

**FACTORS INFLUENCING PERFORMANCE OF COMMUNITY
SERVICE ORDER PROJECTS IN HOMABAY COUNTY.**

BY

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DECLARATION

I declare that this is my original work and it has never been presented for a degree or any award in any other University.

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

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DEDICATION

This study is dedicated to my widowed mother Pelesia Anyange, my husband Abel Nyagwa, daughters Charity Ashley, Joy Lorraine, Ivy Stamily, Patience Gift and all members of our family (both nuclear and extended) who contributed in their small ways to my personal outlook.

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LIST OF ABBREVIATIONS AND ACRONYMS.

CSO : Community Service Order

PM : Project Manager

HC: Human Capital

HRM: Human Resource Management

ABSTRACT

Evaluating the performance of correctional agencies and other key components of the justice system exclusively in terms of crime rates and recidivism rates may cause observers to overlook other important contributions of the system's day-to-day performance and can obscure the role that average citizens play in promoting secure communities. The purpose of this study was to establish factors that influence performance of Community Service Order projects in Homa Bay County. The Study was guided by the following objectives; To establish how resource availability influence performance of CSO projects. To investigate management related factors that influence performance of CSO projects, to establish how Coordination/Supervision influence performance of CSO projects and to establish environmental factors that influence performance of CSO projects. This study adopted the Social Action theory of Community Development and the transformation view on operations. Descriptive survey design was used to provide data, both quantitative and qualitative for the purpose of this research. The target population for this study was 1150 managers / supervisors and offenders in Institutions legally mandated to undertake CSO projects in Homa Bay County. The Research selected the representative sample of 115 from the target population of 1150 respondents using stratified sampling design, simple random sampling and purposive sampling. Data collected was mainly primary data collected using questionnaires divided into sections according to objectives. Secondary sources included relevant documents and reports. Information on similar themes and statements were synchronized with quantitative findings. Quantitative data collected was coded; analyzed using descriptive statistics percentages and frequencies. Tables were used to present data of the study. By use of chi-square, hypothesis testing the null was rejected. The result of the study indicated that Resource availability, management factors Coordination / Supervision and environmental factors significantly influenced the performance of the CSO projects. The researcher recommended consistent provision of adequate resources, proper management and sensitization of stake holders for the optimal performance of CSO projects. The researcher suggested further research to be carried out on factors influencing performance of CSO projects in a different County, A study to investigate the relationship between performance of CSO projects and Community attitude towards the CSO program and a study to investigate factors influencing performance of CSO projects based on their order of significance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The exploration of performance characteristics of public initiatives, such as large-scale engineering projects, has expanded performance measures to include a discussion of the role of institutions, risks, and governance in project success (Flyvbjerg et al., 2003; Miller & Lessard, 2000). Accounts pointing to the evidence of mounting dissatisfaction and lack of support imply a range of social and behavioral factors behind project failures. Some scholars suggest the need for a wider picture of what goes on in social construction of projects and project management by focusing on who is included in, and who is excluded from, the decision-making process, analyzing what determines the position, agendas and power of different participants with respect to issues, and how these different agendas are combined and resolved in the process by which the decisions are arrived at (Flyvbjerg et al., 2003). Efficiency, effectiveness, and fairness are central goals for the administration of criminal justice in the United States and the world over. Efficiency means economically applying available resources to accomplish statutory goals as well as to improve public safety. Effectiveness refers to carrying out justice system activities with proper regard for equity, proportionality, constitutional protections afforded defendants and convicted offenders, and public safety. Assuring equal treatment in handling of like offenders and giving equal weight to legally relevant factors in sentencing represent the types of concerns generally expressed about the fairness of the criminal justice system. Unanimous agreement exists that the justice system ought to be efficient, effective, and fair. Less accord, however, exists about how best to secure these essential qualities or how to measure whether they have been achieved. In doing their daily work, the justice system, depends on the cooperation and support of citizens who are formally “outside” the system—a citizen willing to testify against a violent drug dealer; a community group that trusts and assists the police; relatives, friends, and employers who help to keep a community-based offender on the straight-and-narrow. Citizens, not judges, prosecutors, law enforcement officers, or corrections officials, are primarily responsible for the quality of life in their communities, including the prevalence and severity of crime within them. Apart from the obvious problem of determining the

measurement criteria for a particular performance expectation, there is a more difficult subsequent problem of determining what weight to give to the findings and what changes need to be made to resolve the gap between expectation and performance. Unlike marks on a ruler, criminal justice measures are not neutral standards but are factors that enter into the processes being analyzed. American criminal justice system is a history of swings in public mood. Americans have long been ambivalent about the purposes of criminal justice. Among other things, they have wanted a criminal justice system that apprehends and visits harm upon the guilty (punishment); makes offenders more virtuous, or at least more law abiding (rehabilitation); dissuades would-be offenders from criminal pursuits (deterrence); protects innocent citizens from being victimized by convicted criminals (incapacitation); and enables most criminals to return as productive citizens to the bosom of the free community (reintegration). They have wanted the system to achieve these contradictory public goals without violating the public conscience (humane treatment), jeopardizing the public law (constitutional rights), emptying the public purse (cost containment), or weakening the tradition of State and local public administration (federalism). To evaluate the performance of police departments, correctional agencies, and other key components of the justice system exclusively in terms of crime rates and recidivism rates may cause observers to overlook other important contributions of the system's day-to-day performance and can obscure the role that average citizens play in promoting secure communities. A wide gap often exists between the general public's expectations for the justice system and what most justice practitioners recognize as the system's actual capacity to protect public well-being.

This democratic vision supplies a rationale for identifying the major purposes of the system in terms of four civic ideals: (1) Doing justice, (2) Promoting secure communities, (3) Restoring crime victims, and (4) Promoting noncriminal options. Justice can be defined as the quality of treating individuals according to their civic rights and in ways that they deserve to be treated by virtue of relevant conduct. Criminal justice is rights-respecting treatment that is deserved by virtue of criminal conduct as judged by the rule of law. Thus, doing justice implies at least four things: hold offenders fully accountable for their offenses, protect offenders' constitutional and legal rights, treat like offenses alike, and take into account relevant differences among offenders and offenses. Victims of crime have a special claim upon the criminal-justice system's human and financial resources. Whatever else it may achieve, no system that dishonors that claim can be

considered legitimate. Finally, promoting noncriminal options means that punishment for criminal behavior should interfere as little as possible with the pursuit of noncriminal behavior.

Community corrections embody all aspects of administering court sanctions in the community by a competent state authority. It includes Probation, Community Service order program, halfway houses, residential centers, work furlough, and all other programs for managing the offender in the community. The 1980's saw tremendous growth in community corrections' populations—from about 1.4 million persons at the start of the decade to 3.2 million by 1990—a more than 130% increase. This increase was larger than that experienced by either prisons or jails over the same time period (Hindelang et al., 1981; Jankowski, 1992). Today, 3 out of every 4 persons under correctional supervision in the United States are on some form of community-based custody—mostly probation or Parole. Despite its wide usage, community corrections are often the subject of intense criticism. Probation and CSO suffer from a “soft on crime” image and, as a result, maintain little public support. Their poor (and some believe, misunderstood) public image leaves them unable to compete effectively for scarce public funds. Nationally, community corrections receive less than 10% of State and local/County government expenditures for correctional services, which includes jails and prisons (Flanagan and Maguire, 1992). And their budgets are declining at a faster rate when compared to other criminal justice components. Over the last decade in Los Angeles, for example, the county Superior Court budget grew more than 200%, the sheriffs' and district attorneys' budgets grew about 50%, while that of probation grew by a mere 10%, even though probation populations more than doubled over this time period. It is also true that those offenders being sentenced to probation and parole are more serious than in the past in terms of their crimes, prior criminal records, and substance abuse histories (Petersilia and Turner, 1990). In New York, for example, 77% of probationers are felons (not misdemeanants), and fully a third of active cases are people who have been found guilty of violent crimes

The drivers of community corrections in Kenya are probation officers appointed under the Probation of Offenders Act Cap 64, Laws of Kenya and Community Service Order Act No.10 of 1998. Roles of Probation Officers include: Disciplinarian—the task of a disciplinarian is to subject to authority those under his control, impose loss of privilege when the need arises, enforce a system of rules, and train to obedience. The Law requires the probation officer to instruct his probationer in the rules and conditions of enforced observance of these conditions,

and to return the probationer to court if he persistently violates such rules or conditions. Counselor—the Function of a probation officer as a counselor is to give advice, to instruct as to duty or interest, to admonish or caution when behavior requires, to exhort or persuade as changing situations dictate, and to reprimand or dissuade under other circumstances. At practically every step of the treatment relationships from beginning to end, probation officers perform one of these tasks; in fact, they are essential to his whole program. Educator—the mission of the teacher or educator is to show others how to walk in the ways of truth. In this sense every probation officer is an educator. By precept and by long continued and patient instruction he seeks to implant knowledge and habits of right thinking and right acting. Social Case Worker—Finally, the probation officer not only must administer discipline, or counsel and advice, and influence behavior, but he must of necessity individualize these tasks in an orderly, intelligent manner. There is little value in desiring to persuade a probationer to better behavior unless one understands the technique of interviewing, knows the psychology of human nature, and utilizes the resources of his community and the ways of relating probationers' needs to such resources. Offenders need not only change their attitudes and improve their habits but must be assisted economically, made aware of health problems, guided and advised with respect to social and recreational activities. Moreover, we should not forget that all their basic urges and desires must be motivated spiritually before they can achieve much in the way of character improvement. The Probation officers make investigations, submit written reports, evaluate findings, and recommend dispositions of cases. They are advisors and consultants to both the court and to the probationer. The Probation officers assist the offender on an individual basis in order to modify his behavior and attitudes so that the individual may take his rightful productive place in society. The Probation officer makes visits to the offender's home, maintains personal contacts, and provides other kinds of assistance to encourage the individual as well as to keep informed about his conduct and environment. He/ She assist in obtaining employment and even interviews prospective employers towards the end.

Community Service Order (CSO) as an order made by the court requiring a person to perform unpaid public work of benefit to the community involve offenders in public projects whereby the cost of the project is partly or fully paid for through the offenders' activities. The offenders are ordered to perform such activities for a specific period of time under supervision. The work must be public in nature (not private) for a specific period ordered by the court (in

Kenya, the period must not exceed three years). The Act also provides guidance on what is meant by public work by illustrating the examples of public work such as construction or maintenance of public access roads; afforestation works; environmental conservation, protection of water conservation (sites), management distribution/supply; maintenance of public schools, hospitals and other public social amenities, work of any nature in a foster home or orphanage; or rendering specialist professional services in the community or other related matters. There are two categories of CSO projects, namely community/public owned projects and community service Offenders Empowerment Projects (formerly CSO flagship projects) which are exchequer funded projects that are initiated by the district CSO committees.

Community service Order was envisaged to have several advantages to offenders as they are rehabilitated /supervised within the community: maintenance of the family of the offender, proper socialization of children, prevention of children of the offender from indulging in antisocial/deviant ways to eke a living, and prevention of non-serious offenders from becoming contaminated by hard-core offenders. Offenders also acquire skills and are linked to potential employers. The community in which the offender works benefits in various ways, the cost of the projects are partly paid for by the work/activities of the offenders and the community members have an opportunity to participate in the rehabilitation of the offender. Individual offenders pay back (reparation) for the injury done to the community and promotion reconciliation between offender and the victim of crime is done. The government on the other hand makes savings as money which would have gone towards maintenance of these offenders in custody is channeled to other demanding courses, as it enhances/ is meant for decongestion of prisons. Whereas this Program has been envisioned to benefit all sectors of society CSO project performance have not been given optimum attention.

1.2 Statement of the problem

Community service was envisaged to have several advantages to offenders, the Government, and general public as they are rehabilitated /supervised within the Community: Communities directly benefit from the CSO projects, maintenance of the family of the offender, proper socialization of children, prevention of children of the offender from indulging in antisocial/deviant ways to eke a living, and prevention of non-serious offenders from becoming contaminated by hard-core offenders. Offenders also acquire skills and are linked to potential employers. The community in which the offender works benefits in various ways, the cost of the projects is partly/fully paid for

by the work/activities of the offenders depending on the scope, and the community members have an opportunity to participate in the rehabilitation of the offender. Individual offenders pay back (reparation) for the injury done to the community and promotion reconciliation between offender and the victim of crime is done. The government on the other hand makes savings as money which would have gone towards maintenance of these offenders in custody is channeled to other demanding courses, as it enhances/ is meant for decongestion of prisons, and is a strategy that promotes the rule of law, security, peace building and conflict management within communities, ensuring progress towards achievement of Vision 2030. Whereas this Program has been envisioned to benefit all sectors of society, CSO projects performance have not been given optimum attention. This study was to establish factors influencing performance of CSO projects in (Rachuonyo North, South and East Sub Counties) within Homa Bay County.

1.3 Purpose of the Study

The purpose of this study was to establish factors influencing performance of CSO projects in Homa Bay County. Kenya.

1.4 Objectives of the Study

The Study was guided by the following objectives

- 1) To establish how resource availability influence the performance of Community Service Order projects in Homa Bay County.
- 2) To determine how management related factors influence performance of Community Service Order projects in Homa Bay County
- 3) To establish how coordination and Supervision factors influence performance of Community Service Order projects in Homa Bay County
- 4) To establish the extent to which environmental conditions influence performance of Community Service Order projects in Homa Bay County

1.5 Research Questions

The Study was guided by the following research questions

- 1) How does resource availability influence the performance of Community Service Order Projects in Homa Bay County?
- 2) To what extent do management factors influence the performance of Community Service Order Projects in Homa Bay County?
- 3) To what extent do Coordination and Supervision factors influence Performance of Community Service Order Project?
- 4) To what extent do environmental conditions influence the performance of Community Service Order Projects in Homa Bay County?

1.5.1 Research Hypothesis

In order to ascertain answers to the research questions the following hypothesis were tested in the study

1.Ho: There is no significant relationship between resource availability and performance of Community Service Order Projects in Homa Bay County

H1: There is a significant relationship between availability of resources and performance of Community Service Order Projects in

2. Ho: There is no significant relationship between management factors and performance of Community Service Order Projects

H1: There is a positive significant relationship between management factors and performance of Community Service Order Projects

3.Ho: There is no significant relationship between environmental conditions and performance of Community Service Order Projects

H1: There is a significant relationship between environmental conditions and performance of Community Service Order Projects

1.6 Significance of the Study

The study was expected to present new knowledge in community correctional sector as it elaborates on specific area of interest; community service order project's performance and what influences it. This Study was useful to researchers in project planning and management and for rehabilitation and re-integration of offenders into the community, and was believed to generate findings of interest to policy makers and analysis both in Kenya and globally; hence it would be useful to the relevant Ministries performance improvement and implementation of suitable programs. Organizations interested in Community Service and rehabilitation of offenders would have a better understanding based on this study. This Study' findings would form a basis for further study.

1.7 Limitation of the Study

Limitations are the weakness, restrictions or problems in a study that may decrease the generalization of the findings (Burns et al 2005) Scanty local literature on Community based rehabilitation programs due to limited research done on this topic limited sources of information, obtaining confidential information due to confidentiality clause in the work place limited the depth of information to be obtained and willingness of respondents to respond to given questions. Lack of adequate finances meant that few research assistants were employed to minimize costs. Poor weather conditions and impassable roads meant difficulty in accessing respondents. These limitations however were addressed by identifying appropriate time for visits and explaining that the study was purely for academic purposes and information obtained treated confidentially. Lack of adequate finances meant that few research assistants were employed to minimize costs.

1.8 Basic Assumptions

The study was based on the assumption that data collection and research instruments for this study were to give valid and reliable data and that the chosen sample would be representative of the entire population which was achieved. It was assumed that the respondents would have no problem in interpreting the questionnaire and responding appropriately however the respondents had a problem in interpreting the questions in the questionnaire therefore research assistants were employed to assist in the interpretation of the questionnaires.

1.9 Delimitation of the Study

The Study was based in Nyanza Region, Homa Bay County,(Rachuonyo North,Rachuonyo South and Rachuonyo East Sub Counties). This study targeted 1150 Managers/Supervisors and offenders involved in Community Service order Projects. Data was collected from a sample of Managers/Supervisors and offenders using Questionnaires.

1.10 Definitions of Significant Terms

Performance; The degree to which a development intervention or a development partner operates according to specific criteria or achieves result in accordance with stated plans

Community Service Order: work based non -custodial court sentence provided for in Kenya through the Community Service Orders Act No 10 of 1998

Project Management: The discipline of initiating, planning, executing, controlling, and closing the work of a team, to achieve specific goals, and meet specific success criteria. **Project:** A temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value It is an individual or collaborative enterprise that is carefully planned and designed to achieve a particular aim within the constraints of time, costs and resources.

Public Projects: Public facilities and improvements financed by the government for the public good.

Public Works: include hospitals, bridges, highways, and dams etc. These projects may be funded by local, state, or federal appropriations.

Results Based Management: Is a life-cycle approach to management that integrates strategy, people, resources, processes, and measurements to improve decision making, transparency, and accountability.

Evaluation: A periodic but comprehensive assessment of the overall progress and worth of a 'project' (Woodhill & Robins 1998).The term used for final assessment of whether the project has achieved its predefined objectives.

Monitoring: The collection of data by various methods for the purpose of understanding natural systems and features, evaluating the impacts of development proposals on such systems, and assessing the

Management Act of running and controlling a business or organization

1.11 Organization of the Study

This research project report comprises five chapters. Chapter one featuring the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations, basic assumptions. Delimitation of the study, definitions of significant terms used in the study and organization of the study are also included in this Chapter. Chapter two contains the literature review in relation to the major variables, of the study, theoretical framework, conceptual framework literature gaps and the summary of literature review. Chapter three gives details of research methodology which includes research design, target population, sample size and selection, data collection instruments, instruments pretesting, validity and reliability. Further it has data collection procedures, ethical issues, operationalization of study variables and methods of data analysis. Chapter four consist of data analysis, data presentation, interpretations and discussions Chapter five presents the discussion of results, conclusions, recommendation and suggestion for further research

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter has the literature review, the theoretical framework, and conceptual framework of the study.

2.2.1 Project Performance Measurement

The measurement of performance is a tool for both effective management and process improvement. The selection of the right measures depends on a number of factors, including who will use them and what decision they support. Performance measures for public program assessments are generally identified as input, process, output, and outcome (Hatry, 1999). Input is a measure of the resources (money, people, and time) provided for the activity being assessed. Process measures assess activities by comparing what is done with what should be done according to standard procedures or the number of process cycles in a period of time. Output measures assess the quantity and quality of the end product, and outcome measures assess the degree to which the end product achieves the program or project objectives. Assessment becomes more difficult as the target moves from input to outcome because of the influence of factors that are external to the program. NYSOT (2003) identified the following performance

measures as being important: Measurable objectively or subjectively, reliable and consistent, simple, unambiguous, and understandable, verifiable, timely, minimally affected by external influence cost-effective, meaningful to users, relate to mission outcome, drive effective decisions and process improvement.

Project performance remains a prominent issue in project delivery all over the world. This is so because the temporary nature of projects stands in contrast with business/operations as usual which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies. Projects involve defined objectives which must be achieved and resources which should be efficiently utilized. Performance of projects is considered a source of concern to both public and private sector clients. Kumaraswamy (2002) remarked that project performance measurement include time, budget, safety, quality and overall client satisfaction. Thomas (2002) defined performance measurement as monitoring and controlling of projects on a regular basis. Kuprenas (2003) stated that project performance measurement means an improvement of cost, schedule, and quality for design and construction stages. Long et al (2004) stated that a project performance measurement is related to many indicators such as time, budget, quality, specifications and stakeholders 'satisfaction. The effectiveness of performance measures is also influenced by how well they are integrated into a benchmarking system. Chan and Kumaraswamy (2002) stated that construction time is increasingly important because it often serves as a crucial benchmarking for assessing the performance of a project and the efficiency of the project organization. Cheung et al (2004) identified project performance as involving people, cost, time, quality, safety and health, environment, client satisfaction, and communication. Navon (2005) stated that a control system is an important element to identify factors affecting project effort. Pheng and Chuan (2006) obtained that human factors play an important role in determining the performance of a project. Ling et al (2007) obtained that the most important of practices relating to scope management are controlling the quality of the contract document, quality of response to perceived variations and extent of changes to the contract. In Nigeria, Chan and Kumaraswamy (2002) remarked that effective communication and fast information transfer between managers and participants help to accelerate the building construction process and performance. Kuprenas

(2003) studied the impact of the use of a project management based organizational structure, project manager training, frequency of design meetings, and frequency of design reports on design phase cost performance.

In East Africa countries such as Kenya, the factors affecting cost performance are: project manager's competence; top management support; project manager's coordinating and leadership skill; monitoring and feedback by the participants; decision making; coordination among project participants; owners' competence; social condition, economical condition and climatic condition. Coordination among project participants is among the most significant of all the factors having maximum influence on cost performance of projects (Iyer and Jha, 2005).

In the realm of project management, the schedule, cost and quality achievement is also referred to as the iron triangle. In order to achieve the schedule and cost objectives, project quality is sometimes also overlooked Jha and Iyer(2005). Delivering projects of poor quality can have far reaching consequences. Collins (1996). For quality objectives they find that it is influenced by four main project aspects, namely, project characteristics, contractual arrangements, project participants, and interactive processes. Arditi & Gunaydin (1998) found that management commitment to continuous quality improvement, management leadership in promoting high process quality; quality training of all personnel; efficient teamwork to promote quality issues at the corporate level and effective cooperation between parties taking part in the project are generic factors that affect process quality. Bubshait & Al-Atiq (1999) observed that there is lack of documentation of a quality system for the majority of projects.

Consistent quality assurance is essential in preventing problems and the reoccurrence of problems. His survey also points to the lack of documentation of a quality system for the majority of the contractors. Abdel-Razek (1998) has studied the quality improvement methodology and finds that 'improvement of employee satisfaction' is the most important area in contributing quality improvement in Egypt. One of the distinctions between developed countries and the developing countries is the performance of their public sectors. Developed countries are known to have systems that track performance to ensure that citizens get value for their contributions in form of taxes.

The newly introduced Result based management in Kenya is aimed at providing crucial information about public sector performance in terms of flow of services and activities, compliance with laws, guidelines among others, but research regarding performance of public projects has been minimal.

The primary challenge of project management is to achieve all of the project goals within the given constraints. This information is usually described in a user or project manual, which is created at the beginning of the development process. The primary constraints are scope, time, quality and budget. The secondary and more ambitious challenge is to optimize allocation of necessary inputs and integrate them to meet pre-defined objectives. Most of the early studies in the area of project management focused on the reasons for project failure rather than project success. Bellassi(2004) In these studies it was assumed that if a projects completion time exceeded its due date, or expenses overran the budget, or outcomes did not satisfy a company's predetermined performance criteria, the project was assumed to be a failure. Today we know that determining whether a project is a success or a failure is far more complex. Delays in project completion times are common. Because of the delays, project managers sometimes pay penalties which increase overall project costs. Yet these projects are still considered to be successful. On the other hand, a project that is perceived as a success, by a project manager and team members might be perceived as a failure by the client. Apparently, there can be ambiguity in determining whether a project is a success or a failure. There are two main reasons for this ambiguity. First, as mentioned in a paper by Pinto and Slevin, it is still not clear how to measure project success because the parties who are involved in projects perceive project success or failure differently. A project which is considered to be a success by the client might be considered a failure by top management, if the project outcome does not meet top management specifications, even though it might satisfy the client. In this case, both of these parties are evaluating project success differently and thus they value the outcome differently.

Lists of success or failure factors vary in various studies in the literature. Although several lists of factors are generated, they seem to tabulate individual factors rather than grouping them according to some criteria, to help analyze the interaction between them and the possible consequences. Furthermore, many of these factors do not, in practice, directly affect project success or failure on their own, usually a combination of many factors, at different stages of

project life affect the project success or failure. Thus, instead of analyzing individual factors, one would first be able to identify the group a factor belongs to, and then determine the combined effects of these factors in eventually leading to project success or failure. Most of the factors in a list might not be applicable for a particular project, or a factor which is the main determinant of success for a project might not be listed.

In project management literature, it has also been suggested that project portfolio success should also be examined multi-dimensionally on the single project, portfolio, and corporate level (Blomquist and Müller, 2006; Müller et al., 2008). Furthermore, system evaluation models often look at inputs, processes, and outcomes (Bou-Llusar et al., 2009; Chang and Leu, 2006; Cohen and Bailey, 1997). The argument goes that it is not sufficient to assess end results only, but it is also necessary to consider how good processes are managed. Finally, derived from Shenhar's et al. (2001) notion regarding the project success dimensions of business success and preparing for the future and according to Richard et al. (2009), propose to distinguish the outcome measures between portfolio success and corporate success (Dammer, 2008; Dammer et al., 2006). This construct comprises three complementary constructs: information quality, allocation quality, and cooperation quality. Although these qualities are distinct, it is argued that they are closely related, and that their complementarities are essential for success. Information quality refers to the transparency that is achieved over the whole scope of projects of a certain project portfolio (Elonen and Arto, 2003), and is understood as multidimensional, using multiple criteria, such as: relevance, understandability, accuracy, conciseness, completeness, understandability, currency, timeliness, and usability of information (Dammer, 2008; Petter et al., 2008).

Allocation quality refers to an effective and efficient distribution of human resources among the portfolio (Fricke and Shenhar, 2000). Thereby the quality of resource allocation also depends on the quality of information available and the company's capability to process information (Jacob and Kwak, 2003). Cooperation quality refers to the interplay between different management roles typically involved during a project portfolio management process cycle. It particularly focuses on the quality of cross-project cooperation (Yuan et al., 2009) in terms of mutual assistance of different project teams and conflict solving between project managers. Blomquist and Müller (2006) made use of a set of questions to measure the extent an organization uses program and portfolio management techniques and tools. Deriving from this

approach and in combination with process-based understanding of portfolio management (Cooper, 2008; Cooper et al., 1999, 2001), structured the managerial tasks into one overall project portfolio management process using a chronological sequence of four highly interdependent phases: portfolio structuring, resource management, portfolio steering, and organizational learning. It is generally agreed that to be considered successful, a project must be fit for purpose and it must have achieved its delivery targets.

2.2.2 Effects of Resource availability and performance of Community Service Order projects

In economics, scarcity refers to the limited availability of a commodity. When it comes to project management, money, time and people are often the scarcest of resources. Knowing the resources that are available at any given time is an important factor in deciding how to distribute and allocate the right assets for any given project

Much of a project manager's job is therefore devoted to making decisions on how best to allocate resources to fulfill project needs. Resource availability is understanding and managing available resources during a project's lifecycle. This involves based on human resource finances, and material assets, every variable that goes into delivering a successful project. Resource allocation is the process of allocating available resources as efficiently as possible, this is what makes the big part of resource availability. There are many obstacles to managing resource availability and resource allocation making it a real burden for project managers. (Bailey 2017)

Human Resource is the most valuable asset to any organization. Gibson, (2001) argument that project's performance is influenced by its human capital is therefore not a new concept. In theory, the higher a firm's stock of human capital, the more successful the project will be and the greater its competitive advantage over its rivals will be, and vice versa. The strategic importance of HC in terms of achieving enhanced performance is now becoming increasingly recognized. The emergence of these attributes in the top rank indicates the importance of the 'project people' element in ensuring project quality. However, despite this, a precise understanding of how significant HC's role is in determining performance, remains unclear, and is the subject of much research in various industries. Elhag, (2004) quantified the

relative importance of each. His results indicated human skill was the most important, though conceptual and organizational skills were also determined to be significant. Technical skill was considered to be of lesser significance. Elhag's work confirms that successful PM must be strongly focused on the mobilization and motivation of human resources. Other resources must be managed, but people represent the primary resource directly influenced by the activities of PM. If people are to be managed successfully, the project manager must rely on knowledge and experience. Working with people involves personal judgment and decision making that is not easily learned and cannot be solely based on systems or tools. A project manager needs to be more socially orientated than functional (Carmelli, 2009). Unlike other assets, People are the only greatest potential asset and the only greatest potential liability that an organization will acquire as it moves about its business. In fact, many of the tools (for example quality circles, brainstorming etc) to achieve quality revolve around team effort. Some of the high-ranking failure attributes according to K. N. Jha & K. C. Iyer (2005) are: 'poor human resource management and labor strike', 'mismatch in capabilities of client and architect', 'tendency to pass on the blame to others', and 'conflicts among team members. All these attributes indicate that achievement of project quality is a team effort and if the team members are not working in unison it leads to adverse effects on the quality of a project. When people at higher hierarchy levels tend to pass the blame to lower hierarchy people, the achievement of desired quality always remains in doubt. As discussed earlier, recognizing quality as a result of teamwork, the management should create a suitable environment to build a team by plugging all such causes that give rise to an adversarial relationship among team members.

Organizations are comprised of three other types of major assets that are needful to an organization's ability to produce goods and services, namely, financial assets, (Low level of funding hinder effectiveness of a project and interferes with supervision) physical assets and Intangible assets. Intangible assets include intellectual capital, good will, and human capital which all help to improve project performance (Kotler, 2000). Bowen, (2004) concluded that human capital is not just the people working in an organization. It's a broad combination of their experience, attitudes, abilities, culture etc. For more than three decades researchers from the areas of HRM have been interested in finding the relationship between human capital which includes education, knowledge, experience, and skills and the success of a project. A number of researches suggest a positive relationship between human capital and success of a project Mbawi

& Muchelule (2015). The human capital which consists of current task-related knowledge and skills has a positive relationship with the success of a project (Edward, 2007). The other high-ranking failure attributes according to K. N. Jha & K. C. Iyer (2005) are: poor human resource management and labor strike, mismatch in capabilities of client and architect, tendency to pass on the blame to other, and conflicts among team members. All these attributes indicate that achievement of project quality is a team effort and if the team members are not working in unison it leads to adverse effects on the quality of a project. The execution/implementation phase ensures that the project management plan's deliverables are executed accordingly. This phase involves proper allocation, co-ordination and management of human resources and any other resources such as material and budgets. The output of this phase is the project deliverables. CSO projects rely on offenders placed by the Courts through probation department, supervised by the benefiting Projects supervisors.

2.2.3 Management Factors influencing performance of Community Service Order projects

Killen et al., (2008) in his journal article highlighted the issue of roles and responsibilities of the project manager as follows: Construction management is literally, where the rubber meets the road. There are a number of factors relating to management that affect performance: support of the PMO; communication and commitment in distributed teams; stakeholder management; structural complexity; identity of the project manager in hybrid projects; internal relationships; strategic relationships; risks, difficulties and uncertainties; project manager ethics; management of risks and shared resources; autonomy of the project manager in staffing the team; valuation of competencies by the company; technical and behavioral competencies; professional certifications; and value of the project

Project planning is critical when considering project performance. Planning is really about defining fundamentals: what problem needs solving, who will be involved, and what will be done. Project planning generally consists of determining how to plan (e.g. by level of detail or rolling wave planning) developing the scope statement, selecting the planning team, identifying deliverables and creating the work breakdown structure; identifying the activities needed to complete those deliverables and networking the activities in their logical sequence; estimating the resource requirements for the activities; estimating time and cost for activities; developing

the schedule; developing the budget risk planning; gaining formal approval to begin work. Other processes, such as planning for communications, for scope management, identifying roles / responsibilities, and determining what to purchase for the project and holding a kick-off meeting are also generally advisable. The need for planning in project development and delivery is crucial because of the complex nature of resources, processes, activities and parties that are involved. Naoum et al. (2004)

All the planning, preparation, design and cost estimating is put to the test in the fast paced phase of the project's life cycle. This phase begins after the award of the construction contract and continues through construction close out. As regards classification of project planning, Dviret al. (2003) identified three levels of project planning, namely: the end-user level where planning focuses mainly on the functional characteristics of the project end product, the project deliverables that are needed to support the functional requirements, and the project management level that focuses on planning the activities and processes that need to be carried out to ensure that the technical work proceed effectively. These three levels of planning can otherwise be regarded as project conception planning, project design planning and contract planning. What is understood from the review above is that different forms of planning are carried out in each of the five stages namely: conception, design, tendering, construction and closeout (Puthamont and Charoenngam, 2004) Before you begin, take time to pinpoint what issue the project is actually supposed to fix. It's not always obvious The real problem will become even clearer once you figure out who all your stakeholders are—that is, which functions or people might be affected by the project's activities or outcomes, who will contribute resources (people, space, time, tools, and money), and who will use and benefit from the project's output. They will work with you to spell out exactly what success on the project means. Have them sign off on what they expect at the end of the project and what they are willing to contribute to it. And if the stakeholders change midstream, be prepared not only to respond to the new players but also to include all the others in any decision to redirect the project. One of your most challenging planning tasks is to meld stakeholders' various expectations into a coherent and manageable set of goals. The project's success will be measured by how well you meet those goals. The more explicitly you state them at the outset, the less disagreement you will face later about whether you have met expectations.

Objectives identified during the initial phase of planning may be revised later.

Project objectives and strategies to achieve them are formulated and presented as project plans and these are used in evaluating the achievement of the objectives. Project planning can therefore be regarded as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines to achieve the objectives and the techniques of communicating them to project stakeholders. These plans communicate both project objectives and the strategies for achieving them, and they are the basis for determining the achievement of project objectives that otherwise refer to the success and high performance of a project. While planning is a process that requires effort, plans are the results of the process and the efforts put in. Planning that does not produce a plan can therefore be regarded as an effort without result. Planning efforts can be in the form of design, tendering and programming and the results are design documents, tender plans, charts, schedules and programs of resources and works to be carried out (Michele, 2007). Sommerville et al. (2004) described the documentation of information which invariably refers to planning as a key enabler to the running of any project, and identified inadequate documentation as one of the causes of conflicts. Faniran et al. (1998) described project planning as the process of determining appropriate strategies for the achievement of predefined project objectives. Though project management literature often considers wider objectives and, the central PM delivery targets remain time, cost and quality. Professionals use a number of definitions to define project quality. Quality in its simplest form can be defined as: 'meeting the customer's expectations,' or 'compliance with customer's specification.' No matter what definition we follow for quality, it becomes very complex when we try to put it into actual practice. For a user, quality is nothing but satisfaction with the appearance, performances, and reliability of the project for a given price range. 'Positive attitude of project manager and project participants' has emerged to be the most important success attribute for quality compliances at project sites. Some of the attributes with high importance are all related to the project manager. For example 'effective monitoring and feedback by Project Manager (PM)', 'Project manager's technical capability, leadership quality of PM, Effective monitoring and feedback by the project team members, authority to take day-to-day decisions by the PM's team at site' Monitoring and controlling consists of those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key

benefit is that project performance is observed and measured regularly to identify variances from the project management plan.

Most researchers believe that the most important responsibilities of a project manager are project evaluation, setting up the team, setting up systems, planning, monitoring, control, negotiating contract conditions, training and communication. A project manager's success at managing his or her project is dependent on his or her competence, particularly the leadership style comprising emotional intelligence, management focus as well as intellectual capabilities. In view of this, the PM discipline has three key responsibilities (Walker, 2004). There are many issues in implementation; however, of central importance is capability. Capability can be viewed as a function of education and experience. If these are deficient, there is a high probability that a project mission will be inappropriately specified from the outset, with the result that time; cost and quality targets will be compromised from the beginning. If this is the case, it is highly improbable that the resource base will be organized and mobilized to deliver time, cost and quality targets successfully (Nubi, 2001). Carillo (2005) asserts that capability is an attribute which, although easily defined, is intractable from a measurement perspective. It is an attribute concerned with the qualities that individuals or organizations project possess. It follows that capability addresses whether or not individuals and Organizations possess the necessary levels and combinations of knowledge and skill to complete the tasks that they are responsible for. A key principle is the establishment of roles. Departments' documented client project management procedures must identify the client roles of Investment Decision Maker, Project Owner (or Senior Responsible Owner) and Project Sponsor. The procedures must also draw a clear distinction between the client roles and the provider roles. The latter roles are that of the Project Manager, the design functions and the works contractors. Whereas the client roles can be undertaken by intelligent lay-persons with appropriate training, the Project Manager must have technical expertise. Proper attention must be paid to planning and controlling the project at all stages. includes a general framework for construction procurement, describing all the main stages in a project's development. This should be adapted to suit the needs of the specific case in hand. Greater emphasis should be given at project initiation stage by way of definition, estimating and risk assessment and management under the responsibility of the Project Sponsor. The Project Sponsor should ensure that there is a clear project brief which provides a comprehensive

statement of the Department's requirement for the project. This should be based on close consultation between the Project Sponsor, Project Owner, users and stakeholders. Greater thoroughness prior to formal approval is considered to be one of the most important factors in achieving better control and performance. Performance in terms of completion within budget and time depends crucially on thorough specification, and careful assessment of cost and time required, and the development of a Project Execution Plan. The Project Execution Plan is the key management document governing the project strategy, organization, control procedures, responsibilities, and, where appropriate, the relationship between the project sponsor and the project manager. It is a formal statement of the user needs, the project brief and the strategy agreed with the project manager for their attainment. The scope of the plan will depend upon the size and nature of the project. It is a live active management document, regularly updated, to be used by all parties both as a means of communication and as a control and performance measurement tool

The Project Manager is the person appointed by the Project Sponsor to be responsible for managing the project on a day-to-day basis. He or she must ensure that the Department's agreed systems and procedures are adhered to and that the contractor/supplier complies with requirements. The Project Manager reports progress to the Project Sponsor at agreed intervals. In addition, in the case of projects that are above the delegated limit, there will be an approving authority role that will be exercised by the Supply Divisions. The Project Sponsor should report progress to the approving authority at agreed points during the management of the project. Departments must submit progress reports in accordance with any conditions/timetable set at the time the project was approved. In the build-up phase, you bring your team together. Time estimates become schedules. Cost estimates become budgets. You gather your resources and you implement them. CSO offenders are placed in public institutions / projects where they perform diverse tasks assigned by project supervisors.

2.2.4 Coordination / Supervision factors and performance of Community service order Projects

Performance management concerns tracking the success of a policy programme or project in achieving its objectives and in securing the expected benefits. Monitor and control process and budget whether you have a formal project control system in place or you do your own regular check-ups, try to maintain a big-picture perspective so that you don't become engulfed by details and petty problems. For appraisal and evaluation purposes, it involves the systematic collection of data relating to the financial management and outcomes of the policy, programme or project during implementation. Monitoring involves checking at regular intervals that a project, programme or policy is being implemented on target, on time and within budget. This provides an essential source of information, indicating the extent to which objectives are being achieved, giving an early warning of potential problems and of the possible need to adapt the policy, programme or project to ensure success. Monitoring also provides information for the evaluation stage. To be fully effective, plans for monitoring must form part of the initial planning of a policy, programme or project. Outputs of a project or policy must remain consistent with changing government objectives. Cost management is essential. Costs should be closely monitored and managed. Forecast costs and benefits are frequently reviewed. Capital projects should be managed on time and within budget. Appropriate guidance on budget estimation and cost management, including allowance for risks and whole life costs should be available. Applying these guidelines should help alert Departments to potential cost overruns in sufficient time to take appropriate remedial action. When monitoring project management performance, sponsoring Departments should pay particular attention to the management of risk giving rise to time and cost slippage. Proper attention must be paid to planning and controlling the project at all stages. There should be a general framework for construction procurement, describing all the main stages in a project's development. This should be adapted to suit the needs of the specific case in hand. Greater emphasis should be given at project initiation stage by way of definition, estimating and risk assessment and management under the responsibility of the Project Sponsor. The Project Sponsor should ensure that there is a clear project brief which provides a comprehensive statement of the Department's requirement for the project. This should be based on close consultation between the Project Sponsor, Project Owner, users and stakeholders. Greater thoroughness prior to formal approval is considered to be one of the most important factors in achieving better control and performance. Performance in terms of

completion within budget and time depends crucially on thorough specification, and careful assessment of cost and time required,

The project manager should issue regular reports to the project sponsor regarding the current status of the project, key issues and problems requiring resolution and the steps being taken to resolve them. The project sponsor should normally forward copies or summaries of them to the project owner for information and will draw the project owner's attention formally to any matters of serious concern to the department. A monitoring system should establish whether management data is actually calculating what it purports to measure and sufficient controls to ensure that the data is accurate. Quick response to changes in data or information and identification of early signs of problems can help in initiate corrective action. Otherwise, one will only be monitoring, not exercising control. Team members should be informed that timely information is necessary for quick response to problems receive timely information. Team members can work out small problems on their own These practices involved Quality of communication, Frequency of communication, Communication formality and Communication bi-directionality. Effective communication is necessary in benefits assessment.

Benefits management is a process that identifies expected benefits, contributions to business objectives and stakeholders establishes a benefits management structure defining functions, relationships, communications, roles and responsibilities develops models of benefits, including baseline measurements and intermediate and final outcomes defines the benefits, including their attributes and measures, owners and risks assesses value and organizational impact, dependencies and risks; it will also show how the benefits are interrelated develops a benefits realization plan, including a schedule for delivery, assessment or review points, alignment/linkage/inter-dependencies with other modules, projects or programmes, and business change processes for implementation and delivery establishes accountability for realization and a means of tracking benefit realization, including any performance management requirement evaluates the extent to which benefits have been realized.

In developing a business case ensure that the project's objectives, costs and benefits are correctly aligned with the business strategy or programme direction. Of particular importance, from an early stage, is the identification of benefits and how these will be realized. In general, business

cases should assess/estimate the benefits that the project should deliver to answer the question 'is the project worth doing?' Document the process for identifying, monitoring and realizing the benefits. Ensure plans/processes are in place to achieve the benefits Define the baseline benefits position to allow comparison with projected benefits, Define boundaries with other programmes/projects to ensure benefits are not 'double counted'.

2.2.5 Environmental factors influencing Performance of CSO Projects

Variables that measure external environmental factors include the political environment, economic environment and social environment. Gudiené et al. (2013)

Gudiené et al. (2013) defined external environmental factors as those factors affecting the success of projects, which are mostly beyond the control of the management team. These factors include political, economic and social factors (Belassi and Tukel, 1996). Political factors concern political stability and government intervention in providing both incentives and enabling environments for project development (Chen et al., 2012). Government has an important role to play in ensuring the success of public housing in terms of infrastructure development, provision of a favorable legal framework, and guarantees to developers. Hostile Political, Socio, Economic and Climatic Conditions and hostile work environment related to people's attitude affects the quality of Projects adversely, as suggested by studies. A poor work environment not only decreases productivity but it also affects the project quality. In addition, harsh climatic conditions give rise to a fatigued workforce, leading to poor quality, time and cost overrun. The most important attribute adversely affecting the project quality is the negative attitude of PM, and project participants. Stigmatization of offenders, lack of reconciliation (peaceful co-existence) and offenders' perception of the program/ project influence project performance

2.2.6 Community Service Orders Projects

Community service is work done by a person or group of people that benefits others. It is often done near the area where one lives, so his/her own community reaps the benefits of his/her work. You do not get paid to perform community service, but volunteer your time. Community service can help many different groups of people: children, senior citizens, and people with disabilities, even animals and the environment. Community service is often organized through a

local group, such as a place of worship, school, or non-profit organization, or you can start your own community service projects. Many people participate in community service because they enjoy helping others and improving their community. Some students are required to do community service in order to graduate high school or to receive certain honors. Some adults are also ordered by a judge to complete a certain number of community service hours. There are a number of issues to consider before offering Community service. Who would you like to help? Is there a specific group of people or cause you are passionate about? Look for projects that relate to your passion and interests. You may also just want to perform particular community service activities that allow you to do hobbies you enjoy, like baking or acting, and that's fine too. Do you want a community service activity that is reoccurring or a one-time event? Perhaps you don't have enough time to regularly devote to community service. In that case, it may be better to look for opportunities that only occur once or sporadically, such as planning special events or helping build a house. What kind of impact do you want to have? Some people prefer to participate in community service activities that have a quantifiable impact, for example, activities where you know the specific number of kids you tutored, dollars you raised, or cans of food you collected. This is in contrast to activities that don't have such clear numbers, such as creating a garden or serving as a volunteer lifeguard. Some people prefer quantifiable activities because they feel they look stronger on college applications, or because they simply enjoy knowing their exact impact on the community. What skills would you like to gain? Many community service activities can help you gain skills. These skills can range from teaching to medicine to construction and more. If there is a particular skill you'd like to learn for future classes, jobs, or just out of personal interest, you may want to see if there is a community service activity that helps you learn that skill. Community Service Orders programme as provided for in Kenya through the community service orders act no. 10 of 1998 is a work based non- custodial court sentence, meted to offenders who commit offences punishable by imprisonment for a period not exceeding three years with or without the option of a fine. Likewise where an offence can attract a period of more than three years imprisonment but a court has discretion to determine a prison sentence of three years or less, the offender can be placed on CSO to work in/for a public institution. There are two categories of CSO projects, namely community/public owned projects and community service Offenders Empowerment Projects (formerly CSO flagship projects) which are exchequer funded projects that are initiated by the district CSO committees.

A successful CSO project as viewed by the department, be it community owned or exchequer funded must embrace the following principles; Tangibility, Empowerment, Community benefit, Quantification, Skills utilization, Break-even and profit making, Weaning, and Rolling out. The work must be public in nature (not private) for a specific period ordered by the court (in Kenya, the period must not exceed three years. The Act also provides guidance on what is meant by public work by illustrating the examples of public work such as construction or maintenance of public access roads; afforestation works; environmental conservation, protection of water conservation (sites), management distribution/supply; maintenance of public schools, hospitals and other public social amenities, work of any nature in a foster home or orphanage; or rendering specialist professional services in the community or other related matters. Community service was envisaged to have several advantages to offenders as they are rehabilitated /supervised within the community: maintenance of the family of the offender, proper socialization of children, prevention of children of the offender from indulging in antisocial/deviant ways to eke a living, and prevention of non-serious offenders from becoming contaminated by hard-core offenders. Offenders also acquire skills and are linked to potential employers. The community in which the offender works benefits in various ways, the cost of the projects is partly paid for by the work/activities of the offenders and the community members have an opportunity to participate in the rehabilitation of the offender. Individual offenders pay back (reparation) for the injury done to the community and promotion reconciliation between offender and the victim of crime is done. The government on the other hand makes savings as money which would have gone towards maintenance of these offenders in custody is channeled to other demanding courses. The programme enhances/ is meant for decongestion of prisons, and is a strategy that promotes the rule of law, security, peace building and conflict management within communities, ensuring progress towards achievement of Vision 2030.

2.7 Theoretical framework

A theoretical framework refers to a collection of interrelated ideas based on theories attempting to clarify why things are the way they are, introducing new views of research problem (Tromp and kombo, 2006)

This study is premised on a combination of theories, The Social Action theory of Community Development. The proponents of the theory include Slocum (1962,513). He defines social action

as an effort involving two or more members of a system, this implies the presence of different segments of the population that needs to be involved in Community projects to improve society through collective effort. Kottler(1972: 172)

Conventional approaches to organizational and management research have exposed managers and other employees involved in problem-solving and decision-making to an overwhelming amount and range of techniques (empowerment, teamwork, flexibility), which can be interpreted as "covert tools of manipulation and exploitation" (Huczynski & Buchanan, 2001, p. xxi). More work has emerged that applies this critical position to project management, its ideas and methods, for example, Bredillet, 2002, 2004; Buckle & Thomas, 2003; Cicmil, 2003; Cicmil & Hodgson, 2005; Cill, 2002; Hodgson, 2002; Hodgson & Cicmil, 2003; Metcalfe, 1997; Packendorff, 1995). Drawing on critical theory and particularly the contribution of Jürgen Habermas, Alvesson, and Willmott (1996) suggest that intellectual efforts should be focused on encouraging inspiration from a variety of theories and ideas, as a counterforce to technicist and instrumental forms of rationality in project environments. From a Habermasian perspective, it might be argued that the objective, abstract and universal body of knowledge claimed in a number of authoritative sources as proprietary to project management fails to live up to the challenges of the embodied and power-laden realities of its operation. "Project management" as created by this school of thought, exhibits the characteristics of what Alvesson and Willmott (1996) called management as colonizing power and management as distorted communication. From this perspective, the possibility of critical project management will depend on the extent to which a social theory about the nature of projects provides concerned actors with authentic insights into their position in project environments, leading to their enlightenment, changed attitudes and emancipatory action.

Another major influence on critical work with implications for an understanding of project management is the wide and varied oeuvre of Michel Foucault, drawn upon by writers such as David Knights, Stewart Clegg, Barbara Townley, and Stanley Deetz, among others. In particular, a key research theme is a focus on the consequences of those techniques of observation, measurement, and performance control central to project management methodologies for both the management and the self-management of workers within project settings. Work on project management in this tradition (Hodgson, 2002; Lindgren & Packendorff, 2003; Thomas, 2003) tends to criticize the implied calculability and formality of project management methodology, as

it embodies a strong functionalist commitment to ensuring, first and foremost, the effective control of workers. In many ways, as previously noted, this control imperative in project management is traditionally based upon similar principles to those underpinning scientific management: the fragmentation of work and the maximization of visibility and accountability. However, with isolated exceptions (Metcalf, 1997), the fundamentals of project work appear to have evaded the practical and moral critique leveled at other Taylorist work forms. At the same time, the ongoing professionalization of project management can also be interpreted in line with other professionalization projects, as a mode of control over expert labour (cf. Larson, 1977; Abbott, 1988), implementing and enforcing a form of self-disciplinary control.

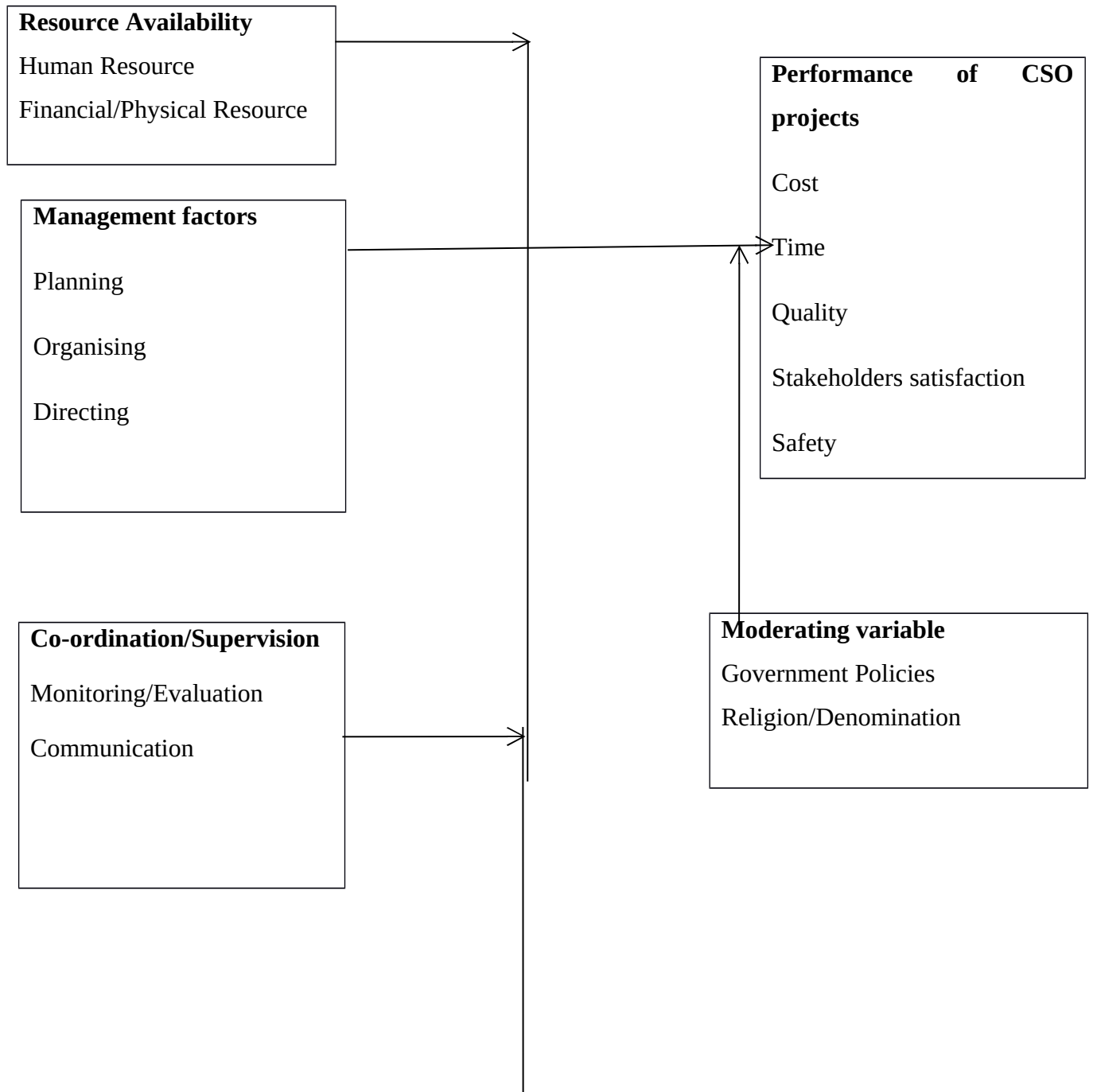
The transformation view on operations was also used. In the transformation view, a project is conceptualized as transformations of inputs to outputs. There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently (Shenhar, 2003). Regarding the theory of project, the partial models of operations as flow and value generation add the consideration of time, variability and customer to the conceptualization provided by the transformation model (Koskela 2000). Regarding planning, the approach of management as organizing adds the idea of human activity as inherently situated (Johnston and Brennan 1996). Thus, planning should also focus on structuring the environment to contribute to purposeful acting. Concerning managerial execution, the language/action perspective, originated by Winograd and Flores (1986), conceptualizes two way communication and commitment, instead of the mere one way communication of the classical communication theory. The scientific experimentation model of control of Shewhart (Shewhart and Deming 1939) focuses on finding causes of deviations and acting on those causes, instead of only changing the performance level for achieving a predetermined goal in case of a deviation. The scientific experimentation model adds thus the aspect of learning to control

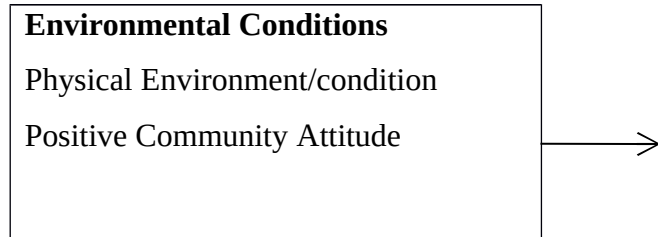
Figure 2.1 Conceptual framework of the study

Factors influencing performance of Community Service Order Projects

Independent Variables

Dependent Variable





2.8 Summary of Literature Review

Organizations ability to produce goods and services rely on availability of human resource, financial and physical resources. Inadequate funding, (Finances) Personnel, (Human Resource) means of transport and computers/ laptops (physical Resources) lead to poor project performance. Performance of projects is considered a source of concern to both public and private sector clients. The need for planning in project development and delivery is crucial because of the complex nature of resources, processes, activities and parties that are involved. Naoum et al. (2004) Project objectives and strategies to achieve them are formulated and presented as project plans. Project planning can therefore be regarded as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines to achieve the objectives and the techniques of communicating them to project stakeholders. These plans communicate both project objectives and the strategies for achieving them, and they are the basis for determining the achievement of project objectives that otherwise refer to the success and high performance of a project. These are used in evaluating the achievement of the objectives. While planning is a process that requires effort, plans are the results of the process and the efforts put in. Coordination and supervision among project participants is among the most significant of all the factors having maximum influence on cost performance of projects (Iyer and Jha, 2005). Stakeholders should be given regular updates/status report. For community based correction programs there is need to ensure favourable environment conditions as probed by the study to ensure project performance. According to Kumaraswamy (2002) project performance measurement include time, budget (cost), safety, quality and overall client satisfaction. Thomas (2002) defined performance measurement as monitoring and controlling of projects on a regular basis. Kuprenas (2003) stated that project performance measurement means an improvement of cost, schedule, and quality for design and construction stages.

2.9 Research Gap

Community corrections are often the subject of intense criticism despite its wide usage. Probation and CSO suffer from a “soft on crime” image and, as a result, maintain little public support. Their poor (and some believe, misunderstood) public image leaves them unable to compete effectively for scarce public funds. Nationally, community corrections receive less than 10% of State and local/County government expenditures for correctional services, which includes jails and prisons (Flanagan and Maguire, 1992). Studies carried out on Community Service Order Projects have been based on the assesment/ Evaluation of CSO Program to ascertain it’s effectiveness/ efficiency.(GOK, UNAFRI 2011)

This Study is unique in that it establishes factos influencing the performance of Community Service Order Projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used in the study. It outlines the research design, target population, sample size and sample selection design and sampling procedure, research instruments data collection, analysis procedure, and operationalization of the study variables.

3.2 Research design

It is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Okombo and Orodho,2002). It describes the plan or strategy for conducting the research (Onen and Oso, 2005). It is a conceptual structure upon which research is conducted and forms a blue print for the collection and analysis of data. Baskin et al 1997 defined survey as a careful, detailed examination of the perceptions and opinions of members of various publics. Survey could be descriptive, exploratory and explanatory (Babble 1989). This research employed the descriptive survey as it was suitable for determining factors influencing performance of Community Service Order Projects in Homa Bay County

3.3 Target Population

A population can be referred to as the entire set of relevant units of analysis or data. It can as well be referred to as aggregate of all cases that conform to some designated set of specifications Isidor C, (1982). A target population is the population to which a researcher wants to generalize the results of a study (Mugenda and Mugenda, 2003). A target population refers to the total number of the potential units that is too large to study directly, thus a sample upon which the study results inferences is selected (Otunga 2013). The target populations are 1150 Managers/ Supervisors and offenders involved in Community Service Order Projects in Rachuonyo North, Rachuonyo South, and Rachuonyo East Sub Counties in Homa Bay County.

3.4 Sample size and Sample selection

Sample is a small group selected from the target population large enough to present the salient characteristics of the target population. Mugenda and Mugenda (2003)

3.4.1 Sample size

Sample size refers to the number of items selected from the target population (Kothari, 2005). The sample size should be optimum to fulfill the requirements of efficiency, reliability, representation and flexibility. According to Mugenda and Mugenda (2003) a sample is a subset of a particular population. A 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. For correctional studies and experimental design 30 cases or more are required and for descriptive studies, 10 per cent of the accessible population is enough. For the purposes of this study purposive sampling was used to select 115 respondents from a target population of 1150 institutions legally mandated to undertake CSO projects

3.4.2 Sampling procedure

The researcher used representative sample to come up with a sampling frame. A sampling frame is the complete listing of the sampling units (a single member of the sampling population). A

sampling unit should be relevant to the research problem. The sampling frame in this Study is the list of Institutional managers /Supervisors and offenders involved in CSO projects within Rachuonyo North, South, and East Sub Counties in Homa Bay County. The study used stratified sampling and random sampling to choose sample size

Table 3.1 Total Population and Sampling sizes

Stratum	Total population	Sample	Percent
Rachuonyo North	410	41	10
Rachuonyo South	380	38	10
Rachuonyo East	360	36	10
Total	1150	115	10

3.5 Data Collection Instrument

Data collection for this study was done using a questionnaire. The questions were both open and closed ended for both qualitative and quantitative data analysis. The questionnaire had two sections, section A focused on the demographic characteristics of the respondents. Section B comprised of questions geared towards the objectives and research questions. The questionnaire was preferred as it was easy to administer, cheaper than other tools and saved time.

3.5.1 Pilot testing

Validation of research instruments was done through pilot testing. This is done by administering the instrument to one Community Service Order project in the neighboring Homa Bay Sub County to enable the researcher check for logical flaws and eliminate contradictions and ambiguous questions with the help of peer interviewers and experts. Pretesting helped the researcher to detect weaknesses in the instruments. Colleagues, surrogate or actual respondents were used to evaluate and refine measuring instruments.

3.5.2 Instrument validity

Validity refers to the issue of whether an indicator (set of indicators) devised to gauge a concept really measures it. The process of drawing the correct conclusions based on the data obtained from an assessment is what validity is all about (Bryman, 2012). Validity is measured by the degree to which differences found with a measuring instrument depict true differences among the items being measured, Kothari (2005). An instrument is validated by providing that its items are representative of the characteristics to be measured Mugenda and Mugenda (2003). Validity in this research was achieved by ensuring that the questionnaire items sufficiently covered the research objective. The questionnaire's validity was determined in terms of its construct, criterion, and content. The content validity was attained by use of check list to determine whether variables, research questions and objectives in the questionnaire were captured. Expert judgment was consulted to determine the content validity in respect to the objectives, research questions and variables of the study.

3.5.3 Instrument reliability

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 Kothari (2005). According to Mugenda and Mugenda (2003) reliability is a measure of the degree to which a measuring instrument yields consistent results or data after repeated trials.

In this study test retest method was used whereby the same test was administered twice to the same group after a certain interval and a reliability coefficient calculated to indicate the relationship between the two sets of scores.

3.6 Data Collection Procedure

Data collection procedures comprise of the steps and actions necessary for conducting research effectively and the desired sequencing of these steps Kothari (2005). Research proposal will first be developed then presented for examination and approval after which Submission of approved copies to Kenya National Council for Science and Technology, for acquisition of research permit done. Further permission was sought from relevant Authorities

within the Sub County. Copies of the Questionnaire then be administered to (70) respondents, by two qualified research assistants who will be closely supervised.

3.7 Data analysis techniques

Data analysis refers to the computation of certain measures along with searching for patterns of relationships that exists among data groups. In the process of analysis, the researcher determined the differences supporting or conflicting with original objectives.

Analyses help in interpreting data drawing conclusion and making decisions. Many methods of data analysis are available and the researcher's decision to use any of them depends on the nature of the problem being investigated, nature of data, measurement used and the level of precision required among many other considerations. Data analysis falls into two categories descriptive and inferential analysis. In descriptive statistics findings are presented in a concise manner and in inferential statistics generalizations are developed from the sample to the population. Descriptive analysis describes the phenomena in statistical terms as it occurs or in an ex-post factor sense. No attempts are made to make predictions or inferences

Data analysis was done by the SPSS program. SPSS is the abbreviation of the statistical package for the social sciences. Data stored in SPSS is easy to manipulate through coding and recording all possible statistics in social science can be used on the same data.

Descriptive statistics was used as the main method of data analysis. It started by editing and inspection of data in order to identify simple mistakes, blank spaces and items wrongly responded to. The computer statistical package for social scientists (SPSS) used to process responses from the questionnaire. The questionnaire then sorted, coded and fed into the SPSS program to generate frequencies and percentages. Data was presented using frequency distribution tables. It is used in summarizing data and manipulating data with ease.

Analysis is the process of converting raw data into meaningful statement. Descriptive statistics was used to analyze data in form of frequencies and percentages. SPSS was used to analyze the relation between the variables using data converted into frequencies counts such as percentages, frequency Distribution tables and expressed in words. Qualitative data are non-numerical in nature, thus the values of a numerical variable can only be classified into categories called

classes (Mendenhall, W. and Sinchich, 2003) Qualitative data were described numerically using measures of central tendency (mean, mode, and median) and measures of distribution (frequencies and percentages). The information was presented in the form of tables from which conclusions and recommendations were made

3.8 Ethical consideration in Research

There are several reasons for adhering to ethical norms in research Resnik (2011). Norms promote the aims of research such as knowledge, truth and help avoid error. Ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect and fairness, since research involves a great deal of cooperation and coordination among different people, in different disciplines and institutions. William M.K (2006) lists some of the ethical issues as informed consent, confidentiality and anonymity. The researcher therefore acknowledged work by other people, conceal respondents 'identity, confidentially handle information, observe privacy and avoid cruelty or harm of any nature. Data collection was done with utmost integrity, and permission sought from relevant authorities. At all stages, care was taken to avoid plagiarism and intellectual theft by recognizing the work of others through citation.

Table 3.2 Operationalization Table

OBJECTIVE	VARIABLE	INDICATORS	SCALE	DATA COLLECTIO N	DATA ANALYSIS
To establish how resource availability influence the performance of Community	Independent Resource availability Dependent Community Service Order Project cost,	Offender Referral rates, Placement duration, Availability of materials and tools for work performance	Ordinal	Questionnaire	Qualitative, Quantitative

Service Order Projects in Homa Bay County	schedule and quality				
To Determine how management related factors influence performance of Community Service Order Projects in Homa Bay County	<p>Independent</p> <p>Planning Organizing projects by managers</p> <p>Dependent</p> <p>Cost Quality, schedule/time</p>		Ordinal	Questionnaire	Qualitative/ Quatitative
To establish the extent to which Coordination and Supervision factors influence	<p>Independent</p> <p>Variable</p> <p>Enhanced communication between project participants,</p> <p>Monitoring and</p>	Number / frequency of meetings by stakeholders, supervisory visits by managers/Supe	Ordinal	Questionnaire	Qualitative / Quantitative

<p>Performance of Community Service Order Projects in Homa Bay County</p>	<p>Evaluation of CSO work performance</p> <p>Dependent variable</p> <p>CSO Project Safety Quality and Stakeholders satisfaction,</p>	<p>revisors, Availability of evaluation reports</p>			
<p>To establish the extent to which environmental conditions influence Performance of Community Service Order Projects in Homa Bay County</p>	<p>Independent variable</p> <p>CSO projects physical/environmental conditions, Positive Community attitude</p> <p>Dependent variable</p> <p>Stakeholders satisfaction, safety, schedule</p>	<p>Participation of offenders in project work performance, frequency of complaints</p>	<p>Ordinal</p>	<p>Questionnaire</p>	<p>Qualitative Quantitative</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 introduction

This chapter consists of the results obtained from the research that was conducted. It includes questionnaire return rate, qualitative and quantitative results analysis and interpretations. The bio data of the respondents also presented

4.2 Questionnaire return rate

During the research study 115 questionnaires which reflect 100% questionnaires sent to the field and a total of 110 (95.6%) questionnaires were returned. Out of the 110 questionnaires returned 100 were completed/ fully answered which was 86.9% of the total questionnaires issued. 3(2.6%) questionnaire were returned without any response to the item in the questionnaire schedule 7 (6.1%) were eliminated due to incomplete response.

Table 4.1 Questionnaire return rate

Sex	number valid	percentage	invalid	Percentage
Males	85	73.9%	7	6.1 %
Females	15	13.0%	3	2.6%
Total	100	86.9%	10	8.7%

The analysis of the findings in this chapter was based on the valid returned questionnaire from which conclusions were drawn.

The research was done in institutions mandated to undertake Community Service Order projects

Data analysis focused on stated objective of establishing factors influencing the performance of community service order projects in Homa Bay County

4.3 Democratic characteristic of the respondents

This includes age, gender, and marital status of the respondents.

The Distribution of respondents by age as from: (18-25) (24-30) (31-35) and above 35 are as per the corresponding frequencies appended below.

Table 4.2 Distribution of Respondents by Age

	Frequency	Percent	Valid Percent	Cummulative Percent
18-25	13	13%	13%	13%
24 - 30	24%	24%	37%	
31-35	29	29%	29%	66%
Above 35 years	34	34%	34%	100%
Total	100	100%	100%	100%

Table 4.2 above Show the analysis as pertains to the age of the respondents where the age between 18-25 years represents 13%, 26-30 years is represented by 24%, 31-35 29% and above 35 years represented by 34% of the total sample population. From the above analysis most of the respondents were above 35 years which took the highest percentage of 34%

4.4 Demographic characteristics by gender.

Table 4.3 shows the frequency of respondents involved in CSO projects by Gender

Table 4.3 Distribution of the Respondents by gender

	Frequency	Percent	Valid Percent	Cummulative Percent
Males	87	87%	87%	87%
Females	13	13%	13%	100%
Total	100	100%	100%	100%

The above table shows the Gender analysis as pertains to the respondents involved in CSO projects in Homa Bay County. Based on the above 87% were males and 13% were females. The respondents were mainly Heads of Institutions/ managers/ supervisors and offenders involved in

Community service order. From the above the highest percent 87% were male as opposed to 13% female.

4.5 Distribution of respondents by Marital Status

Distribution of respondents by marital status encompasses those who are single and those who are married as appended below.

Table 4.4 Distribution of respondents by Marital Status

	Frequency	Percent	Valid Percent	Cummulative Percent
Single	21	21%	21%	21%
Married	79	79%	79%	100%
Total	100	100%	100%	100%

The table 4.4 above shows the analyzed data as pertains to marital status of the respondents and it indicates that most of the respondents 79% were married as opposed to 21% who were single. The analysis shows that the majority of the respondents have families. The program had the advantage of enabling offenders to continue with their livelihood in the community. Offenders were not detached from family.

4.6 Resource Availability influence on the performance of Community Service Order Projects

Data analysis focused on the stated objective of establishing the relationship between availability of resources and performance of CSO Projects in Institutions within Rachuonyo North, South and East Sub Counties of Homa Bay County. The section will discuss the following themes; Human resource and Financial/ Physical Resource availability influence on Performance of CSO projects

Table 4.5.1 Availability of Resources; Human Resource influence the performance of Community Service Order Projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly	93	93%	93%	93%
Marginally	7	7%	7%	100%

No effect	0	0%	0%
Adversely	0	0%	0%
Total	100	100%	100%

The table 4.5.1 above indicate the analysis on the influence of availability of resource particularly Human Resource on the performance of CSO Projects where most of the respondents 93% indicated that human resource availability significantly influence performance of CSO projects, 7% that it marginally influence the performance of CSO projects. Hence the availability of Human Resource has great influence on the performance of CSO Projects.

Table 4.5.2 Availability of Resources; Financial/ Physical Resources influence Performance of Community Service Order Projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly	87	87%	87%	87%
Marginally	11	11%	11%	98%
No effect	2	2%	2%	100%
Adversely	0	0%	0%	
Total	100	100%	100%	

Table 4.5.2 above show the analysis in relation to whether financial / physical Resources influence the Performance of CSO projects. From the above 87% of the respondents indicate that Financial / Physical Resources availability influence performance of CSO projects significantly, 11% indicated that financial / physical resources influence performance of CSO projects marginally while 2% indicated no effect of financial / physical resource availability on performance of CSO projects. From the statistics, Financial / physical resources influence performance of CSO projects greatly.

Inferential Statistics was used. This was conducted to test the hypothesis in order to verify whether the null hypothesis is true or false. The study adopted chi-square statistics and the solution was arrived at as per the steps below:

Step 1. Set up hypotheses and determine level of significance: The null hypothesis again represents the “no change” or “no difference” “no relationship” situation. If resource availability influence on performance of CSO projects then we expect the distribution of responses to the exercise question to be the same as that measured prior to the implementation of that program.

Ho: p_1 = There is no significant relationship between availability of resources and Performance of Community Service Order Projects in Homa Bay County

H1: Ho is false. $\alpha=0.1$. In this case, the research hypothesis as stated captures any difference in the distribution of responses from that specified in the null hypothesis. The researcher did not specify a specific alternative distribution, instead testing was done whether the sample data “fit” the distribution in Ho or not. With the χ^2 goodness-of-fit test there is no upper or lower tailed version of the test.

Step 2. Select the appropriate statistic: The test statistic is: $\chi^2 = \sum \frac{(O - E)^2}{E}$

The researcher assessed the sample size and is more than adequate so the formula can be used. The sample Size here is $n=100$. Chi square calculated figure=430.4

Step 3. Set up decision rule; The decision rule for the χ^2 test depends on the level of significance and the degrees of freedom, defined as degrees of freedom (df) = $k-1$ (where k is the number of response categories). If the null hypothesis is true, the observed and expected frequencies will be close in value and the χ^2 will be close to zero. If the null hypothesis is false, then the χ^2 statistic will be large. Critical values can be found in a table of probabilities for the χ^2 distribution. Here we have $df=k-1=df(r-1)(c-1)=(\text{No. of rows}-1)(\text{number of columns}-1)$ in this case therefore; $df=(5-1)(4-1)=5*4=20$ against 0.1(10% level of significance). The critical value is 28.4

Step 4. Compute the test statistic: The researcher computed the expected frequencies using the sample size and the proportions specified in the null hypothesis. We then substitute the sample data (observed frequencies) and the expected frequencies into the formula for the test statistic identified in step 2. The computations the value of chi- square calculated figure was 430.4

Step 5. Conclusion: The study rejected Ho because $430.4 \geq 28.4$. It follows, statistically there is significant evidence at $\alpha=0.1$ to show that Ho is false.

In the χ^2 goodness-of-fit test, It was concluded that either the distribution specified in Ho is false (when we reject Ho) or that have sufficient evidence to show that the distribution specified in Ho is false (when we fail to reject Ho). Here we reject Ho and concluded that the distribution of responses to the exercise question following the influence of resource availability on the performance of CSO projects was not the same as the distribution prior. The test itself does not provide details of how the distribution has shifted.

The Spearman rank correlation with value 0.997 shows a positive correlation between resource availability and the performance of community service order projects

4.7 Management factors influence on performance of Community Service Order Projects

This theme is about objective two of the Study which was concerned with establishing the relationship between management factors and performance of CSO projects. To understand this, the section discusses management factors (planning, organizing, directing) influence on performance of CSO projects.

Table 4.6 Management factors and influence on the performance of Community Service Order Projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly	71	71%	71%	71%
Marginally	18	18%	18%	18%
No effect	3	3%	3%	3%
Adversely	8	8%	8%	8%
Total	100	100%	100%	100%

Table 4.6 above shows that a large number of respondents 71% indicated that management factors

significantly influence the performance of CSO projects, 18% indicated that it marginally influence the performance of CSO project, 3% indicated no effect while 8% indicated that it adversely influenced the performance of CSO projects

Inferential Statistics was used. This was conducted to test the hypothesis in order to verify whether the null hypothesis is true or false. The study adopted chi-square statistics and the solution was arrived at as per the steps below:

Step 1. Set up hypotheses and determine level of significance: The null hypothesis again represents the “no change” or “no difference” “no relationship” situation. If management factors influence performance of CSO projects then we expect the distribution of responses to the exercise question to be the same as that measured prior to the implementation of that program.

Ho: p1= There is no significant relationship between management factors and Performance of Community Service Order Projects in Homa Bay County

H1: Ho is false. $\alpha=0.1$. In this case, the research hypothesis as stated captures any difference in the distribution of responses from that specified in the null hypothesis. The researcher did not specify a specific alternative distribution, instead testing was done whether the sample data “fit” the distribution in Ho or not. With the χ^2 goodness-of-fit test there is no Upper or lower tailed version of the test.

Step 2. Select the appropriate statistic: The test statistic is: $\chi^2 = \sum \frac{(O - E)^2}{E}$

The researcher assessed the sample size and is more than adequate so the formula can be used. The sample Size here is n=100. Chi square calculated figure=353.4

Step 3. Set up decision rule; The decision rule for the χ^2 test depends on the level of significance and the degrees of freedom, defined as degrees of freedom (df)= k-1(where k is the number of response categories). If the null hypothesis is true, the observed and expected frequencies will be close in value and the χ^2 will be close to zero. If the null hypothesis is false, then the χ^2 statistic will be large. Critical values can be found in a table of probabilities for the χ^2 distribution. Here

we have $df = k - 1 = df(r - 1)(c - 1) = (\text{No. of rows} - 1)(\text{number of columns} - 1) =$ in this case therefore; $df = (5 - 1)(4 - 1) = 5 * 4 = 20$ against 0.1 (10% level of significance). The critical value is 28.4

Step 4. Compute the test statistic: The researcher computed the expected frequencies using the sample size and the proportions specified in the null hypothesis. We then substitute the sample data (observed frequencies) and the expected frequencies into the formula for the test

Statistic identified in step 2. The computations the value of chi-square calculated figure was 353.4

Step 5. Conclusion: The study rejected H_0 because $353.4 \geq 28.4$. It follows, statistically there is significant evidence at $\alpha = 0.1$ to show that H_0 is false.

In the χ^2 goodness-of-fit test, I conclude that either the distribution specified in H_0 is false (when we reject H_0) or that we do not have sufficient evidence to show that the distribution specified in H_0 is false (when we fail to reject H_0). Here we reject H_0 and concluded that the distribution of responses to the exercise question following the influence of management factors and on the performance of CSO projects was not the same as the distribution prior. The test itself does not provide details of how the distribution has shifted.

The Spearman rank correlation with value 0.995 shows a positive correlation between Management factors and the performance of community service order projects

Table 4.7 Coordination and Supervision influence on performance of Community Service Order

	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly	91	91%	91%	91%
Marginally	9	9%	9%	100%
No effect	0	0%	0%	
Adversely	0	0%	0%	
Total	100	100%	100%	

Table 4.7 shows the analysis on the influence of coordination and supervision on the performance of CSO projects where a large number of respondents 91% indicated that coordination and supervision significantly influence performance of CSO projects while 9% agree that coordination and supervision influence performance of CSO projects marginally, therefore this factor has great influence on the performance of CSO projects.

Inferential Statistics was used. This was conducted to test the hypothesis in order to verify whether the null hypothesis is true or false. The study adopted chi-square statistics and the solution was arrived at as per the steps below:

Step 1. Set up hypotheses and determine level of significance: The null hypothesis again represents the “no change” or “no difference” “no relationship” situation. If coordination/supervision influence performance of CSO projects then we expect the distribution of responses to the exercise question to be the same as that measured prior to the implementation of that program.

Ho: p1= There is no significant relationship between Coordination / supervision and Performance of Community Service Order Projects in Homa Bay County

H1: Ho is false. $\alpha=0.1$. In this case, the research hypothesis as stated captures any difference in the distribution of responses from that specified in the null hypothesis. The researcher did not specify a specific alternative distribution, instead testing was done whether the sample data “fit” the distribution in Ho or not. With the χ^2 goodness-of-fit test there is no upper or lower tailed version of the test

Step 2. Select the appropriate statistic: The test statistic is: $\chi^2 = \sum \frac{(O - E)^2}{E}$

The researcher assessed the sample size and it was more than adequate so the formula was used. The sample Size here is n=100. Chi square calculated figure=465

Step 3. Set up decision rule; The decision rule for the χ^2 test depends on the level of significance and the degrees of freedom, defined as degrees of freedom (df)= k-1(where k is the number of response categories). If the null hypothesis is true, the observed and expected frequencies will be close in value and the χ^2 will be close to zero. If the null hypothesis is false, then the χ^2 statistic will be large. Critical values can be found in a table of probabilities for the χ^2 distribution. Here

we have $df = k - 1 = df(r - 1)(c - 1) = (\text{No. of rows} - 1)(\text{number of columns} - 1) =$ in this case therefore; $df = (5 - 1)(4 - 1) = 5 * 4 = 20$ against 0.1 (10% level of significance). The critical value is 28.4

Step 4. Compute the test statistic: The researcher computed the expected frequencies using the sample size and the proportions specified in the null hypothesis. We then substitute the sample data (observed frequencies) and the expected frequencies into the formula for the test

Statistic identified in step 2. The computations the value of chi-square calculated figure was 465

Step 5. Conclusion: The study rejected H_0 because $465 \geq 28.4$. It follows, statistically there is significant evidence at $\alpha = 0.1$ to show that H_0 is false.

In the χ^2 goodness-of-fit test, I conclude that either the distribution specified in H_0 is false (when we reject H_0) or that we do not have sufficient evidence to show that the distribution specified in H_0 is false (when we fail to reject H_0). Here we reject H_0 and concluded that the distribution of responses to the exercise question following the influence of coordination/supervision on the performance of CSO projects was not the same as the distribution prior. The test itself does not provide details of how the distribution has shifted.

The Spearman rank correlation with value 0.998 shows a positive correlation between Coordination and Supervision and the performance of community service order Projects

4.8 Environmental factors influence on the performance of Community Service Order s Projects

This section is about the theme on objective four regarding environmental factors influence on CSO Projects. This section discusses physical environment/environmental condition, and community attitude on the performance of CSO projects.

Table 4.7.1 Environmental Factors; Physical environment / environmental Condition

Influence performance of Community Service Order Projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly	46	46%	46%	46%
Marginally	19	19%	19%	65%
No effect	12	12%	12%	77%

Adversely	23	23%	23%	100%
Total	100	100%	100%	

Table 4.7.1 above shows that 46% of respondents indicated that Physical environment / environmental conditions influence performance of CSO projects significantly, 19% indicated that it influenced marginally, 12% of respondents indicated no effect while 23% indicated that Physical environment/ environmental conditions influence the performance of the CSO projects adversely.

Table 4.7.2 Environmental Factors; Positive Community Attitude, influence performance of Community Service Order Projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly	81	81%	81%	81%
Marginally	15	15%	15%	96%
No effect	4	4%	4%	100%
Adversely	0	0%	0%	100%
Total	100	100%	100%	

The above table 4.7.2 shows the analysis as relates to environmental factors, particularly community attitudes influence on the performance of CSO projects. From the table a large number of respondents 81% indicated that community attitude influence the performance of CSO projects significantly, 15 indicated that it influence marginally, 4% of respondents indicated no effect.

Inferential Statistics was conducted to test the hypothesis in order to verify whether the null hypothesis is true or false. The study adopted chi-square statistics and the solution was arrived at as per the steps below:

Step 1. Set up hypotheses and determine level of significance: The null hypothesis again represents the “no change” or “no difference” “no relationship” situation. If environmental

factors influence of CSO projects then we expect the distribution of responses to the exercise question to be the same as that measured prior to the implementation of that program.

Ho: p_1 = There is no significant relationship between environmental factors and Performance of Community Service Order Projects in Homa Bay County

H1: Ho is false. $\alpha=0.1$. In this case, the research hypothesis as stated captures any difference in the distribution of responses from that specified in the null hypothesis. The researcher did not specify a specific alternative distribution, instead testing was done whether the sample data “fit” the distribution in Ho or not. With the χ^2 goodness-of-fit test there is no upper or lower tailed version of the test.

Step 2. Select the appropriate statistic: The test statistic is: $\chi^2 = \sum \frac{(O - E)^2}{E}$

The researcher assessed the sample size and is more than adequate so the formula can be used. The sample Size here is $n=100$. Chi square calculated figure= 430.4

Step 3. Set up decision rule; The decision rule for the χ^2 test depends on the level of significance and the degrees of freedom, defined as degrees of freedom (df) = $k-1$ (where k is the number of response categories). If the null hypothesis is true, the observed and expected frequencies will be close in value and the χ^2 will be close to zero. If the null hypothesis is false, then the χ^2 statistic will be large. Critical values can be found in a table of probabilities for the χ^2 distribution. Here we have $df=k-1=df(r-1)(c-1)=(\text{No. of rows}-1)(\text{number of columns}-1)$ in this case therefore; $df=(5-1)(4-1)=5*4=20$ against 0.1 (10% level of significance). The critical value is 28.4

Step 4. Compute the test statistic: The researcher computed the expected frequencies using the sample size and the proportions specified in the null hypothesis. We then substitute the sample data (observed frequencies) and the expected frequencies into the formula for the test

Statistic identified in step 2. The computations the value of chi-square calculated figure was 430.4

Step 5. Conclusion: The study rejected Ho because $430.4 \geq 28.4$. It follows, statistically there is significant evidence at $\alpha=0.1$ to show that Ho is false.

In the χ^2 goodness-of-fit test, It was conclude that either the distribution specified in Ho is false(when we reject Ho) or that we do not have sufficient evidence to show that the distribution specified in Ho is false(when we fail to reject Ho).Here we reject Ho and concluded that the distribution of responses to the exercise question following the influence of environmental factors on the performance of CSO projects was not the same as the distribution prior. The test itself does not provide details of how the distribution has shifted.

The Spearman rank correlation with value 0.994 shows a positive correlation between Coordination and Supervision and the performance of community service order Projects

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter of the study presents the discussion of the results derived from the data presented in chapter four, the discussion leads to varying conclusions and a number of recommendations are subsequently derived. The major concern of the Study was to determine factors influencing the performance of Community Service Order Projects in Homa Bay County.

5.2 Summary of findings

The following are the summaries on the findings based on the three objectives that guided the study. The results are also cross referenced with the findings of other scholars in related organizational environments that have a supportive element of the current study.

The first objective was to establish how resource availability influences the performance of Community Service Order projects in Homa Bay County. Based on the analysis in chapter four it clearly shows that human resource availability has great influence on the performance of CSO Projects as presented by 93% of respondents who indicated that it significantly influences the performance of CSO projects. Availability of financial and physical resource also turned out to be another factor that significantly influence performance of CSO projects given the large number of respondents 87% who indicated that it significantly influence performance of CSO projects. The Study proved that Community Service Order Projects rely heavily on availability of human resource (offenders) and other resources for their performance.

The second objective sought to determine how management related factors influence performance of Community Service Order projects in Homa Bay County. The researcher found out that management factors were seen by a large number of respondents 71% as significantly influencing performance of CSO projects. Researchers realized that coordination / supervision were seen by a large number of respondents 91% as significantly influencing performance of CSO projects in Homa Bay County. Finally the study was to establish how environmental factors influence the performance of CSO projects in Homa BAY County. Offender adherence to orders depends on coordination and Supervision by managers / Supervisors and other stake holders.

The third objective was to establish the extent to which coordination / supervision influence performance of Community Service Order projects in Homa Bay County. The researcher found out that positive community attitude was considered to significantly influence performance of CSO projects by a large number of respondents 81% as opposed to 46% of respondents who indicated that physical environment /environmental conditions significantly influence performance of CSO projects in Homa Bay County

5.3 Conclusion

The following were the conclusions made by the researcher based on the study; the purpose of this study was to establish factors influencing performance of CSO projects in 3 Sub Counties within Homa Bay County. Kenya. The Study was guided by three main objectives

The first objective was to establish how resource availability influences the performance of Community Service Order projects in the study area. Various factors were identified and analyzed through the descriptive method. The result of the analysis reveals that human, financial/ physical resource had significant influence on the performance of CSO projects. Project managers must acknowledge that every project resource has a limit. Knowing the resources that are available at any given time is an important factor in deciding how to distribute and allocate the right assets for any given project. The ability to identify the availability of resources, and to allocate them optimally, is often the difference between project failure and project success. There is therefore need for adequate and consistent supply of resources/ optimal allocation of resources, including offenders who work on the CSO projects, to ensure performance of the CSO projects

Secondly, the study endeavored to determine how management related factors like planning, organizing and directing influence performance of Community Service Order projects. Planning is really about defining fundamentals: what problem needs solving, who will be involved, and what will be done. One of the most challenging planning tasks is to meld stakeholders' various expectations into a coherent and manageable set of goals. The project's success will be measured by how those goals are met. The more explicitly they are stated at the outset, the less disagreement you will face later about whether you have met the expectations. The study concluded that management factors significantly influenced performance of CSO projects and these factors heavily relied on human, financial and physical resource for their achievement.

The third focus of the study was to establish the extent to which coordination and supervision, influence performance of Community Service Order projects. Whether you have a formal project control system in place or you do your own regular check-ups, one should try to maintain a big-picture perspective so that he/she does not become engulfed by details and petty problems. Project-monitoring software systems can help in measuring project progress.

No single approach works for all projects. A system that's right for a large project may not work for a small one, whereas a system that works for small projects may not be appropriate for a big one. There is need to respond quickly to changes in data or information as they come in, and to look for early signs of problems for prompt corrective action. It was concluded from the research results that Coordination / Supervision significantly influence performance of CSO projects.

Finally the Study sought to establish how environmental factors like physical environment / environmental conditions positive community attitude influence performance of CSO projects. Environmental factors are those factors affecting the performance of CSO Projects, which are beyond the control of the management team. There is therefore need to enhance sensitization of members of the public, for development of positive attitude towards the CSO program so as to improve morale of offenders engaged in the CSO projects.

The alternative hypotheses regarding the four objectives were substantiated.

In general it was concluded that adequate and consistent resource supply, Management competence, proper coordination, supervision, favorable physical environment / environmental condition and positive community attitude contributed significantly to performance of CSO projects.

5.4 Recommendations

The following are some of the recommendations as pertains to the study;

- a) There should be adequate budgetary allocations of resources including motor vehicles to Department of Probation and Aftercare Services for enhanced performance of CSO projects.
- b) There is need for continued sensitization of the community and other stakeholders on the CSO program to enable them to understand the full benefits of this program to, Communities, to offenders, to victims of crime and to the Government. There is special need for continuous sensitization of Magistrates and Law enforcement Agencies especially the newly employed staff to enable them understand CSO program and embrace CSO as a preferred sentence as opposed to custodial sentence or fines. This will ensure adequate and constant supply of resource especially offenders for CSO projects
- c) There is need for continued recruitment training and deployment of Probation / Community Service Officers for effective management of the CSO program.
- d) There is need for some kind of remuneration or incentive / motivation for CSO project supervisors to create a favorable environment for enhance coordination, supervision and control of CSO projects.

5.5 Suggestion for further research

For continued development of CSO program, it is imperative for further research to be conducted in various areas which may include;

- a) A similar study to determine factors influencing performance of CSO projects in a different County
- b) A study to investigate the relationship between performance of CSO projects and Community attitude towards the CSO program
- c) A study to investigate factors influencing performance of CSO projects based on their order of significance, among others.

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**APPENDIX I : LETTER OF TRANSMITTAL
LILLIAN ATIENO ANYANGE
P.O BOX 490
OYUGIS
PHONE NO: 0702971151
7TH SEPTEMBER, 2017**

THE COUNTY PROBATION OFFICER,

P.O BOX 27

HOMABAY

Dear Sir,

RE: REQUEST FOR RESEARCH DATA COLLECTION

I am a student undertaking Master of Arts in Project Planning and Management at University of Nairobi. As part of my assessment, I am required to submit a research project. Consequently, I have written a proposal entitled: “Factors influencing performance of community service order projects in Homabay County, Kenya. I have designed a questionnaire that will enable me collect the data. The managers/supervisors of Community Service Order Projects and Offenders are the respondents for the study. I am therefore, seeking your authority to collecting the data from these groups. The information obtained will only be used for academic purpose. In addition the findings from the study shall be made available to you upon request.

Your cooperation will be highly appreciated.

Thanks in advance,

Yours Faithfully,

Lillian Atieno Anyange

Masters Student

UNIVERSITY OF NAIROBI

APPENDIX II : Questionnaire

SECTION A

1. Age Bracket 18-25 () 26 -30 () 31-35 () 36-40 () 41-45 () 46 -50 () 51-55 () 56-60 () 60 years and above.
2. Sex (a) Male----- (b)Female-----
3. Marital status Single (), Married (), separated/ Divorced () widowed ()]

SECTION B

4. What is your opinion as regards management of/attitude towards CSO program by Probation Department-----

Probation officers-----

Court Officers a) Judges
/Magistrates-----b) Other Court
Officers-----

-----The
police-----Prison
officers-----CSO
supervisors-----

Offenders-----

Community-----

Others (specify) -----

5.What are the factors that you consider important in management of CSO
program.....
...../ improvement of CSO
projects.....
.....

6. Are there factors that are likely to affect the performance of offenders serving on CSO (a)
negatively..... (b)
Positively.....

7. What is the general attitude towards CSO work performance?

8.What resources do you think are necessary in CSO project
performance.....
....., and what in your view is
the effect of their availability on

(A) Costs (expenditure),

(b) Schedule (time management)

(c) Quality...

(D) Stakeholders satisfaction..... and

(e) Safety..... of CSO projects?.....

.....,

9. Please indicate how elements A-Z in the table influence CSO project performance. (Tick appropriately)

	Significantly influencing performance	Marginally influencing the performance	No effect	Adversely influencing performance
A. Commitment of all parties to the project				
B. Understanding of responsibilities by various project participants / well-coordinated supervision				
C. Project manager's authority to take financial decision				
D. selecting key team members				
E. Coordinating ability and rapport of Project Manager / head of institution with other stakeholders				
F. Project/program manager's technical capability				
G. Scope and nature of work well defined to the offender				
H. Positive attitude of Project Manager / head of institution, and project participants				
I. Training the human resources (supervisors/managers) in the skill demanded by the project				
J. Coordination and frequent meetings				
K. Ability to delegate authority to various members of his team by Project Manager / head of institution				
L. Leadership quality of Project Manager / head of institution/ top management's backing up the plans and identify critical activities				
M. Physical environmental factors/ conditions				
N. Top management's enthusiastic support to the Project Manager / head of institution and project team				
O. Understanding operational difficulties by the manager/supervisor thereby taking appropriate decisions				
P. Availability of resources as planned throughout the project duration both human and financial / physical				
Q. Positive attitude of Project Manager / head of institution, stakeholders and project participants				
R. Effective monitoring and feedback by the project team members				
S. Training the human resource (offenders) in the skill demanded by the project				
T. Developing and maintaining a short and informal line of communication among project team				
U. Timely decision by the manager or supervisor				

V. Selection of Project Manager / head of institution /supervisor with proven track record at an early stage by top management				
W. Delegating authority to project manager/supervisor by top management				
X. Developing and maintaining a short and informal line of communication among project team				
Y. CSO stakeholder meetings for promotion of understanding.				
Z. Coordinating ability and rapport of Project Manager / head of institution with top management				

THANK YOU FOR ACCEPTING TO FILL THE QUESTIONNAIRE.