project deliverables.

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necessary in the performance of different project activities. He advised that training for sustainable development ought to embrace a large mass of the community members leading to effective transfer of skills in the performance of different project activities.

Like in the case of Rwanda;

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Oduor (2015) reviewed a report from a study carried out focusing on the status of implementation of devolved government's projects in Kisumu County. From the report, it was observed that most of the projects at community level were implemented with individuals having no requisite skills in different project areas, community members not involved, resources not sufficiently allocated with total disregard of the needs of the intended beneficiaries and the result being the presence of scattered initiatives that subsequently failed to meet the expectations of the citizens.

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2.3. Influence of funding on implementation of infrastructure projects

Implementation of a project intervention can never be successful in the absence of funds and other related resources. One of the principal constraints facing most infrastructure projects in the developing countries especially Africa, is the lack of adequate financing particularly in low income groups to finance initiated community based development

projects, Odwar (2016). Access to sufficient funds is one of the keys to an improved implementation of any project intervention, especially among community initiatives undertaken in rural areas, Komecho (2012).

According to Adalo (2012), youth participation in community programmes supported by sufficient funds is ideal since it is usually meant to for empowering those who are powerless so that they can have the ability to assume overall accountability over their own future, but on the basis of cultural frameworks as well as socio-economic facts. In Africa, poverty prevalence is attributed to social and cultural structures as it can never be associated with the behavior of poor youths. It can only be linked to poor structural mechanisms in both local and global phenomena. Consequently; it should be everybody's duty to improve the world's systems so that it can be a better and more hospitable place for every human being through mobilization of sufficient funds, as these interventions are a form of investment (Shohkol, 2014).

Donald (2013) suggests that effective project implementation through participation of project stakeholders in itself, without provision of sufficient funds, cannot sufficiently deal with issues relating to local initiatives' ownership. However, a project initiative may adequately be implemented even with availability of other raw materials, contributed by the project beneficiaries, since the funds offered are used to purchase the same items.

Financial empowerment of PMCs in project intervention is perceived as a more suitable strategy of successfully implementing a project. In this context, there is an argument that; the most significant outcome of development activities may not be increase economic

production increase, rather, the PMC's capacity development in initiating measures on their own or influencing decisions.

Successful project implementation heavily depends on availability of financial resources to enhance performance of PMCs in various tasks to realize the goals of an intervention, Oyola (2013). A project intervention is established on the platform of adequate financial resources, disbursed promptly with the sole purpose of obtaining the project deliverables, hence resource mobilization is a fundamental requirement for project success, Pam (2013).

According to Wangare (2010), no ventures can have the ability to operationalize superiorly competitive project ideas at resource disadvantages, as ideas may possibly remain as they are when no resources are in place for setting them in motion. Success in business cannot just be determined production factors, however, with sound resource bases, offering the essential momentum for initiatives to progress.

Malkiat (2014) reported from a survey on how financial resources influence the implementation of community construction projects in India that these initiatives' victory was achieved via governments' interest in to allocate finances to the construction industry due to its outstanding position in the creation of work opportunities for the citizens. He further annotates that; the cottage industry's growth in India led to financial institutions growth and generated over fifty percent revenue from the informal sector.

Yhoung (2015), while reporting from his study conducted focusing on factors influencing implementation of construction projects in the informal sector in China, indicated that the economic growth China brags of in the world was propelled by the construction industry,

in which the government allocated soft mortgages for investment. With this government effort, the informal sector in China, beaming with huge production has made enormous contribution to the GDP of the county.

Studying the influence of resource mobilization on implementation of small scale community construction projects in the West Indies Islands, Jeagagh (2015), noted that meaningful project outcome was a direct consequence of availability of sufficient financial resources. From an investigation on the effects of availability of resources on public sector construction projects' implementation in Baringo Sub County, Olemongo (2015) study indicated that timely disbursement of funds was crucial in efficient project implementation and any delay often leads to project cost overruns.

Examining the relationship between resource mobilization and implementation of small scale community projects in the Trinidad and Tobago in the West Indies Islands region, a study by Mijean (2007) annotated that enterprises' productivity was undeviating outcome resources availability. The study as well enumerated the types of resources influencing the success of a business like operating cash, fixed assets as well as skilled personnel. He cautions that business persons with sound financial base should not take holiday that one's funds are accessed; business will automatically grow, but must be concerned about the effective utilization of such resources by engaging competent personnel, in key business tasks.

Shamala (2016) study focusing on factors affecting brick making projects' viability in Busia County argued that; bricks remain the most trendy construction materials in Kenya, however, inadequacy of resources for transporting the products markets that are

competitive exposes them to massive misuse by brokers due to the poor prices that they offered.

Investigating the influence of resource mobilization on productivity of hawked agricultural products in the Bomet County, a study by Chepkorir (2010) found out that inadequacy of resources for putting up green shades to sell agricultural-based products like fruits, green maize, Irish potatoes and vegetables; sellers resulted to lining up along roads to sell their products to potential customers on passage, which exposed them to poor conditions of weather. On occasions, some travelers in passerby vehicles usually leave before paying the sellers. More to the point, the products also get exposed to unfavorable weather conditions, and this lowers their value.

2.4. Influence of project teams capacity on implementation of infrastructure projects

It is vital note that any project intervention is implemented in a complex environment, and that projects are equally prone to risks, such that with slight conflict, realization of the project objectives may remain a tall order, Odanga (2015). Various studies carried out on educational undertakings and training has shown that education and training facilities influence implementation of projects.

Zainabu (2008) study found out that most self-help projects operating in Kwale district were unsuccessful due to inadequate training. Zainabu (2008) that trained entrepreneurs have the ability to assess the trends in a business venture, by viewing both the internal and external systems in order fix any deviations identified. One who lacks training may

imagine that business is bad with everyone and may remain helpless waiting for a period of good business only to find them doing other things committing similar mistakes.

It is through training that PMCs can adopt variety in their enterprises, a strategy for appealing continuously to project beneficiaries. At times, some customers get fed up with certain products because of their same old looks and may prefer substitutes, but with a perceived value addition, customer interests in the products will be renewed, Birmingham (2014). He recommends that business persons who help in raw agriculture products should device ways of adding value through processing into some finished forms. Knowledge that is required in project work in the modern times for purposes of remaining competitive is never ordinary, but more superior to that exhibited by rivals. Modern project management is done on a crowded field with the no participant to be underrated, yet this field is also ever changing, making it more sophisticated to be faced with simple skills, Mary (2006).

According to Sign (2012) manual operations which depend on bare strength are steadily being faced out in production processes, and instead, technology is replacing human labour geared towards obtaining maximum gains, while reducing the cost of production. This is an indication that soon, only skilled personnel will be required rendering large population of untrained workers jobless. Strategies that are superior in nature are developed for use in business through manipulation of internalized skills and knowledge learned through training and refined by experience, Lavender (2012).

She notes that bringing variety into the market from time to time makes customers to build trust and loyalty in given business enterprise. She observes that variety does not just

reside in the number of products released into the market; rather it should focus on value addition even if it means having one product whose value changes continuously.

Education provides an individual with a stock of knowledge that is applied to deal with business issues as they arise. Even if circumstances remain difficult to predict, education has the capacity to offer a continuum of suitable remedies that prove equal to the tasks, Tremory (2004). He advises that a business entrepreneur should engage in challenging training experiences which offer knowledge and skills in full richness. Denny (2006), warns business persons dealing in primary products to guard against selling such commodities in their basic raw forms. She argues that raw materials fetch “raw pay” and the one who processes them reaps the benefits including that which should have gone to the original producer. In the light of this reality, training in knowledge and skills for value addition must be emphasized

Jarya (2007) study points out that education and training provide the utmost advantage to enterprises. Investment in human capital by enhancing knowledge and skills is a commendable task since knowledgeable workers usually use available organizational resources and make them more productive. Whereas some organizations may choose to invest heavily in non-human resources, in business, one must realize that success begins with resource deployment, and therefore resources must be allocated based on thoroughly throughout plans, which can effectively be done by trained personnel, Karaga et al (2005).

In the best interest of an enterprise, training is emphasized, but this should not be overdone at the expense of other factors of production. Firms may engage in training and

spend much more than to be gained from such trainings, Muktar (2005). He proposes that professionals in different areas should be invited to the organization occasionally to induct workers on the job. He also suggested that computer software programmes done by qualified professionals can also be acquired to help workers gain knowledge at their own pace.

Kifoto (2006) says that even in simple business operations that are done in small scale, interpersonal skills that may have been acquired just through interpersonal skills that may have been acquired through introduction with others in the society is significant in growing an enterprise. With the acquisition of higher knowledge and skills organization resources will be made much more productive. From his study carried out in Javalpur India, Presona M. (2004) established that most businesses that were started in the recent times had registered enormous growth because training in business management was almost mandatory in India. Through the knowledge and skills acquired entrepreneurs are prepared to take up the challenges encountered in the business environment.

Looking at the influence of training on productivity of brick-making projects in china, Syang Wan (2010) observed that brick-making was one of the most profitable undertakings in the rural areas of China, yet remained the greatest contributor to environmental degradation. Continuous production of bricks in total disregard of their effects on the environment must be discouraged by adopting modern brick making technology which is environmentally friendly. To be able to adopt such never to technologies in brick making, prior training is necessary in handling such machines.

In India, bricks are also being made and this industry provides employment to several rural folks, though regarded as a great pollutant of the environment when undertaken in its traditional form. With the introduction of brick-making machines, this sector has been improved. Several brick-making persons have been trained in using the technology making these projects productive, Cole (2009). In Kenya local development interventions have become very popular with people in both rural and urban areas. Those who engage in these initiatives have learned how to add value to the locally available raw materials to deliver gainful project outputs, Mogore (2010).

2.5 Citizen Participation on Implementation of community based development Projects

Owing to the great need of attaining social, economic and political development of the people, this reality features a fundamental dilemma which can only be unlocked by extensive engagement of the efforts of the local communities to take actions through community based development projects. Across the world today, common challenges are approached through collective efforts and several such outfits include: European Union, African Union, and AGOA, IGAD, ECOWAS, EAC as well as grass root groupings. However, a nagging perception on the sustainability of these initiatives in addressing the needs of the people ought to be subjected to second opinion.

The degree to which community- based development projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making. Shaeffer (2005) shows a number of particular activities involving high level participation in broader developmental contexts that include: collection and analyses of information; definition of priorities and setting of objectives;

assessment of accessible resources; decisions on scheduling programmes; designing of strategies for implementing the programmes as well as sharing tasks amongst participants; management of programmes; monitoring of programmes' progress and the evaluation of impacts and results.

It becomes fundamental to observe that where participation is low, people are rarely consulted, nor given information; they are merely told what to do. The agency plans and implements its programmes which reduces people identification with it as well as poor maintenance and high mortality of projects. Where it is high, people gain control of the process, they are guided by an agency to identify their problems and make key decisions. Otieno (2007) argued that the District Focus for rural Development (DFRD) strategy could possibly not achieve the expected as the major projects were selected, monitored and implemented by government representatives as local the people in most cases were not fully engaged. It does not escape the attention of any keen observer to notice that failure to involve the people in community based development projects has been manifested in negative attitudes in which people become reluctant and even vandalize development projects such as community water pumps for lack of ownership.

Harvey and Reed (2006) observed that involvement may take diverse forms that include the primary expression of water demand, selecting machinery, providing local materials and labour, contribution of cash to project costs, selecting management types and also the water-based tariffs to levy. In concurrence with this view, Ouma (2009) found out that grass root participation encourages the community to learn and make informed decisions on the implementation of the projects. He further observes that involvement enhances ownership and hence empowerment of the community. He recommends that community

based development organization's internal structures be strengthened to be accommodative of the efforts of as many stakeholders as possible.

In his study, Ogutu (2010) notes that community involvement and participation in the NGO water projects is fundamental at different stages of the project cycle. He points out that community participation facilitates capacity building for sound management of water projects by the community members on sustainable manner. Jean (2011) notes that to a large extent, as a way of responding to the critique coming from top-down growth and the growing attentiveness of little efficiency of assistance in underprivileged nations, international donor communities have of late adopted community-based development approaches. They have observed that such abrupt shifts in aid activities are questionable due to entry numerous agencies' field that with diminutive or no experience relating to participatory development.

Cardwell (2008) study conducted in Philippines focusing on rural development projects' sustainability revealed that such projects are driven by demand on the basis of professed requirements of a participating community with the engagement and support from the local governments as well as other key services' providers. In these types of projects, it is expected that communities would take responsibilities of their development agendas via enhanced knowledge access, resources and technologies.

Munro (2009) indicated that a main challenge to those in development is the hard realization that any programme working in isolation only delivers up to a certain level. Those on the other hand, who manage to weave together partnerships or programmers that are able to work in conjunction with other organizations end up delivering much

more and eventually end up with broader ownership among the communities being developed. Such programs are the ones that are sustainable in the long run.

In a manner that appears of qualifying Munro's observation, the strategic plan for the 'Ministry of Planning and National Development' for the period 2004/05 to 2008/09 acknowledged that participation of shareholders has been nominal in the recent past due to lack of a national policy framework for guiding successful stake holders' participation. This was in regard to the process of formulating development agendas. Also, the existing legal frame work fails to provide for wide-ranging consultative processes in issues relating to national-based planning, reporting and monitoring. Although the DFRD (District Focus for Rural Development) approach that was intended to make it possible for contribution by the general public in the process of development, it has largely been unproductive, therefore, there remains great unsustainability for such initiatives.

In a recent survey showing massive wastage of devolved funds, Ochanda (2010) blamed the poor handling of devolved fund kitties on incoherent synergy among stake holders, less community participation, ambiguous governance structures and failure to respect basic constitutional principles of checks and balances. As a rejoinder to Ochanda's observation, Katula (2010) in the same report warns that 'the mess in handling of the devolved kitties is a pointer to what should be expected from the counties.'

Antony Gitonga reporting for The Standard on 11th of February, 2011, featured the theme: "Leaders Probe Stalled Projects in the area" indicated that the civil leaders in Naivasha called on CDF national board to inspect stalled projects in the area. While addressing the press in Naivasha, the civil leaders observed that the CDF office had

become a 'one-man-run show' leaving locals and stake holders in the dark, added the report. Gitonga's report is a replica of common experiences in several parts of the country typical of people complaining of the dissatisfying project outcomes.

Participation of community members in community based development interventions is thus considered crucial, for it creates a sense of project ownership. Nihanya (2004) giving her encounters with women of Beit Shemash, a town near Jerusalem notes that participation of community members in development initiatives should be emphasized, without which meaningful success will remain a mirage. She highlights how several community and health organizations formed a project that drew on the guiding principles and strategies of empowerment, participation, multidisciplinary collaboration and equity thereby enhancing the attainment of project goals (IFAD, 2007).

A key lesson from the global studies on the sustainability of community-based development projects is the necessity of people involvement in development initiatives. Menlo (2011) suggested that if beneficiaries are able to express their views and set up projects that meet their needs, they are more likely to work and even pay to sustain the system. This explains why external support agencies around the world rely upon community level organizations to respond to community demands and assist in planning, construction and maintenance of projects. People's participation in project work contributes to the attainment of project objectives that meets the needs of the implementing community based group.

Participation of people in community based development projects is equally considered a vital component of sustainability by Clinica Verde (2010). Providing health and hope for

women and children living in poverty in Nicaragua observed that it always come to that, the people, whether in mature and wealthy democracies, those of more recent vintage, or countries struggling to create representative government, the people themselves ultimately must take responsibility for their own affairs. She further pointed out that the people themselves must fashion and determine their destiny.

From the discussion, project's success is depicted as dependent on the level of participation of the people in key project activities, and to facilitate people's participation, empowerment mechanisms must never be ignored. This is important as a people whose capacities are low will surely have little to contribute to a development intervention.

2.6 Access to information on implementation of community based development projects:

In Kabanda's view, sustainable development is attained majorly through a people's inspiration process in the mobilization and management of resources, but rarely on external interventions. Responding to the UN 2010 report on poverty index that placed Nyanza second last after North Eastern, Ajwang (2013) observed, "It is high time Nyanza awake from its slumber, to make full use of its vast natural resources and technical expertise in order to move from a food- deficit to a food- surplus region, with better incomes and livelihoods for her people." It is worth noting, though amazingly, that a visit to Nyanza reveals a lot of actions in the form of development projects and availability of vast natural resources, with little change in the people's lives, Omanga (2014). It is therefore incumbent upon the community stakeholders to be aware of such opportunities

to be exploited, for sustainable development hardly depends on external interventions but on home grown initiatives.

Awareness creation through access to information should be regarded as a crucial undertaking in the sustainability of community based development projects since it does not only enable the community members to identify community felt needs and promote community interests, but it also facilitates good leadership and democratic decision-making, Owala (2014). It has emerged that many Kenyans have little or no information on the existence and management of devolved funds, giving corrupt officials the leeway to line their pockets (Oywa, 2010). He further indicates, while responding to a survey that revealed massive wastage of devolved funds, that most tax payers do not know how most devolved government departments spend the allocated funds. The budget days they conduct are mere publicity shows with no details on how the funds were spent.

If effective implementation of community based development projects were to be attained, awareness creation must be pre-requisite and all those with varied stakes are sensitized to recognize their roles and mandates in such projects. On a similar note, the draft national policy on community development, (2010) reiterated that members of a community must be aware of their needs or problems and be motivated to take actions to solve them. This draft equally emphasizes that solution to community problems are effective and sustainable if they emanate within the community and championed through the efforts of community members, and that this reality is achievable by way of awareness creation.

Accessibility to information leads to fostering commitment of the community members to embrace ownership and sustainability of the community based development projects by assessing suitability of local resources in conducting community activities; while at the same time seek external supplements, Kamau (2012). Implementation of rural development projects must include the promotion of indigenous knowledge systems and practices, rural resource management and enhancement, and the use of natural resources in production systems, Cardwell (2008). He adds that the concepts have to be introduced early through creation of awareness in a manner that was to ensure participation in resource management in the long term.

In occurrence with Cardwell, the need for awareness creation is also echoed by Colletta Suda (2010) on the dissemination of the draft training manual on community development, urging the District Gender and Social development Committees to ensure sustainability of community based development projects by first mobilizing and sensitizing the community on social development programmes.

Further building on the need for awareness creation on the implementation of community based development projects, the National Draft policy on community development (2010) indicated that most of the devolved funds such as the Constituency Development Funds (CDF), the Local Authority Transfer Funds (LATF), the Youth Enterprise Development Funds (YEDF), the Women Enterprise Funds (WEF) among others are issued as loans to groups, but there has been a challenge in repayment as communities have the perception that no one can hold them accountable for funds provided by the government. In other situations, communities are not aware of the existence of these

devolved funds. Such revelations put to doubt the sustainability of community based development projects, consequent to lack of emphasis on the need for awareness creation.

Aid has not been working effectively in Kenya, although the Aid lobbies have been pretending that it works. This pretence has been done through the treatment of Kenya as a huge 'Potemkin village'. A 'Potemkin village' has been created in Africa; however, it has been by outsiders who mean well for the country (Michael, 2008/2009). It is evident that external intervention in total disregard of raising awareness of local communities on their development roles only builds outside agencies at the expense of community members. In this context, sustainability of community based development projects remain a dream that will never be operationalized.

Owiti (2008) commenting on partnership to empower communities in Africa, between Microsoft and Aghakan foundation, indicated that in order to promote rural economic development, the two organizations plan to expand access to information and technology through Aghakan's foundation existing rural support programme. Owing to the fact that every organization is concerned with the impact of its programmes in the society, and to ascertain that such initiatives are effective, awareness creation is considered a mandatory undertaking.

On its report based on the assessment on Kenya's implementation of relief food programme, the Kenya National Commission on Human Rights (KNCHR), (2006) alluded to the significance of awareness creation on the sustainability of community based development projects. It observes that during humanitarian emergencies, lack of knowledge by beneficiaries, particularly women and children, about humanitarian

assistance process and their rights to it contributes towards increasing their vulnerability to abuse and exploitation.

2.7: Theoretical Framework

A theoretical framework is commonly known as a compilation of ideas and thoughts, which exhibit some form of relationship, and are on the basis of principles and theories offering to give explanations on the reality of a phenomenon as it has been captured various theories. In various fields, propositions and theories concerning relationships existing between ideas have over the time been formulated (Tromp and Kombo (2006). In these kinds of fields, researchers develop interested to ascertain or test a certain theory (Mugenda and Mugenda, 2003).

This study operate on the theory of diffusion of innovations which shows that social and economic change could occur in the communities in the course of members adopting innovations in their social groups or at the community level. According to Schonher and Mbugua (1973), innovation may possibly be marketed to some members in social units, and these few may help in diffusing innovations, trickle them down or communicate to other social unit members. This theory is therefore significant to the study due to the fact that project implementation, particularly community based development projects by the devolved government in Homa Bay County has not been impressive.

The results of the study are likely to act as a catalyst to awaken the various project team members to devise best project management strategies of adding value to the initiated projects in the county and this innovation may also trickle down to other PMCs

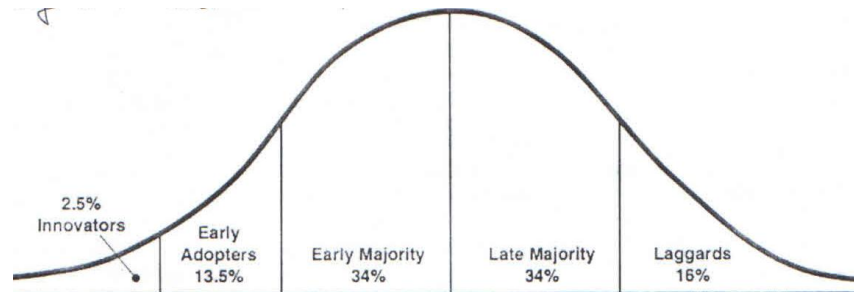
implementing projects in the entire Homa Bay County transforming it into an economic hub in Kenya.

Effective exploitation of the available local resources, through innovative strategies that add value could offer to make devolution a reality in Kenya, which in turn could spur economic development in various regions of the county in a sustainable manner. The choice of the model is justified in the view of the fact that effective development is attained through collective efforts of diverse stakeholders, and that individual contribution is also significant.

Figure 2..1 Theoretical framework of the study

Diffusion of innovation theory

The graph below showing how the diffusion of innovation model works.



Graph developed by E.M Rogers

The diagram of the five established adaptor categories illustrating the diffusion of innovation theory model

The above diagram helps to illustrate how the innovation ideas trickle down from the innovators to the universe/target population.

The idea about an innovation is given to a small group in a society or population and it diffuses, condenses or spreads to the larger community and to the entire universe .this theory will definitely bring social and economic change in the society.

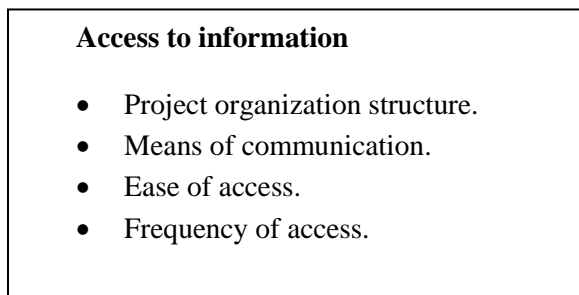
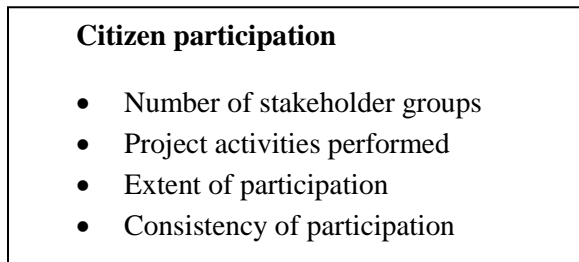
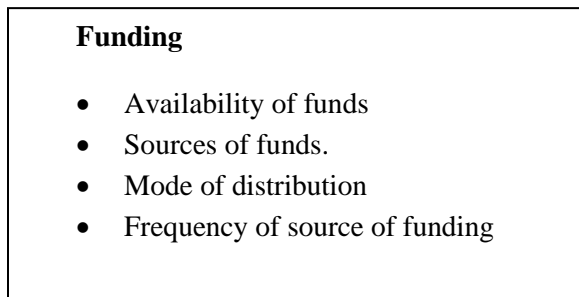
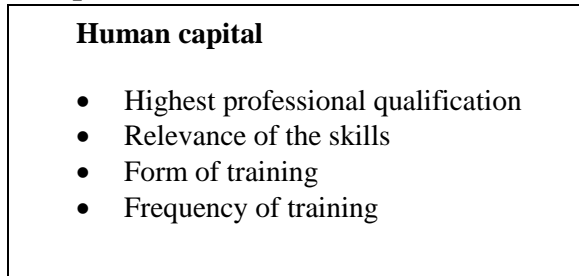
2.8: Conceptual Framework of the study

A conceptual framework is defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation, Kothari (2005). According to Mugenda and Mugenda (2003), a conceptual framework refers to when a researcher conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically. The conceptual framework is found significant for it assists the researcher to quickly perceive the relationship established. The study's conceptual framework is depicted in figure 2.2

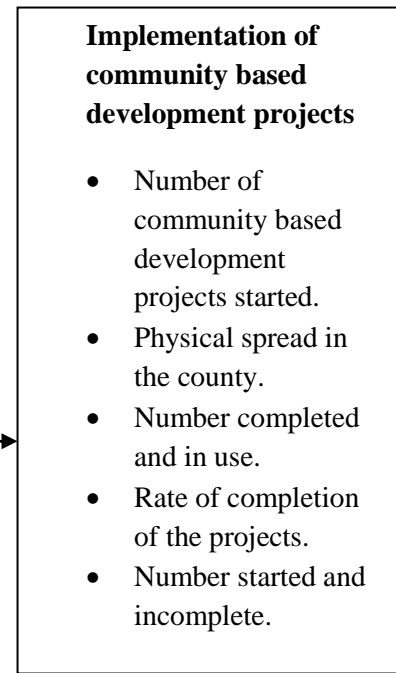
Based on the conceptual framework, the study will be informed by the independent variables; funding, project human capital, citizen participation and access to information, perceived against their influence on implementation of community based development projects by the devolved government in Homa Bay County, Kenya.

Figure 2.2 Conceptual framework of the study

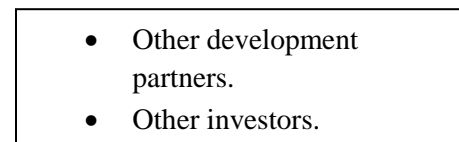
Independent variables



Dependent variable



Moderating Variables



2.9 Summary of literature review

In this study, the researcher has diligently and steadily undertaken a detailed literary interaction with the works of other scholars whose academic contributions have informed knowledge in this field of implementation of projects. In view of this attempt, several works revealed that success in project implementation is a function of adequate funding, project team training, prudent project governance, access to critical information, and diverse stakeholder participation.

On project funding, literature review established that implementation of projects require adequate funding, as projects running low on funds are likely to fall behind schedule. Moreover, funding should be sourced using aggregated strategies to ensure that a pool of resources is made available for use in the project. Furthermore, funding should be done on clear and definite mode of disbursement to ensure that all project activities are executed within the planned time limits to eliminate cases of cost overruns.

The literature also indicated that implementation of a project often requires recruitment of project teams with the requisite project management skills, as training of project teams equips them with the necessary capacity for task performance. Training to boost the project team's capacity must be done in relevant fields, packaged in formal learning models and done regularly to embrace the changes in business environment.

Citizen participation is critical in identification and prioritization of projects that meet people's needs so that such project initiatives can be sustained. Moreover, access to information offers a strong opportunity to conduct thorough and effective environment scanning for purposes of generating information for decision making in the project

environment. Literature review reveals that there should be put in place an effective and efficient information system in a project that is accessible and user-friendly.

Finally, the study operates on the theory of diffusion of innovations, which offers to explain how a new project idea may be conceived and introduced into a community and finally embraced by other members over a given period of time. This study intends to close the knowledge gaps still in this domain of project implementation through integrating the key variables into the framework of the model.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter offers a detailed description of the research methodology the researcher adopted in study. Methodological concerns presented include, research design, target population, sample size and sample selection. Moreover, it also features discussion of the data collection instruments, pretesting of the instruments, validity of the instruments, together with instruments reliability. Furthermore, it also captures the data collection instruments, data collection procedures, operationalization of the study variables and methods of data analysis, as well as ethical considerations in research.

3.2: Research design

Research design entails arranging appropriate conditions for collecting and analyzing collected data in an approach which aims at combining a study's relevance to its purpose, where the economy of procedures is also taken care of. Muma (2010) considers research designs to be a conceptual arrangement under which research can be carried out, and is constituted of a blue print for collecting, measuring and analyzing data.

This study will adopt a 'descriptive survey research design' method, which will be used as the study seeks to offer an insight into aspects that determine implementation of community based development projects by the devolved government in Homa Bay County. A research survey makes an attempt of collecting information from a population's members with the aim of determining the present position of the population, in relation to selected variables (Mugenda and Mugenda, 2003). Survey studies are taken

as the best methods that are available for social-based scientists as well as other educators with interest to collect novel data for in order to describe a population that is too huge for direct observation.

3.3 Target Population

According to Mugenda and Mugenda (2003), a target population is the accessible population from where a sample is drawn and upon which the researcher wants to generalize the results of the study. This study targets the devolved government project team members who are implementing community based development projects in Homa Bay County.

According to Homa Bay County Government Department of Finance and Planning Report (2018), 86 community based development projects had been initiated by the five key departments, that is, Roads and infrastructure, Education and ICT, Health, Agriculture and Livestock and Water, spread across the eight Sub Counties. Besides, the report indicated that of each project, the county government had put in place a project management team drawn from relevant stakeholder groups that comprised of 13 members each. The study therefore targeted a population of 1118 project team members.

3.4: Sample Size and Sample selection

3.4.1 Sample size

A sample is a subset of a particular population and should reflect the salient features of the population from where it is drawn, Donald (2010). Generally, the sample size depends on the factors such as the number of variables in the study, the type of research design, the method of data analysis and the size of accessible population. According to

Munisparck (2008), a study's sample size depends on the nature of the target population, which is either homogenous or heterogeneous and should be larger in the former than the latter.

In Mugenda and Mugenda (2003), Gay suggests that for correctional studies, 30 cases or more are required; for descriptive studies, 10-30 percent of the accessible population is enough; and for experimental design at least 30 cases as required. In this study, being descriptive in nature, the researcher seeks to use 20% of 1842, giving a sample size of 296 respondents.

3.4.2 Sample selection

Sampling entails selecting a fraction of a cumulative figure or even totality based that helps in making inferences or judgments concerning an entire population (Kothari, 2005). According to Opiyo (2014), sampling entails choosing several units of an aggregate of a study's so that when it is studied, it is possible to generalize the final to the entire population.

This study adopted the probability sampling method; which entails according every target populations item an equal opportunity to become selected for the study, and also becomes included in the ultimate sample size, thus; it ends up ascertaining a sample's objectivity for selection. The 'Random sampling procedure' was selected as the most appropriate sample selection technique, in which the target population was stratified on the basis of the five distinctive departments in Homa Bay County Government. Using stratified sampling procedures, sample selection will be done as illustrated in table 3.1.

Table 3.1 Sampling Selection Process

Stratum	Total Population	Sample Percentage	Sample Size
Education	218	20	44
Health	193	20	39
Roads and Infrastructure	346	20	69
Water	218	20	43
Agriculture & Livestock	143	20	29
	1118	20	224
Total			

3.5: Data Collection Instruments

In the view of Hanry (2004), to make sure that the collected information/data is addressing the objectives of the study, the formulated instrument for data collection ought to be appropriately selected in order to avoid the collection of information that is irrelevant. In this study, the researcher intends to prepare questionnaire that will help to obtain information from the selected participants. The questionnaire items was made in such a manner that it will comprise of open- ended and close-ended questions, which provide the benefit for the collection of quantitative data and qualitative data as well.

Moreover, it was also to take into consideration matrix questions as well as contingency items for purposes of checking the objectivity of the initial data obtained. Besides,

contingency items were also used to help in verifying certain responses from the respondents to ascertain the level of objectivity of the data collected.

3.5.1: Instruments Pre- Testing

Instruments pre- testing, also known as piloting, is a preliminary study conducted on a small scale to ascertain the effectiveness of the research instrument, Odongo (2015). According to Mugenda and Mugenda (2003), a pre- test sample should be between 1% and 10% depending on the sample size, In this study, the researcher seeks to use a pre-test sample size of 10% of the study sample size (224), giving a pretest sample of 22 respondents.

The researcher prepared copies of questionnaire to be self- administered to the pre-test sample that was similar to the actual study sample in major characteristics. This was significant in helping to reveal aspects of ambivalence depicted by the questionnaire items that were subsequently be reframed relative to the responses obtained from the respondents.

3.5.2: Validity of the Instrument

Kothari (2005) perceives validity as a measure of the degree to which differences found with a measuring instrument depict true differences among the items being measured. In the views of Mugenda and Mugenda (2003), an instrument is validated by proving that its items are representative of the skills and characteristics to be measured. Validity of the research instrument was ascertained by ensuring that the questionnaire items sufficiently cover the research objectives and this was subsequently be confirmed by the pilot study.

Moreover, instrument validity also assured through exposing the questionnaire items to the experts for their judgment and peers for review. Furthermore, validity of the instrument was also ascertained through randomization that was helpful in checking the influence of extraneous variables. Randomization is considered crucial for it is the best technique of ensuring the representatives of the sample to the target population.

3.5.3: Reliability of the Instrument

Reliability of a research instrument is a measure of the degree to which a measuring instrument yields consistent results or data after repeated trials, Mugenda and Mugenda (2003). According to Kothari (2005), reliability of a test instrument is a measure of the consistency with which a test instrument produces the same results when administered to the same group over time intervals.

For ascertaining the reliability of the questionnaire in this study, the researcher used split-half reliability method, by dividing the questionnaire items into the two equal parts on the basis of odd and even appearances. The first part of the research instrument having been administered and the results attained, the second part was subsequently administered and the results noted. Pearson's coefficient of correlation (r) was then used to compare the two scores obtained and by getting a higher correlation, the instrument was considered highly reliable.

3.6: Data Collection Procedures

The data collection procedure comprises of the steps and actions necessary for conducting research effectively and the desired sequencing of these steps, Kothari (2005). In this study, the researcher begun the process of data collection by preparing a research

proposal, presented before panel of assessors of the University of Nairobi and upon approval; a research permit was obtained from National Council of Science and Technology.

Data collection process was subsequently commenced once the research permit was obtained. Presenting the permit to all relevant authorities, the researcher seeks to hit the road collecting data using two well trained and motivated research assistants, who systematically administer the data collection tools to the respondents in batches of ten until all will have been administered.

3.7: Methods of Data Analysis

Data analysis refers to the examination of data collected in a study and making deductions and references. It also involves uncovering the underlying structures, extracting important variables, detecting anomalies, scrutinizing the acquired information and testing underlying assumptions (Orodho, 2005).

Data collected was cleaned to ensure that only relevant data was retained for analysis. Quantitative data was analysed using descriptive statistics such as, frequencies and percentages aided by Statistical Packages for Social Scientists (SPSS). Qualitative data was analysed by making inferences from views and opinions of respondents. The information obtained was then summarized and organized according to research objectives, arranged in themes and presented in narrative form, while quantitative data was presented using frequency distribution tables.

3.8: Operationalization of the study Variables

Operationalization of the variables is a technique that helps in establishing relationships that exist between study variables and indicating how such relationships can be measured, Ogada (2011). In this study, the researcher ropes in the key variables; project funding which was measured on the grounds of the availability of financial resources, sources of funds, mode of disbursement and frequency of sourcing funds.

Project human capital, being among the most critical success factors in project implementation was measured on the basis of the higher professional training attained by the various project implementers, acquiring professional training relevant to their duties at the project environments, the form of training and the frequency of training to keep abreast with emerging changes in the working environment.

The variable citizen participation was measured on the basis of the number of stakeholder groups involved, the type of project activities being performed, their level of participation on key project activities and the frequency of being involved in the project activities.

Access to information was perceived against the backdrop of the nature of the project organization structure in place, means of obtaining information, ease of access to the information and the frequency with which such information can be obtained. This operationalization of the study variables is illustrated in figure 3.2

Table 3.2: Operationalization of the study Variables

Objectives	Variables	Indicators	Measurement scale	Data collection method	Data analysis
To investigate how human capital influences implementation of community based development projects by the devolved government in Homa Bay County.	Independent Funding. Dependent implementation of community based development projects by the devolved government in Homa Bay County	Availability of funds. Mode of disbursement. Means of sourcing. Frequency of sourcing.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative
To evaluate the influence of funding on implementation of community based development projects by the devolved government in Homa Bay County.	Independent Project human capital. Dependent implementation of community based development projects by the devolved government in Homa Bay County	Highest professional training. Relevance of training. Form of training. Frequency of training.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative
To assess how citizen participation influences implementation of community based development projects by the devolved government in	Independent Citizen participation. Dependent implementation of community based development projects by the devolved	Project organization structure. Means of communication. Ease of access to information. Frequency of access.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative

Homa Bay County.	government in Homa Bay County				
To examine the influence of access to information on implementation of community based development projects in Homa Bay County.	Independent Access to information. Dependent Implementation of community based development projects by the devolved government in Homa Bay County.	Activities performed. Number of stakeholder groups. Extent of participation. Frequency of involvement.	Ordinal Nominal Interval Ratio	Question naire	Quantitative

3.9 Ethical issues in research

According to Resnik (2011), there are several reasons for adhering to ethical norms in research. Norms promote the aims of research, such as knowledge, falsifying or misrepresenting data, promote the truth and avoid error. Moreover, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect and fairness.

For instance, many ethical norms in research, such as guidelines for relationship, copyright, and patency policies, data sharing policies, and confidentiality, peer reviews, are designed to protect intellectual property interest while encouraging collaborations.

Many of the ethical norms help to ensure that researcher can be held accountable to the public.

William (2006) lists some of the ethical issues as informed consent, confidentiality and anonymity. Given the importance of the ethical issues in several ways the researcher does not intend to take any ones works and where someone's work is included, such were acknowledged through quotation and citation. In the entire research process, the researcher ensured that respondents' identity and confidentiality were observed. Moreover, all respondents were fully protected; no harm, cruelty and coercion were used to obtain data from the respondents.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter gives data analysis, presentation, interpretation and discussion. Data analysis was done in tandem with the major variables of the study; influence of funding; human capital, stakeholder participation and access to information on implementation of community based development projects by the devolved government in Homa Bay County.

4.2: Questionnaire Return Rate:

According to Mugenda and Mugenda (2003), response rate refers to the percentage subjects that respond to the research instrument. A response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good. In this study, 224 copies of the questionnaire were administered to the PMCs that were implementing community based development projects in Homa Bay County and 201 copies were completed and received back, giving a response rate of 89.73%. The study is therefore seen to have returned a superior questionnaire response rate as illustrated in table 4.1.

Table 4.1 Questionnaire return rate

Stratum	Sample size	Completed	Percentage
Education	44	38	86.36
Health	39	39	100.00
Roads and Infrastructure	69	61	88.41
Water	43	43	100.00
Agriculture & Livestock	29	20	68.97
Total	224	201	89.73

4.3. Demographic characteristics of the respondents

This section describes the demographic features of the respondents that the researcher considered to be of great significance to the study; as such demographic characteristics often reveal the types of activities which people normally engage in order to meet their means of survival. The demographic features studied include gender characteristics, age of the respondents, marital orientations, level of education, and duration of implementation and department of project implementation.

4.3.1. Age of the respondents.

The researcher assumed that the variations in the age of the respondents would be significant to the study, since age differences indicate the type of economic engagements of people in the society. For example, old people with a lot of experience in various engagements would take up project implementation at the community level in stark

contrast to the youth, who still prefer formal employment in urban communities. The respondents were asked to complete the questionnaire indicating their ages and their responses are noted as illustrated in table 4.2.

Table 4.2. Characteristics of Respondents by age.

Age in years	Frequency	Percentage
20 years and below	00	00.00
21-30	12	05.98
31-40	54	26.86
41-50	103	51.24
Above 50 years	32	15.92
Total	201	100.00

Table.4.2 indicates that, out of the 201 respondents who completed the questionnaire indicating their ages, none was 20 years and below, 12 (05.98%) were between 21-30 years, 54 (26.86%) fell in the age 31- 40 years, 103 (51.24%) were in the age 41-50-40 years and 32 (15.92%) being above 50 years.

The implication of the above figures is that most of the PMCs implementing community based development projects in Homa Bay County were in their middle period of age, with few being young individuals. This was attributed to choice of economic engagements that were at variance between the youths and the adults, as many young persons preferred formal employment and hardly regarded local activities as crucial to their survival. However, those above 50 years were less in the projects, as such comprised of those near retirement and hence were leaving active public life

4.3.2. Gender of the respondents.

Gender describes the differences in sex characteristics of the respondents and is regarded as a determiner of the choices of occupation people normally make, given that male and females are socially oriented differently in the basis of their gender roles. This characteristic was critical to the study; it was a likely measure of the extent to which gender equity was being practiced by the devolved government dispensation in creating equal opportunities for all. Moreover, these community based development projects devolved were also being implemented in political environments with the characteristics sex bias that often disadvantages women. The respondents were asked to complete the questionnaire indicating their gender and their responses recorded as depicted in table 4.3.

Table 4.3: Gender of the respondents.

Gender	Frequency	Percentage
Male	136	67.66
Female	65	32.34
Total	201	100.00

Table 4.3 reveals that out of the 201 respondents who completed the questionnaire indicating their sex, 136 (67.66%) were male and a paltry, 65 (32.34%) were females. This revelation indicated that devolved government projects at the community level in Homa Bay County disregarded the role of women in development; despite the fact women often make the majority in the rural populations. This was partly attributed to the

belief that politics was still a male dominated field, such that projects that were being implemented at the community levels were politically initiated

4.3.3. Marital status of the respondents.

Owing to the belief that implementation of devolved government projects hinged on initial mobilization of sufficient resources and that marital status is also determined a lot by age, it was envisaged that few single people would be expected to be in the PMCs. In this study, the researcher assumed that marital status would be significant given that marital orientations could reveal motivational drives compelling individuals to embrace particular initiatives. These projects were considered economic engagements and being politically influenced, one would expect to see many older and married members with loud voice in most political spheres. The respondents were therefore asked to fill the questionnaire indicating their marital status and their responses were captured as indicated in table 4.4.

Table 4.4: Marital status of the respondents

Marital status	Frequency	Percentage
Single	11	05.47
Married	158	78.61
Widowed	30	14.92
Divorced	00	00.00
Other	02	00.99
Total	201	100.00

Table 4.4 indicates that, of the 201 respondents who completed the questionnaire stating their marital status, 11 (05.47%) were single, 158 (78.61%) were married, 30 (14.93%) were widowed and none was divorced, with 02 (00.99%) mentioning the other category.

The above statistics indicates that more married people formed the majority of the PMCs who took to the implementing community based development projects in Homa Bay County, since they were perceived as the most politically influential members of the community. Besides, membership into these PMCs also may have involved a lot of canvassing and lobbying that were likely to favor the marital cadre, as opposed to the widows and the singles.

4.3.4. Level of education of the respondents on implementation of projects.

Education and training equip individuals with knowledge, skills and desirable attitudes that are critical in execution of tasks in any development intervention and economic endeavors with successful outcomes acknowledge the importance of recruiting the best in class to perform tasks. The respondents were therefore requested to complete the questionnaire indicating their level of education and their responses were recorded as illustrated in table 4.5.

Table 4.5: Level of education of the respondents

Level		Frequency
Primary	32	15.96
Secondary	46	22.89
Tertiary	101	50.25
University	22	10.95
Other	00	00.00
Total	201	100.00

In table 4.5, it is noted that, of the 201 respondents who filled the questionnaire indicating their level of education, 32 (15.92%) had primary level education, 46 (22.88%) had secondary level education, 101 (50.25%) had tertiary education, 22 (10.95%) had university education and none indicated the other category.

Implied by these statistics is that most of the PMCs who were implementing community based development projects in Homa Bay County had attained near basic education at secondary and tertiary levels, having just a few with higher education at a university level. In view of this, such individuals were unlikely to have developed enough competencies in implementation of technical projects. Worth noting also is that some significant number had primary level of education, having been fronted through political canvassing, as one wonders what value they were likely to add to the project implementation.

4.3.5. Department implementing the projects

It is always good project management best practice to breakdown work on the basis of the different functional areas within a project organization, such that, each sector is assigned a definite amount of work upon which performance levels will be evaluated. On this basis, it would be in the best interest of the project organization to place achievement where it is due and in view of this, the respondents were asked to complete the questionnaire stating their areas of project implementation and their responses noted as illustrated in table 4.6.

Table 4.6. Department implementing the projects

Stratum	Frequency	Percentage
Education	38	18.91
Health	39	19.40
Roads and Infrastructure	61	30.35
Water	43	21.39
Agriculture & Livestock	20	09.95
Total	201	100.00

Table 4.6 reveals that, out of 201 respondents who completed the questionnaire stating their departmental areas of project implementation in Homa Bay County, 38 (18.91%)

were implementing educational projects, 39 (19.40%) were doing health projects, 61 (30.35%) were in roads and infrastructure projects, 43 (21.29%) were in water resources projects and 20 (09.95%) took part in Agriculture and livestock projects.

Implied by these figures is that there was a near equal distribution of projects implemented at the community level, since the variation of the projects was rather low, except the department of Agriculture and livestock having been underrated yet it is the basis upon which community development in Homa Bay County is anchored and ought to have given priority. The projects distribution notwithstanding, it should escape ones attention that roads and infrastructure took the lion's share of projects allocation at the community, an acknowledgement of the desire to open up the communities for general development.

4.3.6: Duration of participation in the projects.

Effective task performance in an initiative often relies on the extent to which the project implementers have attained project implementation experience, acquired over time in different project organizations. This is because, there is a possibility of gaining knowledge through interaction and exposure over a given period of time and this would be vital in handling emerging challenges in the new project environment. On account of this, the respondents were asked to fill the questionnaire stating the duration of involvement in community based development projects in Homa Bay County and their response captured as indicated in table 4.7.

Table 4.7: Duration of participation in the project

No. of years	Frequency	Percentage
I year and below	32	15.92
1-2 years	54	26.86
3-4 years	81	40.30
5-6 years	22	10.94
Above 6	12	05.98
Total	201	100.00

Table 4.7 reveals that on the duration of PMCs involvement in the implementation of community based development projects in Homa Bay County, 32 (15.92%) had been in the projects implementation for a period of 1 one year and below, 54 (26.86%) had been in these projects for 1-2 years, 81 (40.30%) had been in the projects for 3-4 years, 22 (10.94%) had been in the projects for 5-6 years and 12 (05.98%) indicated having been in the projects for above 6 years.

The figures indicate that most of the PMCs had hardly been in the implementation of the community based development for long; given that the county government dispensation was rather a new public administration in Kenya. However, it appeared that the rate of turnover of PMCs membership was rather high, probably due to political posturing which definitely robs the county government of the much gained experience for effective project implementation. In this respect, little experience has been gathered in the implementation of such projects, explaining the prevalence of the challenges encountered, against meeting public expectations in bringing development at the local levels.

4.4: Human capital on implementation of community based development projects

Owing to the fact that education and training are the most effective strategies for equipping individuals with knowledge, skills and desirable attitudes that are critical in execution of tasks in any development intervention, any economic endeavors with successful outcomes acknowledge the importance of recruiting the best in class to perform tasks. In this study, it was held that effective tasks performance in various project interventions heavily relied on the extent to which the capacities of the project team members were enhanced through training. Human capital requirement was therefore measured on the basis of the highest professional qualification, area of professional preparation, mode of training and the training curves.

4.4.1: Highest qualification on implementation of community based development projects

In this study, the researcher operated on the belief that human capital development through requisite professional training was vital for effective project implementation, since project interventions at the community level as is elsewhere, demands appropriate knowledge, skills and experience for successful outcomes. The respondents were therefore asked to complete the questionnaire indicating their highest professional qualifications and table 4.8 illustrates their responses.

Table 4.8: Highest qualification training on implementation of projects

Qualification	Frequency	Percentage
Certificate and below	122	60.70
Diploma	44	21.89
Degree	18	08.96
Post Degree	04	01.99
Other	13	06.46
Total	201	100.00

While indicating the extent of their professional qualification, table 4.8 reveals that, 122 (60.70%) of the respondents who filled the questionnaire had professional training at a certificate level and below, 44 (21.89%) obtained training at diploma level, 18 (08.96%) had degree qualification, with 04 (01.99%) indicating having post degree training and 13 (06.46%) identifying with the other category.

Implied by these statistics is that most of the PMCs who were implementing community based development projects in Homa Bay County had attained near basic professional qualification at certificate and below, having just a few with higher education at a university level. In view of this, such individuals were unlikely to have developed enough competencies in implementation of technical projects. Worth noting also is that some significant number had diploma and degree qualifications, having been well prepared to effectively execute tasks in the project organizations, though this number was dwarfed by less trained PMC members and hence were unlikely to bring much needed results in the implementation of community based development projects in Homa Bay County.

4.4.2: Area of training on implementation of community based development projects.

In an attempt to gauge the effectiveness of training on performance of a given task, the specific area of skills and knowledge acquired must be related to the domain within which the tasks are executed. This is because; often people obtain skills in areas that have no relationship with their current task assignment rendering them unable to handle technical issues that may arise. The respondents were therefore requested to fill the questionnaire stating their areas of professional qualifications and their responses noted as illustrated in table 4.9.

Table 4.9: Area of training on implementation of the projects.

Training Area	Frequency	Percentage
Education	31	15.42
Project work	12	05.97
Business management	14	06.97
Engineering	02	00.99
Other	142	70.65
Total	201	100.00

Table 4.9 indicates that, of the 201 respondents who filled the questionnaire indicating their highest professional qualifications, 31 (15.42%) had training in education, 12 (05.97%) had trained in project work, 14 (06.97%) had training in business management, 02 (00.99%) trained in engineering and the vast majority, 142 (70.65%) identified with the other category.

Implied by the statistics is that most of the PMCs who were implementing community based development projects in Homa Bay County did not display meaningful training, as shown by the large number that identified with the other category; an amorphous response characterized of people with no training at all. Besides, the few who indicated some form of training were not trained in the knowledge and skills related to project management, but in other areas and therefore were likely to encounter impediments in the implementation of the projects.

4.4.3: Mode of training on implementation of community based development projects.

In the modern period of technological advancement in different tools of task performance, some people prefer engaging in non-formal modes of training as they stay in their jobs, with a few opting for formal training engagements, especially those not occupied in any jobs. In this study, the researcher believed that the mode of training would be of great significance to the study, as it would indicate the extent to which specific skills were acquired by the PMCs who were implementing community based development projects in Homa Bay Clouny. The respondents were therefore asked to complete the questionnaire indicating the mode of training normally embraced and their responses noted as depicted in table 4.10.

Table 4.10: Mode of training on implementation of the projects.

Nature of training	Frequency	Percentage
Formal	76	37.81
Informal	12	05.97
Workshops and seminars	52	25.87
Use of training software	00	00.00
Other	61	30.35
Total	201	100.00

Table 4.10 reveals that, out of the 201 respondents who filled the questionnaire indicating the mode of training often embraced, 76 (37.81%) had trained formally, 12 (05.97%) trained informally, 52 (25.87%) trained in the form of workshops and seminars and 61 (30.35%) indicating the other category, with none stating use of software technology.

The statistics in the table indicates that a significant number trained formally, a model of training that was regarded more effective in imparting knowledge and skills to the PMCs who were implementing community based development projects in Homa Bay County. It is surprising that use of computer software technology was disregarded in this time and age of advancement in technology for purposes of training, obviously indicating the challenges one would expect in the implementation of projects with technological bias. The implication in this case is that these projects hardly emphasized knowledge building for sustainable project development; rather these projects were anchored on the flimsy platform of political affiliation.

4.4.4: Frequency of training on implementation of community based development projects.

In the domain of education and training, it is envisaged that initial entry into an institution of learning rarely guarantees the best results as far as gaining skills for effectiveness task performed is concerned, but with regular training, emerging issues in the business environment are addressed with utmost precision. Owing to the fact that the global business operating environment is always influenced by unpredictable and tumultuous changes, it is prudent project management practice to seek frequent knowledge and skills in order to effectively deal with the ever emerging issues in the business world. The respondents were asked to fill the questionnaire giving the frequency of training and their responses captured as illustrated in table 4.11.

Table 4.10. Frequency of training on implementation of the projects.

Rating		Frequency
Percentage		
Very regularly	00	00.00
Frequently	00	00.00
Indifferent	00	00.00
Less regularly	78	38.81
Other	123	61.19
Total	201	100.00

Table 4.10 reveals that, out of the 201 respondents who completed the questionnaire indicating the frequency of training, none stated training very frequently, frequently and being indifferent, with 78 (38.81%) stating training less frequently and majority, 123 (61.19%) indicating the other category.

These statistics gives the revelation that most of the PMCs who were implementing community based development projects in Homa Bay County hardly engaged in continuous training in order to keep abreast with the emerging issues in the business operating environment, thereby casting doubts on the extent to which these projects would be effectively implemented. .

4.5 Funding on implementation of community based development projects.

Aggressive mobilization of resources is considered a critical success factor for effective implementation of a development intervention; for projects are business ventures and resources must be aligned with specific activities and assigned to competent people to obtain the desired project output. Funding, in this study, was considered a major variable that would determine the level of success in the implementation of community based development projects in Homa Bay County, as with insufficient funding project activities are likely to fall behind schedule. Funding was measured on the basis of, availability of adequate funds, means of sourcing , mode of disbursing the funds and the frequency of sourcing.

4.5.1: Adequacy of funds on implementation of the projects

The level of success that can be attained by a development intervention is a function of superior resource deployment that draws a matrix of financial resources, human capital,

materials and appropriate technology in correspondence to key project activities. In this respect, any project sponsor must only begin the journey of implementation on a platform of adequacy of funding, since with funds, other project resources can be obtained. In view of this, the respondents were requested to fill the questionnaire stating the extent of their agreement or disagreement that they were receiving adequate funding for implementation of community based development projects in Homa Bay County and table 4.12 illustrates their responses.

Table 4.12: Adequacy of funds on implementation of the projects

Rating	Frequency	Percentage
Strongly Agree	00	00.00
Agree	00	00.00
Neutral	96	47.76
Disagree	83	41.29
Strongly Disagree	22	10.95
Total	201	100.00

In Table 4.12, it is revealed that of the 201 respondents who completed the questionnaire indicating the extent to which they agreed or disagreed that they were receiving adequate funding for the projects, none indicated any form of agreement, 96 (47.76%) were neutral, 83 (41.29%) disagreed and 22 (10.95%) strongly disagreed.

From these figures, it is indicative that most of the PMCs who were implementing community based development projects in Homa Bay County seemed not sure with the level at which the project funds were being allocated to the projects, probably because

such decisions were being pulled by other individuals not directly involved in the actual project implementation. This created an impression of the projects being initiated just to be seen that action was being taken, but no effort was directed towards their effective accomplishment, leading to prevalence of incomplete projects in the county.

4.5.2: Means of sourcing on implementation of community based development projects

A project intervention is normally implemented in a complex business environment whose signature characteristics are dictated by different forces at work in the environment, most of which the PMCs may have little or no control over. In order to deal with such unpredictable operating environments, fundraising using superior strategies must be mounted aggressively in order to obtain adequate flow of funds for use in the projects. In the light of this fact, the respondents were asked to complete the questionnaire indicating the most common means of sourcing project funds they adopted and their responses noted as illustrated in table 4.13.

Table 4.13: Common means of sourcing funds on implementation of the projects

Means	Frequency	Percentage
National Government	162	80.60
County collections	39	19.40
Commercial loans	00	00.00
Investors	00	00.00
Other	00	00.00
Total	201	100.00

In table 4.13, it is observed that, of the 201 respondents who completed the questionnaire stating the common means of sourcing for project funds, 162 (80.60%) indicated obtaining project funds from the national government, 39 (19.40%) stated county collections and none indicated sourcing from investors and the other category.

These figures give the impression that the PMCs who were implementing community based development projects in Homa Bay County heavily relied on project funding through national government allocation, with little efforts focusing on obtaining commercial loans and county collections. It was therefore unfathomable to perceive these projects being effectively performed to the satisfaction of the expectations of the major project stakeholders.

4.5.3: Mode of disbursement on implementation of community based development projects

It is a general occurrence that obtaining all the funds for a project development at one go may be a tall order for project stakeholders and instead, funds are disbursed periodically to ensure that key project activities are not delayed unnecessarily. Should funds delay, then chances are that the project cost will definitely go up and this may have negative repercussions to the sponsors and may lead to subsequent project failure. On the account of this fact, the respondents were asked to fill the questionnaire stating the mode in which the project funds were being disbursed and table 4.14 illustrates their responses.

Table 4.14: Mode of disbursement on implementation of the projects

Funding Model	Frequency	Percentage
Monthly	00	00.00
Quarterly	00	00.00
Semiannually	36	17.91
Annually	79	39.30
Other	86	42.79
Total	201	100.00

Table 4.14 reveals, out of the 201 respondents who responded to the questionnaire on the mode of disbursement of the project funds, none stated that project funds were being disbursed either monthly, or quarterly, 36 (17.91%) stated that funds were being disbursed semiannually, 79 (39.30%) indicated that the funds were being disbursed annually and 86 (42.79%) stated the other category.

These figures imply that the PMCs, who were implementing community based development projects in Homa Bay County encountered challenges in disbursement of funds, accounting for the prevalence of stalled projects. This is deduced from the manner in which funds were being disbursed, with a higher percentage indicating the other category that was rather an amorphous model of funding that could hardly sustain an effective project implementation.

4.5.4: Frequency of funding on implementation of community based development projects.

An initial project funding may be adequate at the inception of the project intervention, but with unforeseen forces in the project environment, there is need to ensure that more

funds are obtained to cushion the project implementers against any change that may push up the project cost. In view of this reality, fundraising for project activities should be an ever on going undertaking so as to leverage project implementation should initial funds prove inadequate in the face of the changing project environment. In this respect, the respondents were asked to complete the questionnaire indicating how often they engaged in fundraising for the projects and their responses noted as illustrated in table 4.15.

Table 4.15: Frequency of funding on implementation of the projects.

Rating	Frequency	Percentage
Very frequently	00	00.00
Frequently	00	00.00
Indifferent	49	24.38
Less frequently	96	47.76
Other	56	27.86
Total	201	100.00

As revealed in table 4.15, of the 3201 respondents who completed the questionnaire indicating how often they were fundraising for project activities, none stated raising funds very frequently and frequently, 49 (24.38%) were indifferent, 96 (47.76%) indicated that fundraising was undertaken less frequently and 56 (27.86%) mentioned the other category.

These statistics imply that implementation of the community based development projects in Homa Bay County often encountered funding difficulties as no appropriate funding model was put in place to plug the financial gaps created as a result of the changes in the project operating environments. In view of this, it was hard to envisage how key project

activities that might suffer from eminent changes from the project environments would be salvaged, the result being poor project outcomes.

4.6: Access to information on implementation of community based development projects

Information is a crucial tool that keeps project team members constantly informed of any issues that arise in a project environment, ranging from generation of new project ideas to the best practices for success in project implementation. Access to information was measured on the basis of the nature of organizational structure in place, means of obtaining information, ease of access to information and frequency of accessing the information.

4.6.1: Organizational structure on implementation of community based projects

Availability of information in a project organization does not automatically guarantee its access by key individuals who need such information for purposes of decision making, as crucial organizational decisions are anchored on reliable and valid information. The information is obtained from both the internal and external environment, for such normally influence the manner in which activities are executed. The respondents were asked to complete the questionnaire indicating the organization structures used for communication purposes and their responses captured as illustrated in table 4.16.

Table 4.16: Organizational structure on implementation of community based projects

Structure	Frequency	Percentage
Line	00	00.00
Functional	00	00.00
Matrix	49	24.38
Ad hoc	96	47.76
Other	56	27.86
Total	201	100.00

In table 4.16, it is observed that, of the 201 respondents who completed the questionnaire stating the structure of their project organizations, none mentioned either line structure, or functional structure, 49 (24.38%) indicated matrix structure, 96 (47.76%) stated ad hoc structure and 56 (27.86%) indicated the other category.

These figures give the impression that the PMCs who were implementing community based development projects in Homa Bay County operated within ad hoc and other amorphous organizational structures that did not enhance effective flow of information for decision making. It appeared that little efforts focusing on the improvement of the systems of communication was being put, as decisions were seemingly being done for the project implementers from an unseen superior. It was therefore unfathomable that, in the face of ineffective communication, these projects would be performed to the satisfaction of the expectations of the major project stakeholders.

4.6.2: Common means of information on implementation of community based projects

The extent to which information can be processed and availed for use in an organization often depends on the means that are established to ensure efficient and effective flow of the information, for certain means of communication may be replete with delayance, while other forms enhance the efficiency of communication. The respondents were asked to complete the questionnaire indicating the common means used for communication in their projects and their responses captured as illustrated in table 4.17.

Table 4.17: Common means of information on implementation of based projects

Means	Frequency	Percentage
Verbal	96	47.76
Electronic	00	00.00
Audio	00	00.00
Print	49	24.38
Other	56	27.86
Total	201	100.00

Table 4.17 reveals that, out of the 201 respondents who filled the questionnaire indicating the common means of obtaining information, 96 (47.76%) stated verbal communication, none mentioned either electronic, or audio means of communication and 49 (24.38%) indicated print media, with 56 (27.86%) trained in the form of workshops and seminars and 61 (30.34%) indicating the other category.

The statistics in the table indicates that a significant number of the PMCs who were implementing community based development projects in Homa Bay County heavily relied on verbal communication, yet this form of communication was replete with aspects of informalities and the information generated is hardly made available for future reference. One would expect that that integrated information system would be put in place to ensure that as much information as possible was generated to enhance the quality of decisions made.

Moreover, it is surprising that use of modern technology was disregarded in this time and age of advancement in information communication technology for purposes of interaction, obviously indicating the challenges one would expect in the implementation of projects with technological bias.

4.6.3: Ease of access on implementation of community based development projects

Effectiveness and efficiency of any system of communication depends upon the extent to which individuals can access the stored information for use in making key organizational decisions, so much such that, if the principle of ease of access is compromised, projects activities must fall behind schedule. The respondents were asked to complete the questionnaire indicating the ease of access to information in their projects and their responses captured as illustrated in table 4.18.

Table 4.18: Ease of access on implementation of community based development projects

Means	Frequency	Percentage
Very accessible	00	00.00
Accessible	12	05.98
Indifferent	65	32.33
Less accessible	30	14.92
Other	94	46.77
Total	201	100.00

As revealed in table 4.18, of the 201 respondents who completed the questionnaire indicating the ease of access of information, none stated very accessible, 12 (05.98%) mentioned accessible, 65 (32.33%) were indifferent, 30 (14.92%) stated less accessible and 94 (46.77%) mentioned the other category.

These statistics imply that implementation of the community based development projects in Homa Bay County was undertaken in environments characterized by difficulties in communication, as no appropriate system of communication was put in place for purposes of making the desired decisions in the project organizations. It is worth noting that when majority of the PMCs indicate that information was not easily accessed, one wonders the grounds upon which key decisions were normally made in the project organizations and in such a state of confusion, project implementation would remain a challenge.

4.6.4: Frequency of access on implementation of community based development projects

At times, a system of communication may appear easy for a while, yet fails the test of consistency making it unreliable and any decision taken on the basis of such a system is definitely faulty. It is incumbent upon the stakeholders of a project organization to develop a system that is not only easy to access, but also allows for ease of access frequently. The respondents were asked to complete the questionnaire indicating the frequency of access to information in their projects and their responses captured as illustrated in table 4.19.

Table 4.19: Frequency of access on implementation of community based projects

Rating	Frequency	Percentage
Very frequently	00	00.00
Frequently	10	04.98
Indifferent	67	33.33
Less frequently	32	15.92
Other	92	45.77
Total	201	100.00

Table 4.19 reveals that, out of the 201 respondents who completed the questionnaire indicating the frequency of access to project information, none stated very frequently, 10 (04.98%) mentioned frequently, 67 (33.33%) were indifferent, 32 (15.92%) indicated less frequently, with 94 (45.77%) stating the other category.

These statistics gives the revelation that most of the PMCs who were implementing community based development projects in Homa Bay County hardly accessed vital organizational information, as there were ineffective systems put in place, thereby casting doubts on the extent to which key project decisions would be made to effectively implement these initiatives.

4.7: Stakeholder participation on implementation of Community Based projects

It is a general observation that a project initiative, being a development intervention targeting particular group of beneficiaries, such stakeholders must be involved in key project activities so as to obtain the desired deliverables, without which conflicts are bound to arise. In view of this, project leaders and the various individuals executing tasks must work in unity, coordinating resources and activities, while handling possible areas of disagreements to deliver a quality project output.

In this study, stakeholder participation was held critical to implementation of community based development projects in Homa Bay County and its measures were project activities performed, number of stakeholder groups participating in the projects, levels of participation and the frequency of participation.

4.7.1: Project activities performed by stakeholders on implementation of projects.

It is a project management best practice to take stock of all the individuals who are likely to have some stake in the development intervention, establish the degree of their stakes and the most effective way of involving them for purposes of winning their support for the project. It should also be noted that people may hold different interest on the project, with others supporting while some may be negative. This knowledge is important as may help in balancing the unique interests of the diverse interest groups for maximum support.

In view of this, the respondents were requested to complete the questionnaire stating the most common activities they were performing in the implementation of community based development projects in Homa Bay County and their responses are illustrated in table 4.20.

Table 4.20: Activities by stakeholder groups on implementation of CBD projects.

Activity		Frequency
Percentage		
Decision making	12	05.98
Project execution	130	64.68
Monitoring	14	06.96
Integrated	12	05.98
Other	33	16.40
Total	201	100.00

Revealed in table 4.20 is that of the 201 respondents who completed the questionnaire giving the most common project activities they were performing in their projects, 12 (05.98%) stated taking part in decision making, 130 (64.68%) engaged in project execution activities, 14 (06.96%) were involved in project monitoring, 12 (05.98%) performed integrated activities and 33 (16.40%) mentioned the other category.

Implied is that majority of the stakeholders involved in the implementation of community based development projects in Homa Bay County were just performing the ordinary project tasks that might have required less experience, as decision making a preserve of a few individuals, most likely regarded as the domain of the top executive officers in the

county government. In this regard, it was worth concluding that the stakeholder participation, being low, these projects failed the test of sustainability.

4.7. 2: Involvement of stakeholder groups on implementation of CBD projects.

Different stakeholder groups when involved in the major project tasks, their diverse views and opinions will be helpful in enriching decision making processes that will in turn improve the overall project deliverables. In the light of this, It is important to develop support for the project initiative by analyzing those for and against the intervention so as to identify suitable strategies for winning the confidence of those negative and encouraging those for the project, as maximum gains are realized when diverse views are integrated.

The respondents were asked to complete the questionnaire indicating the level of agreement or disagreement that variety of stakeholders were involved in the major activities of the projects and table 4.21 illustrates their responses.

Table 4.21: Involvement of stakeholder groups on implementation of CBD projects.

Stakeholder	Frequency	Percentage
Strongly agree	04	01.99
Agree	18	08.96
Neutral	26	12.94
Disagree	94	47.77
Strongly disagree	59	29.35
Total	201	100.00

Revealed in table 4.21 is that of the 201 respondents who completed the questionnaire indicating the level of agreement or disagreement that variety of stakeholders were involved in the implementation of community based development projects in Homa Bay County, 04 (01.99%) expressed strongly agreement, 18 (08.96%) agreed, 26 (12.94%) were neutral, 94 (47.77%) disagreed and 59 (29.35%) strongly disagreed.

These figures imply that involvement of the various stakeholder groups in the major project activities was generally low, giving the impression of failure to recognize the importance of public participation policy in the implementation of public sector projects. In the absence of maximum stakeholder participation in the projects, chances that these projects would fail to meet the needs of the beneficiaries were very high, as well as the possibility of subsequent project crush.

4.7.3: Levels of stakeholder participation on implementation of CBD projects.

Effective stakeholder involvement in project implementation is a function of, not only the number and nature of activities, but also the level of involvement in various activities. This is because certain project sponsors go as far as identifying the projects to be done and attempt to involve stakeholders late in the day, a practice that takes stakeholder participation for granted, since these stakeholders may fail to own the initiative done for them.

Based on this reality, the respondents were asked to complete the questionnaire indicating the extent to which they agreed or disagreed that the major stakeholders were being involved in key project activities at all levels of the project implementation and table 4.22 displays their responses.

Table 4.22: Levels of stakeholder participation on implementation of CBD projects.

Level	Frequency	Percentage
Strongly agree	02	01.99
Agree	20	09.95
Neutral	28	13.93
Disagree	96	47.76
Strongly disagree	55	27.36
Total	201	100.00

As revealed in table 4.21, of the 201 respondents who completed the questionnaire disclosing their agreement or disagreement that stakeholders were participating in key project activities at all levels, 02 (01.99%) strongly agreed, 20 (09.95%) agreed, 28 (13.93%) were neutral, 96 (47.76%) disagreed and 55 (27.36%) strongly disagreed.

By implications, despite acknowledgement of the importance of stakeholder, not only in some project activities, but also at all levels in project implement, this was rarely emphasized in the implementation of community based development projects in Homa Bay County. In view of this, chances that such projects would not be supported were very high, as each individual brings certain unique ideas that should be tapped for purposes of enriching the development interventions.

4.7.4. Frequency of stakeholder participation on implementation of CBD projects.

The nature of most of the projects requires that efforts of the diverse stakeholders are harnessed through establishment of strong teams where ideas, experience, knowledge and skills are shared so that the benefits of both human capital and participation are drawn. In

the light of this, the frequency with which these stakeholders are involved in project activities will subsequently enhance their commitment to offer their best for the benefit of the projects. The respondents were asked to complete the questionnaire stating how often key stakeholders were being involved in various project activities and table 4.23 displays their responses.

Table 4.23: Levels of stakeholder participation on implementation of CBD projects.

Rating	Frequency	Percentage
Very often	00	00.00
Often	00	00.00
Indifferent	49	24.38
Less often	96	47.76
Other	56	27.86
Total	201	100.00

As revealed in table 4.23 of the 201 respondents who completed the questionnaire indicating how often they were being involved in project activities, none stated either very often , or often, 49 (24.38%) were indifferent, 96 (47.76%) indicated that stakeholders were being involved less often and 56 (27.86%) mentioned the other category.

These statistics imply that implementation of the community based development projects in Homa Bay County often disregarded the importance of fully engaging the diverse stakeholders in the execution of project tasks, hence failing to gain their support for project implementation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter captures summary of the study findings, conclusions and recommendations. The study was informed by the variables; project funding, project human capital, access to information and stakeholder involvement viewed against the backdrop of implementation of community based development projects in Homa Bay County.

5.2: Summary of findings

In this study, the researcher presents summary of the study findings in line with the key study variables in order to explicitly offer insight into the results from each variable, while at the same time linking the independent variables and the dependent variable.

5.2.1. Demographic characteristics of the respondents

The demographic features studied include gender characteristics, age of the respondents, marital orientations, level of education, duration of implementation and department of project implementation. The researcher assumed that the variations in the age of the respondents would be significant to the study, since age differences indicate the type of economic engagements of people in the society.

It was established that most of the PMCs implementing community based development projects in Homa Bay County were in their middle period of age, with few being young individuals. This was attributed to choice of economic engagements that were at variance between the youths and the adults, as many young persons preferred formal employment and hardly regarded local activities as crucial to their survival. However, those above 50

years were less in the projects, as such comprised of those near retirement and hence were leaving active public life

Gender characteristic was critical to the study; it was likely to measure the extent to which gender equity was being practiced by the devolved government dispensation in creating equal opportunities for all. Moreover, these community based development projects devolved were also being implemented in political environments with the characteristics sex bias that often disadvantages women. The fact that women were few was partly attributed to the belief that politics was still a male dominated field, such that projects that were being implemented at the community levels were politically initiated

On marital status, the researcher assumed that this would be significant given that marital orientations could reveal motivational drives compelling individuals to embrace particular initiatives. These projects were considered economic engagements and being politically influenced, one would expect to see many older and married members with loud voice in most political spheres. The findings indicates that more married people formed the majority of the PMCs who took in the implementing community based development projects in Homa Bay County, since they were perceived as the most politically influential members of the community. Besides, membership into these PMCs also may have involved a lot of canvassing and lobbying that were likely to favor the marital cadre, as opposed to the widows and the singles.

Education and training equip individuals with knowledge, skills and desirable attitudes that are critical in execution of tasks in any development intervention and economic endeavors with successful outcomes acknowledge the importance of recruiting the best in

class to perform tasks. The study revealed that most of the PMCs who were implementing community based development projects in Homa Bay County had attained near basic education at secondary and tertiary levels, having just a few with higher education at a university level. In view of this, such individuals were unlikely to have developed enough competencies in implementation of technical projects. Worth noting also is that some significant number had primary level education, having been fronted through political canvassing, as one wonders what value they were likely to add to the project implementation.

It is always good project management best practice to breakdown work on the basis of the different functional areas within a project organization, such that, each sector is assigned a definite amount of work upon which performance levels will be evaluated. Noted was that there was a near equal distribution of projects implemented at the community level, since the variation of the projects was rather low, except the department of Agriculture and livestock having been underrated yet it is the basis upon which community development in Homa Bay County is anchored and ought to have given priority. The projects distribution notwithstanding, it should not escape ones attention that roads and infrastructure took the lion's share of projects allocation at the community, an acknowledgement of the desire to open up the communities for general development.

Effective task performance in an initiative often relies on the extent to which the project implementers have attained project implementation experience, acquired over time in different project organizations. This is because, there is a possibility of gaining

knowledge through interaction and exposure over a given period of time and this would be vital in handling emerging challenges in the new project environment.

In view of this, the study revealed that most of the PMCs had hardly been in the implementation of the community based development for long; given that the county government dispensation was rather a new public administration in Kenya. However, it appeared that the rate of turnover of PMCs membership was rather high, probably due to political posturing which definitely robs the county government of the much gained experience for effective project implementation. In this respect, little experience has been gathered in the implementation of such projects, explaining the prevalence of the challenges encountered, against meeting public expectations in bringing development at the local levels.

5.2.2: Human capital on implementation of community based development projects

In this study, it was held that effective tasks performance in various project interventions heavily relied on the extent to which the capacities of the project team members were enhanced through training. Human capital requirement was therefore measured on the basis of the highest professional qualification, area of professional preparation, mode of training and the training curves.

Therefore, the researcher operated on the belief that human capital development through requisite professional training was vital for effective project implementation, since project interventions at the community level as is elsewhere, demands appropriate knowledge, skills and experience for successful outcomes. In the light of this, most of the PMCs who were implementing community based development projects in Homa Bay

County had attained near basic professional qualification at certificate and below, having just a few with higher education at a university level. Such individuals were unlikely to have developed enough competencies in implementation of technical projects. Worth noting also is that some significant number had diploma and degree qualifications, having been well prepared to effectively execute tasks in the project organizations, though this number was dwarfed by less trained PMC members and hence were unlikely to bring much needed results in the implementation of community based development projects in Homa Bay County.

In an attempt to gauge the effectiveness of training on performance of a given task, the specific area of skills and knowledge acquired must be related to the domain within which the tasks are executed. This is because; often people obtain skills in areas that have no relationship with their current task assignment rendering them unable to handle technical issues that may arise. The study noted that most of the PMCs who were implementing community based development projects in Homa Bay County did not display meaningful training, as shown by the large number that identified with the other category; an amorphous response characterized of people with no training at all. Besides, the few who indicated some form of training were not trained in the knowledge and skills related to project management, but in other areas and therefore were likely to encounter impediments in the implementation of the projects.

In this study, the researcher believed that the mode of training would be of great significance to the study, as it would indicate the extent to which specific skills were acquired by the PMCs who were implementing community based development projects in Homa Bay County. It is surprising that use of computer software technology was

disregarded in this time and age of advancement in technology for purposes of training, obviously indicating the challenges one would expect in the implementation of projects with technological bias.

Owing to the fact that the global business operating environment is always influenced by unpredictable and tumultuous changes, it is prudent project management practice to seek frequent knowledge and skills in order to effectively deal with the ever emerging issues in the business world. It was evident that most of the PMCs who were implementing community based development projects in Homa Bay County hardly engaged in continuous training in order to keep abreast with the emerging issues in the business operating environment, thereby casting doubts on the extent to which these projects would be effectively implemented. .

5.2.3: Funding on implementation of community based development projects.

Funding was considered a major variable that would determine the level of success in the implementation of community based development projects in Homa Bay County, as with insufficient funding project activities are likely to fall behind schedule. Funding was measured on the basis of, availability of adequate funds, means of sourcing, mode of disbursing the funds and the frequency of sourcing.

The findings indicated that most of the PMCs who were implementing community based development projects in Homa Bay County seemed not sure with the level at which the project funds were being allocated to the projects, probably because such decisions were being pulled by other individuals not directly involved in the actual project implementation. This created an impression of the projects being initiated just to be seen

that action was being taken, but no effort was directed towards their effective accomplishment, leading to prevalence of incomplete projects in the county.

In order to deal with such unpredictable operating environments, fundraising using superior strategies must be mounted aggressively in order to obtain adequate flow of funds for use in the projects. The impression crested was that the PMCs heavily relied on project funding through national government allocation, with little efforts focusing on obtaining commercial loans and county collections. It was therefore unfathomable to perceive these projects being effectively performed to the satisfaction of the expectations of the major project stakeholders.

It is a general occurrence that obtaining all the funds for a project development at one go may be a tall order for project stakeholders and instead, funds are disbursed periodically to ensure that key project activities are not delayed unnecessarily. Should funds delay, then chances are that the project cost will definitely go up and this may have negative repercussions to the sponsors and may lead to subsequent project failure. The study revealed that the PMCs, encountered challenges in disbursement of funds, accounting for the prevalence of installed projects. This is deduced from the manner in which funds were being disbursed, with a higher percentage indicating the other category that was rather an amorphous model of funding that could hardly sustain an effective project implementation.

An initial project funding may be adequate at the inception of the project intervention, but with unforeseen forces in the project environment, there is need to ensure that more funds are obtained to cushion the project implementers against any change that may push

up the project cost. In view of this reality, fundraising for project activities should be an ever on going undertaking so as to leverage project implementation should initial funds prove inadequate in the face of the changing project environment. However, implementation of the community based development projects in Homa Bay County often encountered funding difficulties as no appropriate funding model was put in place to plug the financial gaps created as a result of the changes in the project operating environments. It was therefore hard to envisage how key project activities that might suffer from eminent changes from the project environments would be salvaged, the result being poor project outcomes.

5.2. 4: Access to information on implementation of community based development projects

Access to information was measured on the basis of the nature of organizational structure in place, means of obtaining information, ease of access to information and frequency of accessing the information. Availability of information in a project organization does not automatically guarantee its access by key individuals who need such information for purposes of decision making, as crucial organizational decisions are anchored on reliable and valid information.

The study noted that little efforts focusing on the improvement of the systems of communication was being put, as decisions were seemingly being done for the project implementers from an unseen superior. It was therefore unfathomable that, in the face of ineffective communication, these projects would be performed to the satisfaction of the expectations of the major project stakeholders. The study established that a significant

number of the PMCs who were implementing community based development projects in Homa Bay County heavily relied on verbal communication, yet this form of communication was replete with aspects of informalities and the information generated is hardly made available for future reference.

Moreover, it was surprising that use of modern technology was disregarded in this time and age of advancement in information communication technology for purposes of interaction, obviously indicating the challenges one would expect in the implementation of projects with technological bias.

Effectiveness and efficiency of any system of communication depends upon the extent to which individuals can access the stored information for use in making key organizational decisions, so much such that, if the principle of ease of access is compromised, projects activities must fall behind schedule. Implementation of the community based development projects was undertaken in environments characterized by difficulties in communication, as no appropriate system of communication was put in place for purposes of making the desired decisions in the project organizations. At times, a system of communication may appear easy for a while, yet fails the test of consistency making it unreliable and any decision taken on the basis of such a system is definitely faulty. The study revealed that most of the PMCs who were implementing community based development projects in Homa Bay County hardly accessed vital organizational information, as there were ineffective systems put in place, thereby casting doubts on the extent to which key project decisions would be made to effectively implement these initiatives.

5.2.5: Stakeholder participation on implementation of Community Based projects

In this study, stakeholder participation was held critical to implementation of community based development projects in Homa Bay County and its measures were project activities performed, number of stakeholder groups participating in the projects, levels of participation and the frequency of participation. It should be noted that people may hold different interest on the project, with others supporting while some may be negative.

In the light of this, majority of the stakeholders involved in the implementation of community based development projects in Homa Bay County were just performing the ordinary project tasks that might have required less experience, as decision making a preserve of a few individuals, most likely regarded as the domain of the top executive officers in the county government. It is important to develop support for the project initiative by analyzing those for and against the intervention so as to identify suitable strategies for winning the confidence of those negative and encouraging those for the project, as maximum gains are realized when diverse views are integrated.

The study noted that involvement of the various stakeholder groups in the major project activities was generally low, giving the impression of failure to recognize the importance of public participation policy in the implementation of public sector projects. Effective stakeholder involvement in project implementation is a function of, not only the number and nature of activities, but also the level of involvement in various activities. Despite acknowledgement of the importance of stakeholder, not only in some project activities, but also at all levels in project implement, this was rarely emphasized in the implementation of community based development projects in Homa Bay County. In view of this, chances that such projects would not be supported were very high, as each

individual brings certain unique ideas that should be tapped for purposes of enriching the development interventions.

The nature of most of the projects requires that efforts of the diverse stakeholders are harnessed through establishment of strong teams where ideas, experience, knowledge and skills are shared so that the benefits of both human capital and participation are drawn. The findings revealed that implementation of the community based development projects in Homa Bay County often disregarded the importance of fully engaging the diverse stakeholders in the execution of project tasks, hence failing to gain their support for project implementation.

5.3: Conclusions

5.4: Recommendations

In the study, the researcher presents recommendations in two folds; recommendations for policy formulation and those for further research.

5.4.1: Recommendations for policy formulation

From the analysis of the results achieved from the study, the researcher suggests the following to be considered by the authorities for policy formulation.

1. The national government should enact clear guidance and regulations as to guarantee training to all the personnel who may be involved in implementation of the projects in the country.
2. Both national and county governments' ministry of finance and planning should evaluate the funding structures so as to ensure the effective completion of initiated projects.

3. The devolved government of Homa Bay County should come up with clear strategies to support the involvement of the relevant stakeholders in the implementation of proposed projects.
4. The devolved government of Homa Bay County should enact laws that would ensure enough efforts are put in place to improve on their systems of communications in all departments, use of modern technology, information storage and retrieval system to be enhanced for effective implementation of the development projects.

5.4.2: Recommendations for further research

From the results of the study, the researcher suggests the following areas to be considered for further research;

1. How does project leadership influence implementation of community based development projects in Homa Bay County?
2. What are differences in implementation between the NGO funded projects and government funded projects in Homa Bay County?
3. What are the challenges associated with stakeholder participation in community based development projects in Homa Bay County?
4. Do these study variables have significant influence on implementation of community based development projects in other counties?

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APPENDIX I: LETTER OF TRANSMITTAL

THOMAS TONTONE OLUOCH NYAKADO
UNIVERSITY OF NAIROBI
DEPARTMENT OF EXTRA MURAL STUDIES
P.O.BOX 30197
NAIROBI

TO WHOM IT MAY CONCERN

Dear Sir /Madam,

RE: FACTORS INFUENCING IMPLEMENTATION OF COMMUNITY BASED DEVELOPMENT PROJECTS BY THE DEVOLVED GOVERNMENT IN HOMA BAY COUNTY.

I am a Master of Arts Project Planning and Management student at the university of Nairobi .I am undertaking a research study on the above topic. The study is done purely for academic purposes. Kindly complete the questionnaire enclosed herein following instructions given after which the information provided shall be treated with utmost confidentiality.

Thanks in advance,

Yours sincerely,

THOMAS TONTONE OLUOCH NYAKADO

APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

1. Give your gender:

a) Male

b) Female

2. State your age in years:

a) 20 years and below.

b) 21-30

c) 31-40

d) 41-50

e) Above 50

3. Indicate your marital orientation.

a) Single

b) Married

c) Widowed

d) Divorced

e) Other(specify)-----

4. What is your level of education?

a) Primary

b) Secondary

c) Tertiary

d) University

e) Other (Specify).....

5. In which department are you involved in project implementation?

- a) Education []
- b) Health []
- c) Roads []
- d) Trade []
- e) Water []

6. Indicate the duration of participation in the implementation of community based development projects in Homa Bay County?

- a) One year and below []
- b) 1-2 []
- c) 3-4 []
- d) 5-6 []
- e) Above 6 years []

SECTION B. KEY STUDY VARIABLES

7. Indicate your highest professional qualification

- a) Certificate and below []
- b) Diploma []
- c) Degree []
- d) Post degree []
- e) Other (specify).....

8. Indicate your area of training

- a) Education []
- b) Project Work []
- c) Business Management []
- d) Engineering []

e) Other (specify).....

9. How often do you engage in training?

a) Very regularly []

b) Regularly []

c) Indifferent []

d) Less regularly []

d) Other (Specify).....

10. Indicate the mode of training you often prefer.

a) Formal []

b) Informal []

c) Workshops and Seminars []

d) Use of Computer Software []

e) Other (specify).....

11. In your own opinion, explain the extent to which human capital influences implementation of community based development projects in Homa Bay County

.....

12. Indicate the extent which you agree or disagree that you normally access adequate funds for use in your project?

a) Strongly agree []

b) Agree []

c) Neutral []

d) Disagree []

d) Strongly disagree []

13. State how you commonly source of funds for project implementation.

a) Central government []

b) County Collections []

- c) Commercial loan []
- d) Investors []
- e) Other (specify) []

14. Indicate the mode of disbursement of funds for implementation of projects.

- a) Monthly []
- b) Quarterly []
- c) Semiannually []
- d) Annually []
- e) Other (specify).....

15. How frequently are the funds sourced for implementation of the projects?

- a) Very frequently []
- b) Frequently []
- c) Indifferent []
- d) Less frequently []
- e) Other (specify)

16. In your own opinion, explain the influence of funding on implementation of community based development projects in Homa Bay County.....
.....

17. Indicate the structure of communication used in your project organization.

- a) Line structure []
- b) Functional []
- c) Matrix []
- d) Ad hoc []
- e) Other (specify).....

18. What common means of communication do you use in your project environment?

- a) Verbal []
- b) Electronic []
- c) Audio []
- d) Print []
- e) Other (specify)

19. How accessible is information in the project environment?

- a) Very accessible []
- b) Accessible []
- c) Less accessible []
- d) Other (specify).....

20. Indicate the frequency of accessing information in your project organization.

- a) Very frequently []
- b) Frequently []
- c) Indifferent []
- d) Less frequently []
- e) Other (specify).....

21. In your own opinion, explain the extent to which project access to information influences implementation of community based development projects in Homa Bay County.

.....

22. Indicate the key activities you often undertake in your projects.

- a) Decision making []
- b) Project execution []
- c) Project monitoring []
- d) Integrated activities. []

d) Other (specify).....

23. How frequently do you often engage in such activities?

a) Very frequently []

b) Frequently []

c) Less often []

d) Occasionally []

e) Other (specify).....

24. Indicate the extent to which you agree or disagree that stakeholder groups are involved in project implementation?

a) Strongly agree []

b) Agree []

c) Neutral []

d) Disagree []

e) Strongly disagree []

25. To what extent do you agree or disagree that stakeholders participate at all levels of project implementation.

a) Strongly agree []

b) Agree []

c) Neutral []

d) Disagree []

e) Strongly disagree []

26. In your own opinion, explain how stakeholder participation influences the implementation of community based development projects in Homa Bay County.....

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