FACTORS INFLUENCING IMPLEMENTATION OF COMMUNITY WATER PROJECTS BY COUNTY GOVERNMENT OF KISUMU, KENYA.

BY

DAMARIS ONGALO

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DECLARATION

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

Signature…… Date……..

Damaris Ongalo

L50/80245/2015

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

Signature…… Date……..

Mr. Joseph O. Awino

Lecturer,

Department of Open Learning,

University of Nairobi.

DEDICATION

I dedicate this work to my parents, Mr. Moses Odhiambo and Mrs. Mary Mmbone.

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LIST OF ABBREVIATIONS AND ACRONYMS

GCPC	Germans Consortium of Project Consultants
ADB	African Development Bank
NGO	Non-Governmental Organization
PM&E	Project Monitoring and Evaluation
DFRD	District Focus for Rural Development
WWAP	World Water Assessment Programme
UNESCO	United Nations Education and Scientific Organization
PMC	Project Management Committee
SPSSS	Statistical Packages for Social Scientists

ABSTRACT

This study sought to investigate factors influencing implementation of community water projects by county government of Kisumu, Kenya. Water as a resource is a valuable commodity which human beings and living things cannot do without. This study was guided by the following objectives: to establish how resource mobilization influence implementation of community water projects by county government of Kisumu, to determine how technical competency influence implementation of community water projects by county government of Kisumu, to examine the extent to which stakeholder involvement influence implementation of community water projects by county government of Kisumu and to assess how project leadership influence implementation of community water projects by county government of Kisumu. The study was significant to several stakeholders working with different communities on development matters such as the community members, the County government, national government agencies and NGOs. They would be informed of the best project implementation practices to put in place to ensure that community projects are executed effectively for sustainable development. The study was grounded on the basic assumptions that the final selected sample would be a true reflection of the salient characteristics of the target population; respondents being willing to give information truthfully and objectively and that the data collection instruments would be valid and reliable in taking the expected measures. Moreover, the study was also grounded on McClelland Achievement theory that help project implementers to understand how an innovation is introduced, disseminated, adopted and sustained by the general community in an endeavor to initiate development interventions for prosperity. This study employed descriptive survey research design, with the study targeting a population of 819 PMC members from where a sample size of 164 PMCs was drawn. Data was obtained using researcher developed questionnaire, initially pretested with a sample similar, yet not the actual study sample and whose validity and reliability was ascertained to ensure collection of relevant information. Validity was ascertained through adequate coverage of research objectives, peer review and expert judgment, while reliability was assured through split half reliability measure. Data was analyzed using descriptive statistics such as, frequencies and percentages aided by Statistical Packages for Social Scientists (SPSS) and presented using frequency distribution tables. The results of the study established that resource mobilization, technical competency, stakeholder involvement and leadership had significant influence on implementation of community water projects by county government of Kisumu. Besides, the study recommends a raft of measures, both for policy formulation and further studies in this area in order to address the challenges of effective implementation of community water projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Water is one of the most important resource living things including human beings cannot do without. Access to clean water for drinking and other domestic purposes remains insurmountable challenge for 783 million people especially the rural populace mainly due to the unsustainable management of natural water resource and poor public service delivery by governments (Giupponi et al, 2006).

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

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

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

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

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

With its focus on the implementation of infrastructure projects in west Africa, stretching from Senegal, Burkina Faso, and Nigeria, Manane (2012) noted that the critical ingredients of effective project implementation entails empowerment parameters of the general project participants. He outlines the aspects of project

members' empowerment as raising sufficient resources, acquisition of relevant knowledge in project work, stakeholder involvement in decision making and effective leadership offered by each category of the project teams.

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

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

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

practices employed, such that with prudent management of the project teams, project ownership for sustainability is achieved.

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

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

In Kisumu county, local poultry commercialization project was initiated with no people involvement and no report indicates how this project was conceived, yet the scanty information traceable lists beneficiaries who were simply given hatcheries that have been converted in to cabinets, Oguda (2015). In this report, this is a classic case

of a project that died immediately after conception, an indication of how poor project identification can often lead to loss of public resources.

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

1.2 Statement of the Problem

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

According to the Auditor General's Report (2015-2016), Kisumu County Government indicated having done 89 water projects, fully installed, up and running

in the sub counties, yet due diligence revealed conspicuous absence of such projects. Besides, a visit to the actual location of these projects indicated that even the hitherto community beneficiaries did not have any idea about the said projects which were only mentioned in political rallies. In yet another revelation by Kisumu County Assembly's Oversight Report (2018), it was noted that the 89 water projects purportedly drilled in the county were merely on paper, with 54 displaying an on-going implementation status and only 12 being operational. It is on the basis of such revelations that this study sought to investigate the factors influencing implementation of community water projects by county government of Kisumu.

1.3 Purpose of the Study

The purpose of this study was to investigate the factors influencing implementation of community water projects by county government of Kisumu, Kenya.

1.4 Research Objectives

The study was guided by the following objectives:

1. To establish how resource mobilization influence implementation of community water project by county government of Kisumu.
2. To determine how technical competence influence implementation of community water projects by county government of Kisumu.
3. To examine the extent to which stakeholder involvement influence implementation of community water project by county government of Kisumu.
4. To assess how project leadership influence implementation of community water project by county government of Kisumu.

1.5 Research Questions

The study sought to provide answers to the following research questions:

1. How does resource mobilization influence implementation of community water projects by county government of Kisumu?

2. How does technical competence influence implementation of community water projects by county government of Kisumu?

3. To what extent does stakeholder involvement influence implementation of community water projects by county government of Kisumu?

4. How does project leadership influence implementation of community water projects by county government of Kisumu?

1.6 Significance of the Study

It was hoped that the study findings would be beneficial to several individuals and agencies engaged in various development projects in Kisumu county in different ways. First, the findings of the study would be of great significance to PMCs implementing community water projects in Kisumu county in particular, and any other bodies and agencies engaged in implementation of different development projects in the county in general.

Second, the study would provide insights into important practices worth embracing for effective project implementation that would offer to consolidate the envisaged gains from devolved government dispensation. Third, the study would also be significant to the central government in formulating policies that would be favorable

to implementation of community projects as alternative job creation opportunities, not only at the national level, but also at the devolved units.

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

1.7 Limitations of the Study

The study was limited by many factors given that projects are normally implemented in a complex environment, prone to risks and implemented under pressure to deliver the quality output within the projects triple constraints. In the light of this eventuality, the fluctuating weather conditions in Kisumu county constrained the study, as it was undertaken in the season of long rains. This lead to a condition in which most roads remained muddy and impassable for long hence hampering access to the respondents during the process of data collection.

The study was also limited by inadequate resources for developing the data collection instruments, as well as meeting other research related expenses. Moreover, the study was also affected by unwillingness of some respondents in giving information due to unexplained fear. Since this study was also investigative in nature, coupled with the prevailing feeling in the country that these devolved funds were being misappropriated, the major custodians of the relevant documents in the department of water in the devolved government hesitated in availing such records.

However, the researcher put in place certain measures to overcome these challenges such as visiting respondents on motor bikes, operating within the budget and also informing the respondents about the significance of the study, which was purely academic, as well as assuring respondents that information obtained would be treated with utmost confidentiality.

1.8 Delimitations of the Study

The study was confined to community water projects being implemented in Kisumu County only and not any other county. These projects were the initiations of the county government of Kisumu in its entire sub counties at the community level, drawing PMC membership from the county government department of water, community representatives and other rights group entities.

Moreover, the target projects were restricted to those initiated and funded by the county government of Kisumu, department of Water, Environment and natural resources.

1.9 Basic Assumptions of the Study

This study operated on the following basic assumptions:

1. That the final selected sample drawn would be a true reflection of the salient characteristics of the target population.

2. That the respondents would be willing to give information honestly and objectively.

3. That data collection instruments would be valid and reliable in taking the anticipated measures.

1.10 Definition of significant terms used in this Study

Community water projects: Water projects initiated by the county government of Kisumu for use by members of the various communities within the entire county.

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

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

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

Stakeholder involvement : identifying persons with various interests in the project initiative and involving them in the performance of different project activities.

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

1.11. Organization of the Study

The research project was organized in five chapters. Chapter one covered background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, basic assumptions of the study, definition of significant terms as used in the study and organization of the study.

Chapter two dealt with literature review under the following sections: introduction, overview of implementation of community water projects, resource mobilization and implementation of community water projects, technical competency and implementation of community water projects, stakeholder involvement and implementation of community water projects, project leadership and implementation of community water projects, theoretical framework, conceptual framework, gaps in literature and summary of the literature review.

Chapter three outlined research methodology in the following areas: introduction, research design, target population, sample size and sample selection, data collection instruments, instrument pretesting, instrument validity and instrument reliability, data collection procedures, data analysis techniques, operationalization of the variables and ethical issues in research.

Chapter four covered data analysis, presentation and discussion.

Chapter five looked at summary of findings, conclusion, recommendations and areas of further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the following thematic areas: introduction, overview of implementation of community water projects, resource mobilization and implementation of community water project, technical competency and implementation of community water project, stakeholder involvement and implementation of community water project, project leadership and implementation of community water project, theoretical framework, conceptual framework and summary of literature review.

2.2 Overview sof implementation of community water projects

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

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

implementation of devolved government projects in Sotik Sub County, observed that many projects were hurriedly initiated and subsequently abandoned before completion due to conflicts among the intended beneficiaries.

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

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

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

effectively. According to Bellingham (2014), while focusing on the best global strategies in public project implementation noted that the people factor, through involvement and training, offers the highest return in any project initiative.

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

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

According to Orlearns (2012), effective project implementation requires an able project team that is trained in the latest and competitive skills and knowledge in project work. Besides, effective project implementation often demands provision of adequate project resources availed promptly, project teams which are equipped with the capacity to fully participate in crucial project activities and effective personnel management that ensures maximum stakeholder participation for project ownership.

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

experience so that when the main financiers pull out, project is still sustained. In Africa, project management approach is considered the most effective technique for turning around the performance of the various sectors of development.

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

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

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

Conducting a study on the level of delivery of the desired project outcomes among the devolved informal upgrading projects in Uganda, Nebo (2015), observed that

project success was direct function of the nature of project management practices employed, resource mobilization strategies, people involvement and prudent management of the project teams leading to project ownership for sustainability.

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

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

2.3. Resource mobilization and implementation of community water projects

One of the principal constraints facing most PMCs in the developing countries especially Africa, is the lack of adequate financing particularly in low income groups.

Access to credit is one of the keys to an improved standard of living and higher productivity for small farmers and entrepreneurs in both rural and urban areas, Agwa (2012).

Women participation in formal credit projects has been constrained by legal barriers, cumbersome application procedures, relatively high opportunities and transaction cost, social cultural constraints, lack of secure title to property or other forms of collateral and a strong policy, is a major role in production and marketing in the agricultural sectors. In Germany, women in urban areas experience similar difficulties in their efforts to establish or expand their own enterprises and as sources of self-employment so that they often force to run to informal high-cost sources of credit. Germany has a bank which pays special attention to its credit programs to the upliftment of programs. Which facilitates women's access to credit and thus raise their productivity traditionally or through groups organized into productive units?

Such measures being undertaken by the bank include; appropriate training of employees of formal and institutions, the support of financial extension services geared to reach to potential female e business, the strengthening of intermediary credit institutions and associations such as formal or informal saving cooperatives.

When women are predominantly involved, they use active outreach and promotion efforts to inform other women of the available credit programs and measures that would remove or ameliorate legal or other inhibitions to equitable treatment for women obtaining credit. In India female entrepreneurs in the industrial sector are fewer than male counterparts. This situation reflects the trend visible in other sphere of economic activity; where males greatly outnumber females. An increased number

of women in India have established business in the formal sectors as a way of generating income.

Most women are poor farmers and most of the enterprises remain dormant as most women are poor, Markiat (2008). Youth participation is ideal since it seeks to empower the powerless towards assuming full responsibility over their own destiny within the framework of their cultural and socio-economic realities, Mulwa, (2008). Poverty is believed to be a structural product whose blame could not in any way be attributed to the poor youth's behavior but to the structural forces of local and global society. Hence it becomes everybody's responsibility to make the world a better place and more hospitable for every single human person.

Corneal, (2004) stretches our imagination by suggesting that the term participation in itself does not adequately address the issue of ownership of local initiatives. He argues that youth who face control of their own lives through making their own choices and priorities, planning implementation and making judgment on the project's success or failure cannot be said to have participated.

According to Cernea, (2004) in such a case, they do not just participate in development, they simply do it. They are the actors and manager of their own economic growth, survival and change programs, Cernea, (2004). Bhatnagar and Williams, (2006) conceptualize participation as a process by which people, especially disadvantaged (youth), influence decisions that affect their participation. Participation means influence on development decisions, not simply involvement in the implementation or benefits of a development activity, although those types of involvement are important and are often encouraged by opportunities or influence. It

is argued that youth participation enhance civic capacity, Hart, (2008), thus enabling adults to gain a better understanding of youth.

Participation advances the standing of young people in community and society's life, Skelton, (2008), and the benefits of participation to youth are amplified because youth are undergoing rapid psychosocial development and have had few opportunities for participation in the past, Frank, (2006). Youth participants directly benefit as a result of the educational, entrainment, or networking aspects of planning processes; they appreciate having a voice in public affairs and feel more connected to their community and the environment, Checkoway & Gutierrez, (2006); Driskell, (2002).

Sustained involvement of young people can for example counter the epidemic of community disenfranchisement and allow communities- composed of youth and adults to benefit directly from the project and policy outcomes, Frank, (2006). Moreover, because youth act as resource and support for common values, their participation fosters social learning and indirectly facilitates benefits to the wider society. Participation is seen as incomplete without the dimension of empowerment which is one of the objectives.

Empowerment is perceived as a more equitable sharing of power and a higher level of political awareness and strength for the youth. In this context there is an argument that the most important result of development activity might not be increased in economic production or incomes but rather the development of youth's capacity to initiate actions on their own or influence decisions of micro powerful actors, Bharnagar et al., (2006). The underlying assumption in popular participation is that it will be of necessity, be characterized by capacity building efforts among the beneficiaries. This will serve to contribute to the sustainability of development

benefits beyond the period of external intervention due to enhanced beneficiary interest and competence in development management, Mulwa, (2008).

The promotion of popular participation is concerned with the distribution of power in the society, for it is power which enables groups to determine which needs and whose needs will be met through the distribution and management of resources, Oakley and Marsden, (2006). Genuine participation practice will not only seek to involve the beneficiary communities in project design and implementation, but more importantly, the process will seek to link youth's felt needs with the project goals and objectives. This is another milestone consideration in ensuring local ownership and sustainability of the project benefits is achieved.

2.4. Technical competency on implementation of community water projects

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

According to Dometo (2011), while working as a project manager in charge of the Project Monitoring and Evaluation (PM&E) in the implementation of Community based water projects in Javalpur in India, observed that any project environment is complex and replete of continuous changes and the rate of project success hinges on

one's ability to skillfully obtain the necessary information through regular environmental analysis.

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

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

Specializing in the implementation of devolved projects in the public sector in South Africa, Darien (2015), noted that empowerment of the project team and all the project beneficiaries through regular training was considered the greatest success factor in meeting the intended project deliverables. He indicated that such projects required sufficient and adequate funding and therefore skilled personnel must be recruited to perform specialized activities professionally, lest resources be misused with disastrous project consequences.

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

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

2.5. Stakeholder involvement on implementation of community water projects

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

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

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

The degree to which community water projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making**.** Participation involves people taking part in decision making relating to their development and welfare, Adagala (2010). It permits people to take initiatives; mobilize local resources for use in development; and increase a sense of belonging to the community.

According to Owuoth (2011), it is vital to observe that where participation is low, people are rarely consulted, nor given information; they are merely told what to do.

The agency plans and implements its programmes which reduces people identification with it as well as poor maintenance and high mortality of projects.

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

Reed (2006) observed that participation can take different forms, including the initial expression of the demand for water, the selection of the technology and its sitting, the provision of labour and local materials, cash contribution to project cost, selection of management type and even the water tariffs to levy. In concurrence with this view, Ouma (2009) found out that grass root participation encourages the community to learn and make informed decisions on the implementation of the projects.

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

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

communities being developed. Such programs are the ones that are sustainable in the long run.

In a recent survey showing massive wastage of devolved funds, Oching (2014) blamed the poor handling of devolved fund kitties on incoherent synergy among stakeholders, less community participation, ambiguous governance structures and failure to respect basic constitutional principles of checks and balances. Gitonga's report is a replica of common experiences in several parts of the country, typical of people complaining of the dissatisfying project outcomes. The sustainability of any particular project will depend on its overall impact on participating households, rather than simply on the outcomes of individual activities.

By fostering participatory approaches, remaining flexible in the face of inevitable setbacks and strengthening the capacity of the stakeholders to plan and manage future actions, ensures a lasting impact on the vulnerable communities, Dogo (2011). Participation of community members in community based development interventions is thus considered crucial, for it creates a sense of project ownership. Nihanya (2014) giving her encounters with women of Beit Shemash, a town near Jerusalem notes that participation of community members in development initiatives should be emphasized, without which meaningful success will remain a mirage.

Menlo (2011) suggests that if beneficiaries are able to express their views and set up projects that meet their needs, they are more likely to work and even pay to sustain the system. This explains why external support agencies around the world rely upon community level organizations to respond to community demands and assist in planning, construction and maintenance of projects. People's participation in project

work contributes to the attainment of project objectives that meets the needs of the implementing community based groups.

2.6. Project leadership on implementation of community water projects

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

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

According to Paulo Freire, the founder of psycho-social analysis, development means a balanced growth in the economic and social fields, and that development should be much more quality of life as seen by an individual, a community or a country at large. This principle is based on the premise that the core of any chosen community development intervention should emanate from distinct people's needs. This felt need must be seen to cut across majority of community members, thus through

adequate leadership the community will be sensitized to set own goals and initiate sound actions that address such needs according to their experiences and local resources.

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

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

Onyango (2010) in his study on the implementation of projects in primary schools in Kisumu noted that one of the major causes of stalling of projects was mismanagement of funds. He indicated that as a result of disagreement between the school committees and the head teachers on the management of such funds, several buildings stalled. Effective community leadership must confront attitude and practices that lead

to all forms of discrimination against different groups of people including the marginalized, minority and those challenged. This task may remain a mirage if community leadership is wanting, and an effective leader must recognize that cooperation with other constituents, government agencies and other professionals will have far reading consequences on the sustainability of community based development initiatives.

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

Should a leader reflect a good sense of value, courage and utilization of various inherent leadership capabilities of the group members, the community leadership is established and maintained even in the absence of the pioneering leader. This means that delegations and mentoring are considered vital elements of the process of nurturing community leadership which is very crucial to the sustainability of community based development initiatives. Martha Karua (2005) preparing ground for UNESCs World Water Assessment Programme (WWAP) organized a workshop meant to assemble together and sensitize players and stake holders and solicit their commitment to provide data and the information for the water project according to

the existing political, legal, administrative and functional requirements. She notes that the Ministry of Irrigation and Water took the lead as the sector leader.

2.7. Theoretical framework of the study:

According to Tromp and Kombo (2002), theoretical framework refers to a collection of interrelated ideas based on theories attempting to clarify why things are the way they are based on theories, introducing new view of the research problem, allowing understanding realm of the problem, helping conceptualize the topic in its entirely and to acknowledge the problem from a wider perspective for objectivity.

In many fields, theories and propositions about concepts and relationships have been formulated. In such fields, the researcher may be interested in ascertaining or testing a particular theory, Mugenda & Mugenda (2003). This study was grounded on McClelland's Achievement theory. This theory was considered suitable since the study was based on motives that drive PMCs to perform tasks in certain ways which was also McClelland's major preoccupation in the theory.

Motivation is defined as all the tensions and inner energies and drives that move people to behave in particular ways. It is concerned with the 'why' of human behavior and explains why people behave in certain ways, Angela (2006). McClelland developed the theory which classified people's needs within the organization in three categories which he called motivational needs; need for affiliation, achievement and power.

Need for affiliation was associated with workers at the lower level of the organizational hierarchy and meant that human beings need meaningful relationships and places of work are considered to provide the ground upon which workers seek to strike worthy relationships. Need for achievement was associated with middle- level

workers and entails workers desire to be seen as achieving more to the organization. Need for power was associated with the top management and he observed that employees at this level are driven by strong desire to alter the course of events or make strong impression on others and events hence want to be in control of situations and people.

Connecting achievement theory to this study, the researcher noted that motivation plays a significant role in influencing PMCs to enhance effort for effective implementation of the community water projects in Homa Bay County. In order to increase employee productivity in organizations, workers at every level in the hierarchy of the organization must be made to feel that their needs are catered for in order to get motivated for higher productivity. Management should also negotiate that workers ought to be treated on the basis of their needs rather than universally to boost their performance.

2.8 Conceptual Framework of the study

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

In this study, the researcher believed that no project could be implemented in the absence of adequate resource mobilization. In view of this, resource mobilization was

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

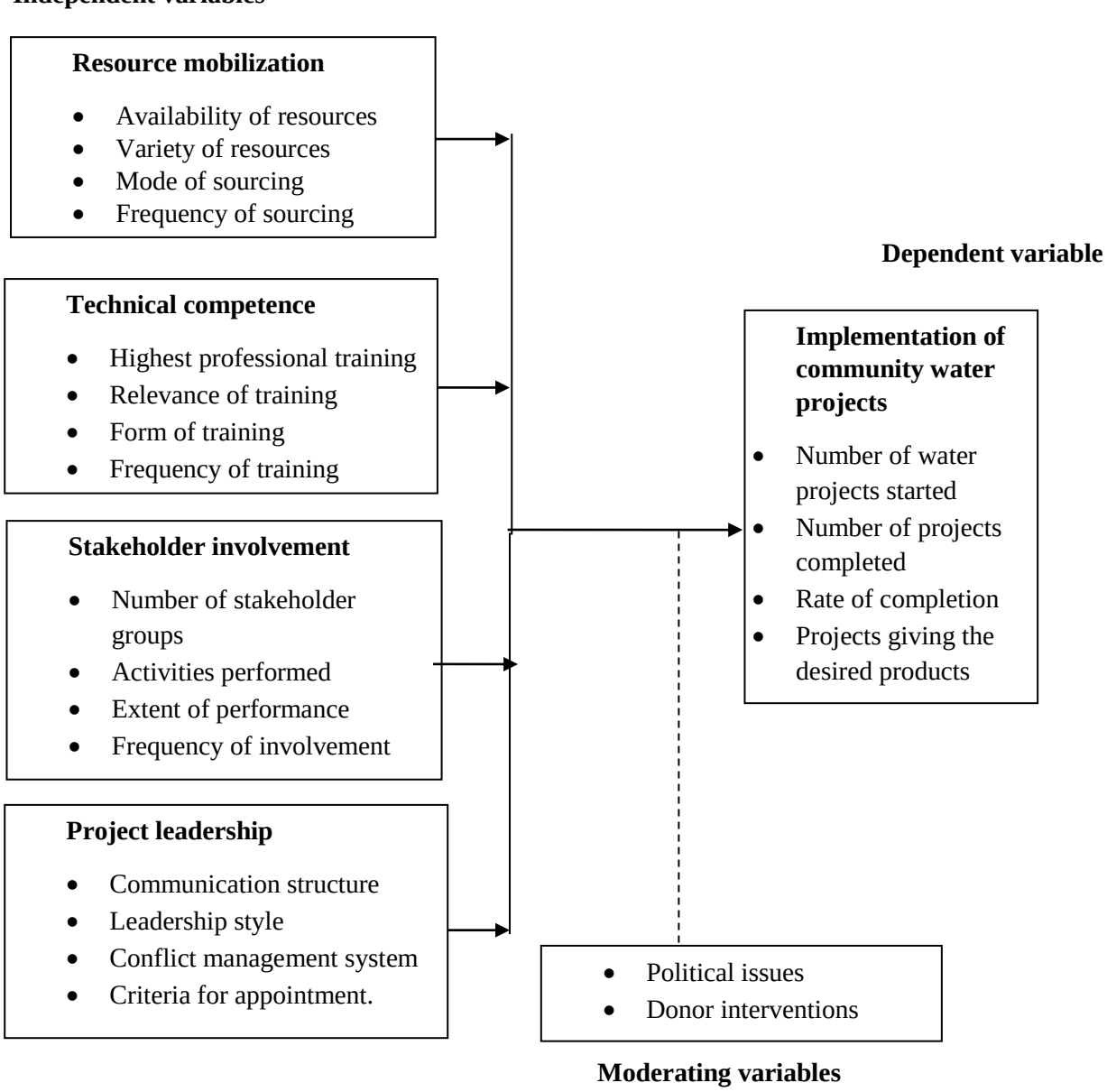
The variable; technial competency was considered critical to the realization of the projet output, as the researcher underscored the role of education and training on accomplishment of specific tasks in the project environment, such that, with acquisition of competitive knowledge and skills especially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

This variable was measured on the basis of the highest professional training exibited by the various project team members, relevance of the training to their specific duties at the project environment, form of training and the frequency of training to keep abreast with emerging changes in the working environment.

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

Project leadership was perceived against the prism of the aspects of human resource management practices which help to develop feelings of project ownership, self-worth and recognition, leadership style being adopted in influencing behavior of project teams, communication system put in place in the project organization and the presence of a conflict resolution policy in the project that would help manage levels of conflicts arising among the teams in the process of performing their tasks. The envisaged relationship is illustrated in figure 2.1.

Table 2.1 Conceptual framework of the study



2.9. Summary of literature review

In this study, the researcher observedthat no project could be implemented in the absence of adequate resource mobilization. In view of this, resource mobilization was perceived on the basis of the availability of adequate resources, variety of resources, means of resource mobilization and frequency of sourcing.

Technial competency was considered critical to the realization of the projet output, as the researcher underscored the role of education and training on accomplishment of

specific tasks in the project environment, such that, with acquisition of competitive knowledge and skills especially in project management systems and practices, the project team members are bound to effectively implement any project intervention.

Professional training was therefore seen in light of the highest professional training exibited by the various project team members, relevance of the training to their specific duties at the project environment, form of training and the frequency of training to keep abreast with emerging changes in the working environment.

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

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1.Introduction

This chapter gives a description of the research methodology that was used in study. Methodological issues addressed include, research design, target population, sample size and sample selection. It also also put focus data collection instruments, piloting of the instruments, instruments validity, in addition to instruments reliability. Furthermore, it also features data collection instruments, data collection procedures, operationalization of the study variables and methods of data analysis, as well as ethical considerations in research.

3.2. Research design

In this study, descriptive survey research design was used. According to Mugenda and Mugenda (2003), a survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. A survey research design is considered as the best method available to social scientists and other educators who are interested in collecting original data for purposes of describing a population which is too large to observe directly.

This research design was therefore found suitable by the researcher, since the researcher did not have to manipulate such organizational strategies, as such encompassed factorsthat had already occurred.

3.3. Target Population

According to Mugenda and Mugenda (2003), a target population is the accessible population from where a sample is drawn and upon which the researcher wants to generalize the results of the study. This study targeted the project team members who were implementing community water projects in Kisumu county. These projects were being implemented in the entire Sub Counties in Kisumu county.

According to Kisumu County Government Department of Water and Natural Resources Report (2017) there were 91 community water projects initiated in the county and spread almost evenly across the entire Sub Counties in the county. Besides, the report further indicated that each project was composed of a special private vehicle (SPV) made up of a consortium of 9 PMC members reprenting relevant stakeholder groups. The study therefore targeted a population of 819 project team members.

3.4. Sample size and sample selection

According to Kothari (2005), a sample size refers to the number of items to be selected from the target population and should be optimum to fulfill the requirements of efficiency, reliability, representation and flexibility. Sampling on the other hand is defined as a selection of some part of the aggregate or totality on the basis of which a judgment or an inference about the aggregate is made, Kothari, (2005).

3.4.1 Sample size

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

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

In Mugenda and Mugenda (2003), Gay suggests that for correctional studies, 30 cases or more are required; for descriptive studies,10-30 percent of the accessible population is enough; and for experimental design at least 30 cases as required. In this study, being descriptive in nature, the researcher used20% of 819 PMC members, giving a sample size of 164 respondents.

3.4.2. Sample selection

Sampling in Kothari (2005), is defined as a process of selecting units from a population of interest so that by studying the sample, one may fairly generalize the results back to population from which they were selected. This study employed a probability sampling design; a design of sampling in which each item from the target population was accorded equal chance of being selected and included in the final sample, hence ascertaining objectivity in sample selection.

Stratified random sampling procedures was adopted as the technique of sample selection, in which the target population was stratified on the basis of the seven distinctive sub counties in Kisumu county. Using stratified sampling procedures, sample selection was done as illustrated in table 3.1.

Table 3.1 Sampling Selection Procedures

Stratum	Total Population	Sample Percentage	Sample Size
Kisumu Cetral	161	20	32
Kisumu East	140	20	28
Kisumu West	110	20	22
Nyakach	103	20	21
Nyando	104	20	21
Seme	101	20	20
Muhoroni	98	20	20
Total	**819**	**20**	**164**

3.5. Data Collection Instruments

To ensure that data collected address the study objectives, the data collection instrument must be selected appropriately to avoid collecting irrelevant information, Hanry (2004). In this study, the researcher prepared questionnaire for obtaining data from the respondents. The questionnaire items were comprised of both closed-endedand open- ended items that sought to give the advantage of collecting both qualitative and quantitative data.

Besides, contingency items were also used to help in verifying certain responses from the respondents to ascertain the level of objectivity of the data collected. In addition, matrix items were also be integrated in order to test the opinion and views of the respondents not sought quantitatively.

3.5.1: Instruments Pre- Testing

Instruments pre- testing, also known as piloting, is a preliminary study conducted on a small scale to ascertain the effectiveness of the research instrument, Alila (2011). A pre- test sample should be between 1% and 10% depending on the sample size, Mugenda and Mugenda (2003). In this study, the researcher used a pre- test sample size of 10% of the study sample size (343), giving a pretest sample of 34 respondents.

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

3.5.2 Validity of the Instrument

Validity is a measure of the degree to which differences found with a measuring instrument depict true differences among the items being measured, Kothari (2005). According to Mugenda and Mugenda (2003), an instrument is validated by proving that its items are representative of the skills and characteristics to be measured. In this study, the researcher sought to ascertain the instruments validity by ensuring that the questionnaire items adequately addressed the research objectives.

Besides, validity was also assured by subjecting questionnaire items to experts for judgment and peers review. Moreover, validity was also addressed through randomization that is generally helpful in checking the influence of extraneous variables.

3.5.3 Reliability of the Instrument

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

For ascertaining the reliability of the questionnaire in this study, the researcher used split-half reliability method, by dividing the questionnaire items into two equal parts on the basis of odd and even appearances. The first part of the research instrument having been administered and the results attained, the second part was subsequently administered and the results noted. Pearson's coefficient of correlation (r) was then be used to compare the two scores obtained, and by applying Browns prophecy formulae, an alpha value of 0.78 was obtained, being proof that the data collection instrument used was reliable.

3.6 Data Collection Procedures

According to Kothari (2005), data collection procedures comprise of the steps and actions necessary for conducting research effectively and the desired sequencing of these steps. In this study, the researcher began the process of data collection by preparing a research proposal, presented before panel of assessors of the University of Nairobi and upon approval; a research permit was obtained from National Council of Science and Technology.

Data collection was subsequently commenced once the research permit was obtained. Presenting the permit to all relevant authorities, the researcher hit the road collecting data using four well trained and motivated research assistants, who administered the

data collection tools systematically to the respondents in batches of ten until all were administered to ensure high response rate.

3.7 Data Analysis Techniques

Data collected was cleaned to ensure that only relevant data was retained for analysis. Qualitative data generated from open ended itemswas analyzed according to themes based on the research questions. The first stage involved data reduction which entailed transcribing and summarizing the data from all sources. The second involved organising the reduced data, generating major themes and sub-themes from oral and written texts. The third stage covered the interpretation and drawing of conclusions from the analyzed data. The results of the data gave the researcher a base upon which to draw conclusions regarding the study. Quantitative data was analysed using descriptive statistics such as, frequencies and percentages aided by Statistical Packages for Social Scientists (SPSS). Qualitative data was then presented using frequency distribution tables.

3.8 Operataionalization of the study Variables

Operationalization of the variables is a technique that helps in establishing relationships that exist between study variables and indicating how such relationships can be measured, Alila (2011). In this study, the researcher believed that no project could be implemented in the absence of adequate resource mobilization. In view of this, resource mobilization was measured on the basis of the availability of adequate resources, variety of resources, means of resource mobilization and frequency of sourcing.

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

This variable was measured on the basis of the highest professional training exibited by the various project team members, relevance of the training to their specific duties at the project environment, form of training and the frequency of training to keep abreast with emerging changes in the working environment.

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

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

Table 3.2: Operationalization of the study Variables

Objectives	Variables	Indicators	Measure-ment scale	Data collection method	Data analysis
To establish how resource mobilization influence implementation of community water projects by county government of Kisumu.	**Independen**t Resource mobilization **Dependent** Implementation of community water projects by county government of Kisumu.	Availability of resources. Variety of resources. Means of sourcing. Frequency of sourcing.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative
To determine how technical competency influence implementation of community water projects by county government of Kisumu.	**Independen**t Professional Training. **Dependent** Implementation of community water projects by county government of Kisumu.	Highest professional training. Relevance of training. Mode of training. Frequency of training.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative
To examine the extent to which stakeholder involvement influence implementation of community water projects by county government of Kisumu.	**Independen**t Stakeholder involvement **Dependent** Implementation of community water projects by county government of Kisumu.	Number of stakeholder groups. Activities performed. Extent of performance. Frequency of performance.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative
To assess how project leadership influence on implementation of community water projects by county government of Kisumu.	**Independen**t Project leadership **Dependent** Implementation of community water projects by county government of Kisumu.	Communication structure. Leadership style. Conflict management system. Nature of appointment.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative Qualitative

3.9. Ethical considerations in research

The researcher sought to adhere to ethical norms in research to ensure that professionalism was maintained. This is because norms promote the aims of research, such as knowledge, falsifying or misrepresenting research data, promote the truth and avoid error. Moreover, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the value that are essential to collaborate work, such as trust, accountability, mutual respect and fairness, Resnik (2011).

In this study, the researcher ensured that the work done by other researchers was recognized through quotation and citation. Any form of plagiarism was vehemently avoided in order to maintain originality of the study.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION

4.1 Introduction

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

4.2 Questionnaire Response rate

Response rate refers to the number of subjects responding to the data collection instruments, a response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good, Mugenda and Mugenda (2003). In this study 164 copies of questionnaire were administered to the respondents by the research assistants and 146 were received back duly filled up, giving a response rate of 89.02%. In view of this revelation, the study is therefore considered to have given a superior questionnaire response rate, as illustrated in table 4.1.

Table 4.1: Questionnaire Response Rate

Stratum	Copies administerd	Copies Returned	% Response
Kisumu Central	32	20	88.06
Kisumu East	28	21	92.02
Kisumu West	22	20	91.08
Nyakach	21	19	88.02
Nyando	21	19	90.06
Seme	20	20	100.00
Muhoroni	20	19	92.08
Total	**164**	**146**	**89.02**

4.3 Demographics of the Respondents

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

4.3.1: Characteristics of Respondents by Gender

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

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

Table 4.3. Sex of the Respondents

Sex	**Frequency**	**Percentage**
Male	9,4	64.38
Female	5,2	33.62
Total	**146**	**100.00**

Table 4.2, indicates that of the 146 respondents who completed the questionnaire stating their sex, 94 (64.38%) were males and only 52 (33.62%) were females. This implied that many members of the various PMCs implementing community water projects in Kisumu county were males, yet availability of water in a home is regarded

as female responsibility. This revelation gives an impression that these projects were purely political and hardly took into consideration involving the key beneficiaries for sustainability purposes.

4.3.2 Characteristics of the Respondents by Age

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

Table 4.3: Characteristics of the respondents by age

Age in years	Frequency	Percentage
20 -30	18	12.33
30 -40	48	32.88
40-50	68	46.56
Above 50	12	08.23
Total	**146**	**100.00**

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

The implications of these statistics was that, relatively middle aged members of the community were actually involved in the implementation of community water

projects in Kisumu county, an indication that such initiatives would be sustained as the key beneficiaries were participating. On the flip side, young persons below 30 years were less likely to be involved in local community water interventions owing to their low opinion on such activities, as young people either still yearn for economic opportunities far away from home, or in were in schools pursuing education.

4.3.3: Marital orientations of the respondents

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

Table 4.4: Marital orientations of the Respondents

Marital orientation	Frequency	Percentage
Single	12	08.23
Married	116	79.45
Widowed	18	12.33
Total	**146**	**100.00**

In table 4.4, it is revealed that of the 146 respondents who completed the questionnaire indicating their marital orientations, 12 (08.23%) were single, 116 (79.45%) were married, 18 (12.33%) were widowed and none identified with other marital orientations.

By implications, many married community members with the burden of taking care of their families took part in the implementation of community water projects, than was the case with the single lot, who were still most likely to be in schools. However, one would have expected more widowed and other marital orientations such as the divorced and separated to be the target group in these projects, as this category is considered more vulnerable to poverty. In view of this, community water projects being initiated on the platform of politics, political considerations seemed to determine initiation of projects and rarely done on the basis of community felt needs.

4.3.4: Educational levels of the respondents

Education is a process that involves acquisition of knowledge, skills and desirable attitudes that are crucial in the preparation of individuals to embrace the ever changing life challenges. The level of education was considered to be of great significance to the study, with an underlying assumption that highly educated community members are likely to be engaged in more competitive economic activities that demand more sophisticated skills. On this account, the respondents were asked to fill the questionnaire stating their level of education and table 4.5 illustrates their responses.

Table 4.5: Educational levels of the respondents

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

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

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

4.3.5: Duration of implementation of community water projects

In most undertakings, effective task performance is a function of how often one engages in an activity in order to acquire the necessary experience, as task

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

Table 4.6: Duration of participation in the community water projects

Duration	Frequency	Percentage
1 year and below	12	08.23
1-2	68	46.55
2-3	32	21.92
3-4	22	15.07
Above 4	12	08.23
Total	**146**	**100.00**

Table 4.6 indicates that, of the 146 respondents 12(08.23%) had been in the projects for 1 year and below, 68 (46.55%) had been in the projects for a period of 1-2 years, 32 (21.92%) indicated participating for 2-3 years, with 22 (15.07%) stated having been in the projects for 3-4 years and 12 (08.23%) stated being in the projects for above 4 years.

This implied that most of the PMCs engaged in the implementation of community water projects had not been involved for long period of time and so had not been able to gain substantial experience in such activities.

4.3.6: Stakeholder category

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

Table 4.7: Respondents characteristics on stakeholder category

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

In table 4.7, of the 146 respondents who completed the questionnaire indicating the stakeholder category they represented in the water projects, 92 (63.01%) represented the county government, 16 (10.96%) community representative, 15 (10.90%) faith based organizations, 10 (06.85%) civil society and 12 (08.22%) came from the other category.

This implied that, majority of the participants implementing community water projects mainly represented the interests of the county government, with just a few drawn from the community, an indication that effective stakeholder involvement was disregarded raising concerns about these projects meeting the intended community developmental objectives. Moreover, even the other key stakeholder groups such as the faith based and civil society organizations were just mildly represented, an occurrence that seemed to have exposed this county government as implementing public development initiatives without engaging in effective public participation.

4.4: Resource mobilization and implementation of community water projects

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

4.4.1: Availability of resources and implementation of community water projects

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

that they were able to obtain adequate resources for their projects and table 4.8 illustrates their responses.

Table 4.8 Availability of resources and implementation of community water projects

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

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

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

4.4.2: Variety of resources and implementation of community water projects

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

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

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

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

The implications of these figures indicate that implementation of community water projects by county government of Kiumu was done with little focus on aggressive mobilization of variety of resources. It was evident that with the initial funds allocated by the county government upon disbursement from the central government, no effort was put to supplement such with other locally available resources, as well as

local revenue collection. Besides, even the groups that were funded had little to offer as this was perceived as government initiative, whose establishment was more for political expediency and rarely a strategy for addressing the water needs of the communities.

4.4.3: Means of sourcing and implementation of community water projects

In the domains of project implementation, regardless of the nature and size of the initiative, project activities are often scheduled on the basis of resources available and time of execution of such tasks and should resources be availed irregularly, projects key activities fall behind schedules which subsequently affect completion time leading to cost overruns. In view of this eventuality, the respondents were asked to complete the questionnaire indicating the extent of their agreement that project resources were being obtained using the best methods and table 4.10 illustrates their responses.

Table 4.10: Means of sourcing and implementation of community water projects

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

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

This implied that PMCs that were implementing community water projects were merely relying on the central government for funds that often come once in a year, with no effort to obtain other resources through use of other best fundraising strategies.

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

4.4.4: Frequency of sourcing and implementation of community water projects

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

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

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

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

Implied by these statistics is that community water projects by county government of Kisumu did not put in place prudent measures of mobilizing resources for use in their projects, as funds were often being expected from the central government, regardless

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

4.5: Technical competence and implementation of community water projects

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

4.5.1: Highest professional training and implementation of community water projects

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

Table 4.12: Highest training and implementation of community water projects

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

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

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

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

More often individuals train in an area only to be engaged in other fields in which they have no knowledge at all and such persons may encounter a lot of performance challenges just like one with no training. On this account, training in an area of endeavor is crucial for developing requisite skills and competencies needed for performing tasks; hence training is critical to effective task execution when such are done in the specific field within which tasks are executed.

In view of this reality, the respondents were asked to complete the questionnaire indicating the extent of their agreement that relevant professional is necessary for implementation of community of community water projects and table 4.13 illustrates their responses.

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

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

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

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

4.5.3: Form of training and implementation of community water projects

The form in which training is packaged greatly determines the level at which one display skills in a specific area, so much such that should the training be formally done, competency levels will surely be higher as opposed to informal training arrangements. In view of this, the respondents were asked to complete the questionnaire stating the extent of their agreement that the best form of training is necessary for implementation of community water projects and table 4.1illustrates their responses.

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

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

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

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

4.5.4: Frequency of Training and implementation of community water projects

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

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

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

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

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

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

4.6: Stakeholder involvement and implementation of community water projects

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

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

4.6.1: Stakeholder groups and implementation of community water projects

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

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

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

Table 4.16 Stakeholder groups and implementation of community water projects

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

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

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

4.6.2: Stakeholder activities and implementation of community water projects

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

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

Table 4.17: Stakeholder roles on implementation of local poultry projects

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

Table 4.17reveals that of the 146 respondents who completed the questionnaire indicating the extent of their agreement that involvement of stakeholders in all key activities was necessary for implementation of community water projects, 76 (52.06 %) were in strong agreement,54 (36.98%) agreed and 16 (10.96%) indicated being neutral and none mentioned any form of disagreement. By implication, most of the PMCs implementing community water projects indicated that stakeholder involvement in all key activities was vital for effective implementation of such

initiatives, yet the county government did not recognize the significance of stakeholder participation in project interventions, as the vast majority was only in the membership of these projects performing undisclosed roles. It was therefore just a matter of time before such initiatives attract massive rejection of the intended beneficiaries, as the days when development was done for the people were long gone.

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

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

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

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

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

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

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

4.6.4: Frequency of involvement and implementation of community water projects

It is a general observation to note that in circumstances where members of the public are involved in the implementation of a project initiative, surprisingly other key project activities are done with no knowledge of these stakeholders, raising concerns on how effective participation should be undertaken. In view of this reality, the respondents were asked to complete the questionnaire stating the extent of their agreement that frequent stakeholder involvement in key project was necessary for implementation of community water projects and table 4.19 illustrates their responses.

Table 4.19 Frequency of involvement and implementation of community water projects

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

As revealed in table 4.19, of the 146 respondents who completed the questionnaire disclosing the extent of their agreement that frequent involvement in the performance of activities was necessary for implementation of community water projects, 87 (59.58%) indicated strong agreement, 22 (15.07%) agreed, 12 (08.22%) were neutral, with 25 (17.12%) disagreeing and none strong disagreed.

By implication, these statistics clearly indicates that frequent stakeholder involvement in all key activities was necessary for implementation of community water projects, yet lack of stakeholder participation in the composition of these committees told a different story, thereby giving the impression that project ownership was violated and raising serious doubts about the possibility of these projects meeting minimum implementation thresholds.

4.7: Project leadership and implementation of community water projects.

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

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

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

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

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

Table 4.20 Appropriate leadership style and implementation of water projects.

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

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

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

4.7.2: Appropriate communication structure and implementation of water projects

Appropriate communication structure is crucial for gathering data from the project environment, processing, storage and dissemination of vital organizational information for decision making purposes. Communication is considered a great tool for influencing project team members to coordinate efforts for purposes of achieving the desired project goals and sound communication is a function of the channels put in place by an organization. In view of this, the respondents were asked to complete the questionnaire indicating the extent of their agreement that appropriate communication structure was necessary for implementation of community water projects and table 4.21 illustrates their responses.

Table 4.21: Appropriate communication structure and implementation of water projects

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

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

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

4.7.3: Appropriate methods of appointment and implementation of water projects

The method that is put in place to appoint project leadership is of great significance to the realization of an effective leader of any group, as that which calls the participation

of all definitely results into a good leader. However, when leaders are imposed on the group by other

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

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

Statement	Frequency	Percentage
Strongly Agree	64	43.84
Agree	54	36.98
Neutral	16	10.96
Disagree	120	8.22
Total	**146**	**100.00**

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

These statistics implied that most of the PMCs implementing community water projects in the county were in agreement that criteria of appointing project leadership was crucial in getting the leadership with the capacity to steer members into realizing the objectives of the initiative, especially such methods that involve the group.

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

4.7.4: Appropriate conflict management system and implementation of water projects

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

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

Table 4.23: Appropriate conflict management system and implementation of projects

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

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

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

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

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

5.2: Summary of the study findings.

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

5.2.1: Demographics of the Respondents

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

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

these projects were purely political and hardly took into consideration involving the key beneficiaries for sustainability purposes.

Moreover, the researcher assumed that differences in age of the respondents would be of great significance to the study on the basis that water resources often attract the participation of relatively young members of the community, hence there was need to involve most of them in the implementation of these for developing project ownership.

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

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

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

orientations such as the divorced and separated to be the target group in these projects, as this category is considered more vulnerable to poverty. In view of this, community water projects being initiated on the platform of politics, political considerations seemed to determine initiation of projects and rarely done on the basis of community felt needs.

Issues to do with the level of education was considered to be of great significance to the study, with an underlying assumption that highly educated community members are likely to be engaged in more competitive economic activities that demand more sophisticated skills.

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

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

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

Besides, political considerations are normally dynamic, given that political bond anchors on interests that are rarely stable and this may dictate that project membership become temporary.

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

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

5.2.2: Resource mobilization and implementation of community water projects

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

Since project success depends on the interplay of the triple constraints of cost, time and schedules, adequate resources should be availed in order to invest in key project activities to obtain the desired project deliverables. The study established that most of the PMCs implementing community water projects indicated that adequate resources were necessary for implementation of the projects.

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

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

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

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

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

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

In view of this, the study established that community water projects in the county did not put in place prudent measures of mobilizing resources for use in their projects, as funds were often being expected from the central government, regardless of how long that would take leading to presence of scattered incomplete projects in the county.

5.2.3: Technical competence and implementation of community water projects

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

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

It is worth noting that, project implementation takes place in a complex environment constrained by several variables that can only be addressed by the most competed personnel and disregard of the training component in project implementation is an obvious ingredient of project failure.

More often individuals train in an area only to be engaged in other fields in which they have no knowledge at all and such persons may encounter a lot of performance challenges just like one with no training. On this account, training in an area of endeavor is crucial for developing requisite skills and competencies needed for

performing tasks; hence training is critical to effective task execution when such are done in the specific field within which tasks are executed.

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

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

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

The researcher operated on the assumption that initial training acquired by PMC members was hardly effective in dealing with the ever changing project

implementation challenges in the modern world and hence there was need to embrace regular training in order to keep abreast with such emerging issues. It was evident that frequency with which the PMCs embrace training promise to equip them with the latest skills in the project implementation environment was acknowledged, the domain of the implementation of community water projects not being an exception, yet a close look at the community water implementing PMCs in the county displayed the contrary. This reality explains the challenges of effective community water project implementation in the county, given that training equips people with knowledge and skills needed for effective and efficient performance of project activities.

5.2.4: Stakeholder involvement and implementation of community water projects

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

This variable was measured on the grounds of the number of stakeholder groups taking part in the projects, activities performed, extent of involvement in the project activities and the frequency of involvement in the projects. Different Stakeholder groups have significant roles to play in a project initiative and this is vital as various individuals bring on board unique ideas that are likely to enrich the project deliverables to the satisfaction of the beneficiaries. In view of this, regardless of whether they participate in the actual project activities or indirectly influence the project in any form, stakeholders must not be taken for granted.

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

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

It was therefore just a matter of time before such initiatives attract massive rejection of the intended beneficiaries, as the days when development was done for the people were long gone.

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

Normally, aspects of project ownership and sustainability are either gained or lost at the very initial stages of a project intervention, and hence it is crucial to address these concerns early enough so as not to compromise project objectives. From the findings, it was evident that effective participation of stakeholders was acknowledged by the PMCs, but vehemently ignored by the county government and the probability that these community water projects would realize value for public funds put in them was relatively low. It is a general observation to note that in circumstances where members of the public are involved in the implementation of a project initiative, surprisingly other key project activities are done with no knowledge of these stakeholders, raising concerns on how effective participation should be undertaken.

In view of this reality, the study noted that frequent stakeholder involvement in all key activities was necessary for implementation of community water projects in Kisumu county, yet lack of stakeholder participation in the composition of these committees told a different story, thereby giving the impression that project ownership was violated and raising serious doubts about the possibility of these projects meeting minimum implementation thresholds.

5.2.5: Project leadership and implementation of community water projects.

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

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

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

Appropriate communication structure is crucial for gathering data from the project environment, processing, storage and dissemination of vital organizational information for decision making purposes. Communication is considered a great tool for influencing project team members to coordinate efforts for purposes of achieving

the desired project goals and sound communication is a function of the channels put in place by an organization.

The study noted that the PMCs implementing community water projects in Kisumu county, despite acknowledging the necessity of appropriate communication structure as crucial to effective implementation of the projects, did not seem to have such in place, as decision making on crucial project issues were often generated from the top leaders through one-way model to the project team members hardly soliciting their views. The impression created by these findings is that, with ineffective communication channels used in the project organizations, implementation of community water projects by the devolved government was faced with challenges of effective access to information. The method that is put in place to appoint project leadership is of great significance to the realization of an effective leader of any group, as that which calls the participation of all definitely results into a good leader.

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

However, through respondents probing, these project organizations were hardly involving group members in the identification of the project leaders; hence leadership issues were generally wanting, leading to ineffective implementation of community water projects by the county government of Kisumu. A project intervention is normally implemented in a complex environment, drawing people from diverse stakes in the hope that a common goal will be achieved. This reality puts a lot of burden on the project leadership to device effective strategies of people management, as

conflicts are likely to arise in such an environment. Moreover, whenever people come together in a project organization for purposes of executing tasks, differences emerge which may negate the efforts of the team towards realizing the group goals.

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

5.3: Conclusions

The following conclusions were arrived at from the summary of findings:

1. Based on gender, the PMCs implementing community water projects in Kisumu county were mostly male than female respondents
2. Based on age, relatively middle aged members of the community were actually involved in the implementation of community water projects in the county.
3. That many married community members with the burden of taking care of their families took part in the implementation of community water projects, than those who are single.
4. Based on the level of education, PMCs who were implementing community water projects in Kisumu county had just humble education at the level of secondary and below.

5. That most of the PMCs implementing community water projects indicated that adequate resources were necessary for implementation of the projects.
6. That implementation of community water projects by county government of Kisumu was done with little focus on aggressive mobilization of variety of resources.
7. That majority of the PMCs acknowledged the importance of attaining higher professional training in order to effectively execute key tasks in the project implementation.
8. That a number of stakeholder groups were considered vital to the project implementation.
9. That most PMCs implementing community water projects in Kisumu county were unanimous that appropriate leadership style was indispensable to effective project implementation.

5.4: Recommendations

The following recommendations were suggested based on the summary of findings

1. That more female PMCs be included in a similar study
2. That respondents from all age set be included in a similar study
3. That those who are both married and single be included as respondents
4. That PMCs who are implementing community water projects in Kisumu county should have higher education level.
5. That a further study be conducted on implementation of all devolved functions in the county to establish thier level of implementation.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL.

DAMARIS ONGALO,

P. O. BOX 2342,

KISUMU.

TO:

THE RESPONDENTS

Dear Sir/Madam,

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

Thank you in advance,

Yours Sincerely,

Damaris Ongalo

L50/80245/2015

APPENDIX II:

PROJECT MANAGEMENT COMMITTEE MEMBER'S QUESTIONNAIRE.

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

SETION A: DEMOGRAPHIC FEATURES OF THE RESPONDENTS

1. Give your sex:

a) Male [ ]

b) Female [ ]

2. What is your age?

a) Below 20 years. [ ]

b) 20-30 [ ]

c) 30-40 [ ]

d) 40-50 [ ]

e) Above 50 [ ]

3. State your marital orientation.

a) Single [ ]

b) Married [ ]

c) Divorced [ ]

d) Separated [ ]

e) Other (specify)……

4. Indicate your level of education

a) Primary and below [ ]

b) Secondary [ ]

c) Tertiary [ ]

d) University [ ]

e) Other (Specify) …….

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

a) 1 year and below [ ]

b) 1-2 years [ ]

c) 2-3 years [ ]

d) 3-4 years [ ]

e) Above 4 years [ ]

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

a) County government [ ]

b) Community representative [ ]

c) Faith based organization [ ]

d) Civil Society Organization [ ]

e) Other (specify)…… ……..

SECTION B: RESOURCE MOBILIZATION AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

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

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

10. In your own opinion, Explain the extent to which resource mobilization influence implementation of community water projects by county government of Kisumu……

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SECTION C: TECHNICAL COMPETENCE AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

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

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

14. In your own opinion, explain how technical capacity influence implementation of community water projects by county government of Kisumu……

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……..

SECTION D: STAKEHOLDER INVOLVEMENT AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

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

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

21. Explain in your own opinion how stakeholder involvement influence implementation of community water projects by the county government of Kisumu...

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SECTION E: PROJECT LEADERSHIP AND IMPLEMENTATION OF COMMUNITY WATER PROJECT

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

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

26. In your own opinion, explain how project leadership influence implementation of community water projects by county government of Kisumu……...

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