

**FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF COMMUNITY-  
BASED PROJECTS: A CASE OF FOOD SECURITY PROJECTS IN KIAMBU COUNTY**

**GACHOGU BENSON KAMAU**

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## DECLARATION

This research project is my original work and has not been submitted for any award in any other university.

Signature: ..... Date: .....

**Gachogu Benson Kamau**

**Reg. No.: L50/82852/2012**

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

Signature: ..... Date: .....

**Mr. Levi Koyio Matseshe**

**Lecturer,**

**University of Nairobi**

## **DEDICATION**

To my loving parents Mary Gachogu and Patrick Gachogu for their great support and encouragement throughout my schooling life and most especially this time as I went through the course.

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I am most grateful to the Almighty God for His unfailing love, provision and divine enablement as I did the course. My gratitude goes to the University of Nairobi Extra Mural Centre for offering the Master of Art in Project Planning and Management as an evening course thus giving me an opportunity to conveniently do the course. I appreciate the services of the University of Nairobi and Kenya National Libraries that have made my research manageable due to the availability of reading material needed during the study.

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## **ABSTRACT**

Most of the community based projects experience major hurdles in their life cycle and barely overcome the implementation stage. The major factors contributing to this trend have not been clearly understood. Consequently, this limits the ability of community development workers and development partners in executing successful and sustainable projects. The objectives of the study were to investigate if Community participation, management of funds, institutional capacities and sustainability influence successful implementation of community based projects. Four research questions were formulated to guide the study. The target population for this study consisted of 141 project leaders in community based projects in Kiambu County. The research used a descriptive survey design, stratified random sampling technique in selecting the projects and purposive sampling in selecting the key respondents. Data was collected using structured questionnaires and Statistical package for social sciences (SPSS) was used to analyze data that was then presented in tables, bar charts and percentages. The findings showed that community participation, management of funds and institutional capacity are paramount for community based projects to accomplish their mandate. Planning for projects sustainability is also conducive for successful implementation of community based projects. Recommendations drawn from the analyzed data were community participation should be improved, provision of training in proper management of funds for project leaders and involvement of project members. Planning for project sustainability and increasing institutional capacity in community based projects through periodic trainings was also found important for project's success. Relevant development agencies may adopt the findings of the study. The findings may also be used as a basis for further research with the aim of increasing successes in community based projects in Kiambu County.

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## **LIST OF ABBREVIATIONS**

<b>CBO</b>	Community Based Organization
<b>CDF</b>	Constituency Development Fund
<b>CDW</b>	Community Development Worker
<b>DDO</b>	District Development Office
<b>GOK</b>	Government of Kenya
<b>IFRCRCS</b>	International Federation of Red Cross and Red Crescent Societies
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>NGO</b>	Non- Governmental Organization
<b>NMK</b>	Njaa Marufuku Kenya
<b>PMC</b>	Project Management Committee
<b>RRA</b>	Rapid Rural Approach
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UNDP</b>	United Nations Development Programme
<b>UNESCAP</b>	United Nations Economic and Social Commission for Asia and the Pacific
<b>UNICEF</b>	United Nations Child Education Fund
<b>PAP</b>	Poverty Alleviation Project
<b>PM&amp;E</b>	Participatory Monitoring and Evaluation

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

A Community-based project refers to a project initiated by people who live and work together joining hands to respond to community identified needs and promote civic engagement. It is a partnership that, when achieved, has long-term benefits for the community and those who may visit it. Community projects improve the look, attitude and unity of the local communities.

Community-based projects are established in almost every community as a strategy to respond to a challenge or an opportunity affecting the locals in a community. They are among the fastest growing mechanisms for channelling development assistance Mansuri and Rao (2004). The projects actively include beneficiaries in their design and management and communities have direct control over key project decisions as well as the management of funds. Most of community-based projects cover a wide variety of different areas within a community or a group of networking entities.

The underlying assumption of community-based projects is that communities are the best judges of how their lives and livelihoods can be improved and can organize themselves to provide for their immediate needs if provided with adequate resources and information. According to Mbilinyi and Gooneratne (1992), self-reliance has been advanced as a viable alternative strategy to dependent development and has been seen as an example of community based and participatory approaches which have evolved from basic decision making concerning allocation of resources remaining in the hands of the government and donor while local people provide labour, land, money, water, tools and other local resources in projects they have not initiated and have no control.

Community-based projects are motivated and built around the people's trust and advocate for people changing their own environment as a powerful force for development (Naidoo and Finn, 2001). In addition, such projects can also be supported by strengthening and financing community groups, facilitating community access to information, and promoting an enabling environment through relevant policies, guidelines and implementation frameworks (Dongier, 2002).

Community development is about capacity building that enables the members to identify opportunities and together develop strategies for exploiting these opportunities. For one to confirm community development there has to be positive change that impact positively to the living standards of the people in the long run. Gitonga (2012) posits that projects enable communities to set achievable goals for their development activities. Mulwa (2008) points out that CBO's are voluntary associations where people organize together in order to mobilize the potential of their collective power.

Community based projects seek to empower local community groups and institution by giving the community direct control over investment decisions, project planning, execution and monitoring which is realized through a process that emphasizes inclusive participation, management and implementation of the projects (Haider,2009). Successful implementation of such projects may be affected by how well heterogeneity is managed, by what resources and strategies are used to bring communities together and how effectively the interests and differences of the members are dealt with (Mansuri and Rao, 2004).

All community projects are different in some way; the size and scope of these projects is determined firstly by the community they cater to. One important sub-division of community-

based projects is one of an economic nature designed to create some sort of economic autonomy. They begin when a small collection of motivated individuals within a community come together with a shared concern on how their community can respond to the challenges and opportunities.

Kiambu County boasts over 15 development partners consisting of community-based organizations, faith-based organizations, financial institutions and other private organizations that operate within the county and target rural community-based food security projects (IFRCRCS, 2009). The District Development Office report (DDO, 2008) show that over 500 groups have been funded between 2005 and 2009 by these organizations with some community-based food security projects being funded by as many as five donors during the same period.

Most of the community-based projects are found in Karai and Ndeiya Divisions and some parts of Kikuyu among; Njaa Marufuku Kenya (NMK), the Total War Against Aids Project and the Community Based Nutrition Program (GoK, 2010; Ministry of Health, 2010; GoK, 2007). Despite the many funded food security projects in Kiambu County, there is persistent food insecurity among the rural communities. The residents of Kiambu west (Kikuyu and Limuru) have high rates of malnutrition due to food insecurity and yet Kiambu has the largest number of community funded food security projects in Kenya. An impact assessment on community funded projects showed that only 5 out of 36 projects funded in 2007 by Njaa Marufuku Kenya were partially active, while the rest had become defunct and could not be traced after cessation of funding.

## **1.2 Statement of the Problem**

The Kenyan Government through the Constituency Development Fund (CDF) Act (2003) seems to institutionalize community based approaches. Despite all the efforts from the various development partners, most of the community based projects experience major hurdles in their life cycle and barely overcome the implementation stage.

In the face of the many funded food security projects in Kiambu County, there is persistent food insecurity among the rural communities. The residents of Kiambu west (Kikuyu and Limuru) have high rates of malnutrition due to food insecurity and yet Kiambu has the largest number of community funded food security projects in Kenya. An impact assessment on community funded projects showed that only 5 out of 36 projects funded in 2007 by Njaa Marufuku Kenya were partially active, while the rest had become defunct and could not be traced after cessation of funding.

In the area under study most of the projects have failed and others struggle to survive and sustain jobs created by the projects. Successful implementation of such projects has therefore not been achieved despite major efforts from various development partners. It is against this background that it became necessary to investigate community participation, management of funds, institutional capacity and sustainability as factors that affect successful implementation of community based projects.

## **1.3 Purpose of the Study**

The purpose of the study was to identify the factors influencing successful implementation of community-based projects.

#### **1.4 Objectives of the Study**

- i. To establish the extent to which community participation influences implementation of community based projects
- ii. To investigate the extent to which management of funds influence implementation of community based projects.
- iii. To assess adequacy of institutional capacity and its influence on implementation of community based projects
- iv. To determine the extent to which planning for sustainability influences implementation of Community based projects.

#### **1.5 Research Questions**

The study was guided by the following research questions.

- i. What extent does community participation influence implementation in community based projects?
- ii. How does management of funds influence implementation of community based projects?
- iii. How does institutional capacity influence implementation of community based projects?
- iv. To what extent does planning for sustainability influence implementation of community based projects?

#### **1.6 Significance of the Study**

The study identified factors influencing successful implementation of community-based projects so that project members and other stakeholders are aware of what positively impacts on the progress and future of their projects. Recommendations from the study help to ensure appropriate management and implantation of the projects for sustainability and realization of the goal of improving the socio-economic status of community members through income generation and the

satisfaction of basic needs.

The study also provides useful information to community development officials including project leaders, county representatives, social workers, community development workers, county committee members, civic organizations and other government officials about challenges facing community-based projects. It provides relevant information to government officials responsible for development of policies, guidelines and implementation frameworks for the management of community-based development projects.

This study hoped to contribute to the existing knowledge, address and provide the background information to research organizations, individual researchers and scholars who want to carry out further research in this area. The study helps researchers and academicians to expand their research into the factors influencing successful implementation of community-based projects in Kiambu County as well as the rest of the 46 counties in Kenya.

### **1.7 Delimitations of the Study**

The study covered community based projects in Karai and Ndeiya divisions of Kiambu County. The study delimits itself to 141 project leaders in these projects.

### **1.8 Limitations of the Study**

Key limitations of the study included limited time and resources for actual field study where the researcher was required to make several trips to participating community based projects to administer the questionnaire.

### **1.9 Assumptions of the Study**

The study assumed that respondents were available for the study and that they would give correct

and valid information that would assist in getting valid data.

### **1.10 Definition of Key Terms**

Community based Project	A specific undertaking whose membership is drawn from the local community whether registered or not , where members have control over key decisions in the implementation of and capital investment.
Community Participation	Active or passive involvement in the process of project implementation.
Local politics	Concerns of power and status in activities of the project at the most basic level
Successful project implementation	Refers to the situation where a project meets its objectives within the required timelimes, budgets and scope and satisfies the anticipated beneficiaries
Food security	Adequacy of required nutrients or food items to keep a household satisfied and healthy.
Institutional capacity	Skills, competencies and facilities necessary to enable a project work towards its objectives.
Sustainability	long-term positive impact of an intervention as a result of proper planning .

### **1.11 Organization of the Study**

The study is organized into five chapters. Chapter one contains the background of the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, limitations, delimitations, basic assumptions of the study and the organization of the

study.

In chapter two, literature is reviewed in the following order; a general review of community participation influence on successful implementation of community based projects, the influence of management of funds on successful project implementation, influence of institutional capacity on successful implementation of community based projects and how sustainability is addressed for successful implementation of community based projects. The chapter also presents a theoretical and conceptual framework showing the variables and the various indicators.

Chapter three outlines the research methodology used in the study and included research design, target population, sample size and sampling techniques, sample size, sampling techniques, research instruments, questionnaires, validity of the instruments, reliability of the instruments, and finally piloting of the research instruments. The study presents the Operationalization of variables table.

Chapter four shall present analysis, presentation and interpretation of data while chapter five will entail summary of findings, discussions of findings, conclusions, recommendations and suggestions for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter reviews literature on community participation, institutional capacity, sustainability and management of funds in community based projects as contributors to their successful implementation.

#### **2.2 Implementation of Community Based Projects**

A project is considered successful when it is completed on time, on budget, within its scope and solved its intended purpose. However, for this to be realized, various other functions of the project needs to be addressed in planning and closely monitored to ensure that established community based projects execute the desired goals.

#### **2.3 Community Participation in implementation of Community Based Project**

Community participation is the sociological process by which residents organize themselves and become involved at the level of a living area or a neighborhood, to improve the conditions of daily life (water, sanitation, health, education). It comprises various degrees of individual or collective involvement (financial and/or physical contributions, social and/or political commitment) at different stages of a project. Since, it implies that residents set up management committees in charge of equipment (Moningka, 2000).

Moningka (2000) adds that community participation can be seen as a process in which community members are involved at different stages and degrees of intensity in the project cycle with the objective to build the capacity of the community to maintain services created during the project after the facilitating organizations have left. Community participation throughout the

whole project, thus from project design and implementation to evaluation, ensures the reflection of community priorities and needs in the activities of the project and motivates communities into maintaining and operating project activities after the project is completed.

According to Mansuri and Rao (2004) community based projects are typically implemented in a unit referred to as a 'community'. This often refers to either an administratively defined locale such as a village, a tribal area, or a neighborhood, or identifies a common interest group, such as a community of weavers or potters. It is common in the literature on development policy to use the term, without much qualification, to denote a culturally and politically homogeneous social system, or one which is, at least implicitly, an internally cohesive and more or less harmonious entity.

In Nigeria, Maduagwu (2000) indicates that the Government should not presume that they know what will benefit the poor better than the poor themselves. Maduagwu (2000) further indicates that projects should be embarked upon because people need them not because contractors are pushing for them. Citizens should clarify their own needs and priorities. Capra (1996) see participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment, build the tendency to associate, establish link, live inside each other and cooperate.

Mulwa (2008) argues that an organization that lacks commonness and diversity of interests and vision is likely to challenge attainment of the objective, while limited awareness will affect the quality of project conscientisation. Naive understanding of notions like 'community',

‘participation’ and ‘social capital’ can obscure differences that critically influence outcomes. Such differences may arise from multiple sources. They may be driven by local structures of power, authority and gender, by social divides based on caste, race or ethnic identities, by differential interests in the provision of particular public goods or services or by differential resources due to economic inequality (Mansuri and Rao, 2004).

Mosse (2001) examines several participatory projects and finds that even in projects which had a high level of participation, what was labeled as ‘local knowledge’ was often a construct of the planning context and concealed the underlying politics of knowledge production and use. UNESCAP (2009) shows that a form of participation can be traced to 1940s in Nigeria where a colonial District officer in charge of community development wrote frequently about how self-help development could transform the capacity of Nigerians to identify their own needs and strengthen their abilities to improve their won condition.

Approaches of participation have been popularized by RRA and PRA approaches to community development and research which Chambers (1994) refers to as a family of approaches and methods to enable rural people to share, enhance, and analyze their knowledge of life and conditions, to plan and act. Cleaver (1999) observes participatory approaches as ways of building synergy, ownership and enhancement of sustainability.

Participatory approach has been criticized on the basis that no single study (to establish) a causal relationship between any outcome (of a project) and (its) participatory elements (Mansuri and Rao, 2004). They have also faulted the individualization of the concept of action and the depolarization of empowerment. Their observation is that it would be difficult to elaborate on who is empowered; individual or community or categories of people e.g. women, the poor or

socially excluded (Cleaver, 1999).

Mansuri and Rao (2004) observe that there is a substantial, and disparate, theoretical literature on collective action and coordination by economists, sociologists and anthropologists which examines the relationship between heterogeneity and the capacity for collective action. This literature has identified a number of constraints to collective action and has also indicated the types of environments in which coordination issues are likely to be more or less problematic.

Community participation is key to the success of any given project at the level of the community. Members of the community through community based projects address issues that directly affect them in an effort to curb situations of interest to them. If the community is therefore not involved at the various project levels, chances of it not owning the project may render its operational capacity unattainable.

#### **2.4 Management of Funds in implementation of Community Based Projects**

Mobilization is the process of forming crowds, groups, associations and organizations for the pursuit of collective goals. Organizations do not emerge spontaneously but require the mobilization of resources. In modern capitalistic society, these resources are free flowing and are easier to mobilize than in the more traditional societies. There are various resource needs in starting an organization, that is technology, labour, capital, organizational structure, societal support, legitimacy etc. the right mix of these resources are not always available. Stinchcombe (1965) posits that organizational development seems to occur in spurts followed by long periods of stability.

Magano (2008) outlines that funding is the element that could positively contribute to the success of the project and indicated that the financial need of the project should be reflected in both the

planning and implementation proposals. In measuring the success and failure of poverty alleviation projects, availability of project funding specially focusing on comparing the amount of money required to start the project with that received should be considered (Tshitangoni, Okorie and Francis, 2010). The availability of continuous funding, transparency and faithfulness of members of management are also regarded as success factors of poverty alleviation projects (PAPs). Tshitangoni (2010) indicated that lack of basic business practices such as record keeping as well as poor business records impacted negatively to poverty alleviation projects and resulted from lack of training on business management skills.

An article by Duggan (1999-2012) stated that in order to maximize profitability and return on investment, project managers require a working knowledge of basic finance accounting concepts like cost benefit analysis, budgeting, break-even-analysis and forecasting. According to Meredith and Mantel (1995) the following financial factors may impact positively and or negatively on projects: profitability, net present value of the investment; impact on cash flows; cash requirements; time until break-even; size of the investment required; impact on seasonal and cyclical fluctuations; cost of getting systems up to speed and level of financial risks.

According to the World Bank (1999) financial management brings together planning, budgeting, accounting, financial reporting, internal control, auditing, procurement, disbursement and the physical performance of the project with the aim of managing project resources properly and achieving the development objectives. According to Ravhura (2010) it is imperative that community development projects (CDPs) start with financial and indicates that community development projects at Mutale Municipality used funds for various purpose without the plan. Ravhura (2010) further indicates that the financial plan would assist in eliminating the random usage of project money, which contributes to the mismanagement of funds.

It is important to establish protocols for the disbursement of funds, procurement, financial management and transparency (Haider, 2009). Haider further indicates that financial management training is required although efforts should be made to simplify bookkeeping. The misuse of funds is a risk when financial management responsibilities are transferred to local communities that suffer weak capacity and training should be done alongside with procedures to ensure transparency which include the use of multiple local signatories for receipt of funds and procurement, the maintenance of financial records as well as public access to and regular inspections of these records (Haider, 2009).

The World Bank (1999) further indicates that financial management is a critical ingredient of project success and that sound project financial management provides essential information needed by those who manage, implement and supervise projects, including government oversight agencies and financing institutions; the comfort needed by the borrower country, lender and donor community that funds have been used efficiently and for the purpose intended and a deterrent to fraud and corruption, since it provides internal control and the ability to quickly identify unusual occurrences and deviations.

Most community approaches are financed through installments as opposed to once off large grants. Delays in payments create problems for programme management and can result in frustration, disillusionment and loss of support to beneficiaries and insufficient funding will have greater negative impact (Haider, 2009). The creation and maintenance of record is integral to the operation of the management system and there is an implicit assumption that records are being created and are available to support each stage of the management cycle. It was further indicated that records must be preserved and classified for easy access because they provide the paper trail on which the accounting system is based. Record must be created for each financial transaction

(World Bank, 1999).

According to Mulwa (2008) the fundraising strategies for the community based organizations in Kenya have varied from merry go rounds, micro credit and savings schemes, consultancy, serves, fanfare and special events, harambees and endowment fund. However, there are others like the public, private sector partnerships, the corporate social responsibility and the government funding, either through an agency or directly as well as donor support. Different sources of funds, depending with the PMCs strategy, will influence directly or indirectly, the implementation of the community based projects due to the conditions that go with them as well as the volume each strategy is likely to earn. Projects require funding. Funds form one of the major resources that enable day to day operations of most of the community based projects. It is however important to point out that due to poor fund management most projects fail to meet their budget constraints and end up incomplete and of little value to communities that instituted them.

## **2.5 Institutional Capacity in implementation of Community Based Projects**

Many studies and investigations point lack of skills and low level of education as a factor that compromise the success of community projects. In community Based Disaster Management projects, the need for community training in accordance with the objectives of the project is identified among the key factors for enhancing sustainability (Pandey and Okazaki, 2005). Pandey and Okazaki (2005) further indicate that community based action plans and training improve community problem solving skills.

In Thailand, the Asian Centre for Tourism Planning and Poverty Reduction (2008) established a capacity building program on community based tourism project with the aim of enhancing knowledge and understanding of local communities in developing community- based tourism

projects through organizing training courses for the local community. One of the outputs from training, in addition to knowledge and attitude changes, is that the community has a chance to do a SWOT analysis and get involved in setting a community vision, direction and plan (Asian Centre for Tourism and Poverty Reduction, 2008).

According to Tshitangoni (2010) 27% of project members do not have any formal education which is critical in ensuring project sustainability because educated members may easily grasp and implement skills that they receive during training. The community development support project established in Kayes and Koulikoro had as one of its objectives addressing high level of illiteracy affecting mainly women (Nzau-Muteta et al, 2005). Training is important in team development and includes actions designed to improve the skills, knowledge and competencies of the project team. For example, general management skill is important for team development (Knipe, 2010).

In the United States of America the new Indian Education Centre was established to provide facilitator leadership training to the Native American communities in the field-based mode, with the capacity to link existing service delivery systems to resulting exemplary local projects to provide technical assistance (Miller, 1979). The aims of the Centre were to provide leadership development, to provide training for local community members, to provide technical assistance to local communities and to provide information and dissemination services. The main focus was to develop the capacity of local communities and the creation of employment.

Knowledge and skills are paramount in running of community based projects. Very minimal results will be achieved if projects are not run systematically and necessary skills applied in maximizing output. Project leaders and members require trainings to enable them understand

issues at the level of commonness and proven result oriented procedures.

## **2.6 Sustainability in implementation of Community Based Projects**

Mihelcic et al. (2003) defines sustainable development as the design of human and industrial systems to ensure that humankind's use of natural resources and cycles do not lead to diminished quality of life due either to losses in future economic opportunities or to adverse impacts on social conditions, human health, and the environment.

The way a project is implemented can have considerable influence on its long-term sustainability. For instance, by fostering participatory approaches, remaining flexible in the face of inevitable setbacks, and strengthening the capacity of stakeholders to plan and manage future actions, development officers can help ensure that interventions have a lasting impact on the vulnerable communities they serve. Each of these principles of sustainable project implementation was seen in the projects visited as part of the case studies.

Development projects can take place in a variety of situations. The ideal situation, according to McDade (2004), would be first to determine the priorities of the people (both men and women) themselves and then to focus the project, or multiple projects, on assisting them in improving their livelihoods and making them more sustainable. However, many projects are more specifically focused, oftentimes due to the expertise of the implementing organization.

Development assistance is often offered on a temporary basis and projects typically have finite timeframes. Yet, the impacts of the assistance and projects are intended to be lasting. As a result, a challenge for international development is to achieve long-term sustainability of projects. Historically, many projects have failed to achieve their intended goals (Bishop 2001). Multiple factors contribute to this phenomenon. One key factor is the manner in which projects are

planned and executed. It is critical to the success of a project that various elements of sustainability be considered throughout each stage of the project process. This is particularly true where outside involvement is discontinued after project closure, as is the case for much international development work.

The UN designates three pillars of sustainability: economic, social, and environmental (UN 2002). McConville and Mihelcic (2007) further subdivide the social pillar into three components: socio-cultural respect, community participation, and political cohesion. The result is a group of five factors, containing practices central to achieving sustainability in development. The comprehensive planning process enables communities to identify local social, economic, and environmental issues, engage and educate the community; and promote the long-term health and sustainability of the community (Kelly and Becker 2000; Public Health Law and Policy 2006).

## **2.7 Theoretical Framework**

The study is guided by the principle of subsidiarity grounded on catholic social theory and the teaching on social justice. It holds that where families, neighborhoods, churches and community groups can effectively address a given problem, they should. Where they cannot municipal or the state government should intervene (Bryan, 1998). Only when lower bodies prove ineffective should the government become involved. Subsidiarity therefore means looking first to families to help their own then to churches and other community organizations (Dilulio, 1999). The fact that its roots are in Catholicism does not make subsidiarity inaccessible to arguments of logic and public policy and failure to acknowledge its roots cuts off some priorities it reflects.

Subsidiarity describes a certain approach to the problems of modern society an approach reflecting a broad understanding of human nature, government and social structures. Novak

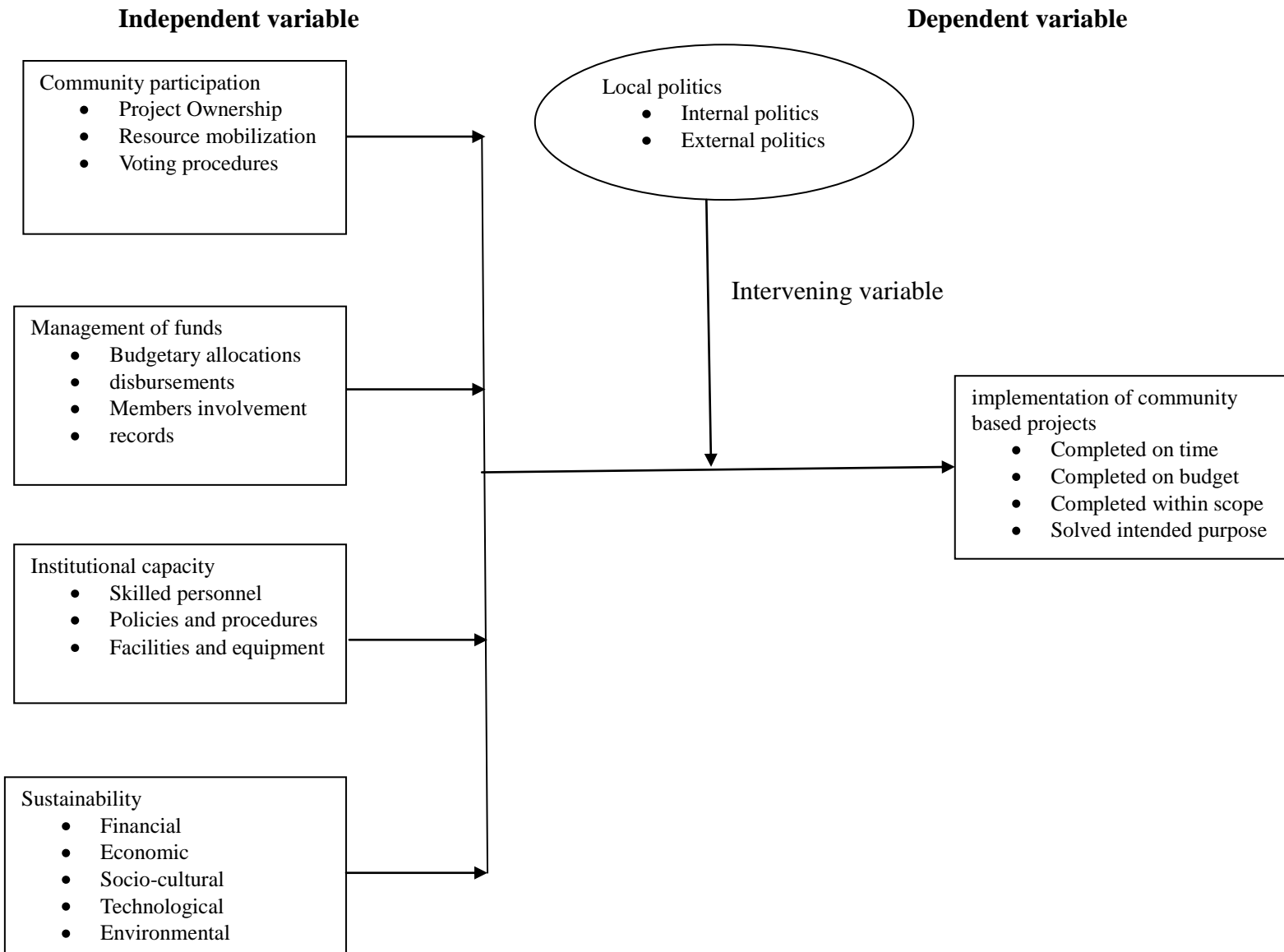
(1999) contends that the welfare state, the administrative state steadily swallow up most of the functions that used to be exercised by civil society, thus the principle of subsidiarity is continually violated as higher levels crush the lower.

Pius XI (1931) asserts that it's a fundamental principle of social philosophy fixed and unchangeable that one should not withdraw from individuals and commit to the community what they can accomplish by their own enterprise and industry. He further adds that it is an injustice and at the same time a grave evil and a disturbance of right of order to transfer to the larger and higher collectivity functions which can be performed and provided for by lesser and subordinate bodies.

Marshal (1999) observes that subsidiarity is expressly equated with devolution. That is, it is portrayed as a doctrine of privatization and decentralization. Subsidiarity therefore needs to be codified into legislative policy as a means to end poverty relied on to justify devolution. Upon devolution, subsidiarity compels reallocation of social functions from higher to lower government bodies or from government to non-government entities. Instituted community based projects therefore seem to facilitate self- empowerment and foster a sense of belonging and civic purpose in lieu of overly relying on the government for provision of such functions. It is therefore upon the principle of subsidiarity that this study is based.

## **2.8 Conceptual framework**

The research assumes that members' participation, management of funds and institutional capacity will affect the efficiency, quality and sustainability of project implementation process. As an external factor, local politics could also affect the implementation process positively or negatively. The study therefore will adopt the following conceptual framework.



**Fig 1: Conceptual Framework**

## 2.9 Research Gap

The conceptual framework was developed to provide clear links of dependent and independent variables as they relate to each other in this research. The independent variables indicated the

factors that influence successful implementation of community based projects. The dependent variable was successful implementation of community based projects. Extraneous variables were assumed to be members beliefs, procedures of members' recruitment, members' subscription rates, gender involvement and any other that might come out during the research.

Local politics was the intervening variables. In this study successful implementation of community based projects is conceptualized as an outcome of interrelated factors such as community participation, management of funds institution capacity and sustainability. As community based projects get instituted, they are under the influence of all these factors. The conceptual framework gives the relationship between the independent variables namely community participation, management of funds, sustainability, institutional capacity and the dependent variable successful implementation of community based project. The four independent variables have high propensity of influencing successful implementation of community based projects in Karai and Ndeiya divisions, Kiambu County. The study concentrated on establishing this influence and hence the reason for undertaking this research.

## **2.10 Summary of the Chapter**

The chapter reviewed the literature on factors influencing successful implementation of community based projects from a global perspective narrowing down to Kiambu County. The study has also presented both theoretical and conceptual frameworks on which the study is based.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focused on the research method to be followed during the study. It includes aspects such as the research methodology, research design, population and sample, data collection and data analysis.

#### **3.2 Research Design**

A descriptive survey design was used in this study used to explore factors influencing successful implementation of community base projects. Descriptive survey is a method of collecting information by interviewing and administering questionnaires to a sample of individuals (Orodho, 2003; Kothari, 2003). Descriptive survey enables the collection of information through questionnaires to determine the opinions, attitudes, preferences and perceptions of persons of interests to the research (Borg, 1987). Descriptive design allowed the researcher to generate both numerical and descriptive data that can be used in measuring the relationship between variables as well as determining their influence successful implementation of the projects.

#### **3.3 Target Population**

According to Tuckman (1972) population is the total target group who would in the ideal world, be the subject a researcher is interested with, in gaining information for and drawing conclusion. The main purpose of the study was to determine factors influencing successful implementation of community based projects. The population of the study composed of 467 project leaders in community based projects in Karai and Ndeiya divisions of Kiambu County as shown in table 1.

*Table 3.1: Target Population*

<b>Type of groups</b>	<b>Study Population</b>
Self-help groups project leaders	273
Women groups project leaders	135
Youth groups project leaders	46
Community based organisations leaders	13
<b>Total</b>	<b>467</b>

*Source: Office of County Director Gender and Social Services Kiambu County*

### **3.4 Sampling Design**

The sampling frame describes the list of all population units from which the sample will be selected (Cooper and Schindler, 2007). Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. Purposive sampling technique was used to select the respondents. In purposive sampling the researcher select people or sites who can best help him to understand the phenomenon (Creswell, 2012). The inclusion of the participants was based on the capacity of the participant to inform the research (Quinlan, 2011).

The advantage of the sampling method is that the participants have knowledge about the topic and they can give reliable information which will help to reach objectives of the study. The Kothari (2006) sample of 30 percent of study population is found to be a representative sample as presented in the table 2.

*Table 3.2: Sample Size*

<b>Type of groups</b>	<b>Study Population</b>
Self-help groups project leaders	82
Women groups project leaders	40
Youth groups project leaders	14
Community based organisations leaders	5
<b>Total</b>	<b>141</b>

### **3.5 Data Collection Procedure**

The research collected primary data using questionnaires. According to Denzin and Lincoln (2000), an in depth questionnaire leads to generation of insightful facts, statistical information and permit a better understanding of organizational complexity. The questionnaire was properly designed to ensure that it provided valid and reliable.

The researcher visited the projects to explain to the respondents the nature of the study and created rapport prior to the collecting of data. The questionnaire was considered appropriate because it d time and the targeted respondents were literate. The questionnaire also ensured uniformity in the way questions were asked. Equally respondents felt free to answer sensitive questions as they were not required to disclose their identity (Mulusi, 1988 as cited by Mugambi, 2006).

### **3.6 Validity of the Research Instrument**

According to Gay (1992) validity refers to the degree to which an instrument measures what it is supposed to measure for a particular purpose or particular group. Instruments in this study were expected to explore issues to do with successful implementation of community projects. Instruments for this study were validated through application of content validity which is determined by expert judgement. Gay (1992) identified that content validity is a matter of judgement by the researcher and professionals and has no specific formula for determination. This research therefore established validity by seeking opinions of colleagues, other lecturers who were not the researcher's supervisor, observations, comments and suggestions by the same.

### **3.7 Reliability of the Research Instruments**

According to Eshiwani (1996), pilot testing is important in the research process because it

reveals vague questions and unclear instructions in the instrument. It also captures important comments and suggestions from the respondents that enables the researcher to improve efficiency of the instrument, adjust strategies and approaches to maximize the response rate. Pretesting was conducted by administering ten questionnaires to project leaders to different women groups in karai division. The researcher used this information to adjust the instrument as found necessary.

### **3.8 Methods of Data Analysis**

The data collected by the researcher was analyzed using statistical methods using the statistical package for social sciences (SPSS V.20) encompassing a wide range of both quantitative and qualitative analysis. Data was first be cleaned by ensuring completeness of information at the point of collection. It was coded and organized into different categories. It was then analyzed using descriptive statistical measures such as central tendency, dispersion and, asymmetry in order to answer the research questions and objectives. This helped to draw inferences over factors that influence the dependent variables.

### 3.9. Operationalization of Variables

Table 3.3: Operationalization of Variables

Objective	Variable	Indicator(s)	Measurement of Indicator	Measurement Scale	Data collection method	Data analysis Methods
To establish the extent to which community participation directly impacts on the successful implementation of community based projects	Community participation	Project ownership Resource mobilisation Voting procedures	<ul style="list-style-type: none"> <li>Adherence to rules and regulations</li> <li>Understanding of project stages</li> <li>Formulation of projects documents</li> </ul>	Interval	Questionnaire	Descriptive statistics
To investigate the extent to which management of funds influence successful implementation of community based projects.	Management of funds	Budgetary allocations Disbursements Members involvement records	<ul style="list-style-type: none"> <li>Prepared budgets</li> <li>Procedures of funds disbursements</li> <li>Level of members involvement</li> </ul>	Interval	Questionnaire	Descriptive statistics
To assess adequacy of institutional capacity in successful implementation of community based projects	Institutional capacity	Skilled personnel Policies and procedures Facilities and equipment	<ul style="list-style-type: none"> <li>level of education</li> <li>presence of Constitution</li> <li>project management trainings</li> <li>necessary tools and equipment</li> </ul>	Interval	Questionnaire	Descriptive statistics
Determine the extent to which sustainability is addressed in successful implementation of Community based projects.	Sustainability	Financial Economic Socio-cultural Technological environmental	<ul style="list-style-type: none"> <li>constant returns</li> <li>integrating plan with culture</li> <li>skills and competencies</li> </ul>	Interval	Questionnaire	Descriptive Statistics

### **3.10 Ethical Considerations**

Informed consent was obtained from all those participating in the study. Those not willing to participate in the study were under no obligation to do so. Respondents' names were indicated anywhere in the data collection tools for confidentiality and information gathered was only used for the purposes of this academic study. The necessary research authorities were consulted and permission granted.

### **3.11 Summary**

The chapter outlined the research methodology used in the study and it includes research design, target population, sample size and sampling techniques, sample size, sampling techniques, research instruments, questionnaires, validity of the instruments, reliability of the instruments, and finally piloting of the research instruments. The chapter also presents the operationalization of variables table.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter covers the data analysis, results and discussion of the study findings. The main objective of the study was to identify the factors influencing successful implementation of community-based projects. In this section, data was analyzed and the results were presented based on the order of the questions in the questionnaire.

#### 4.2 Questionnaire Return Rate

The study targeted 141 project leaders in community based projects in Kiambu County. 106 filled questionnaires were collected from the 141 that the researcher administered. This is equivalent to 76% response rate which is sufficient for analysis because it's above the 50% threshold as according to Babbie (2002).

#### 4.3 Background Information

The study sought to establish the type of project, gender and age of the respondents and their length of membership as project members as part of the background information.

##### 4.3.1 Type of Project

Table 4 shows a summary of the findings. Most (52%) of the projects in the County were established as 'Self-help Groups' followed by 31% established as "Women Groups".

*Table 4.4: Type of project*

Type of Group	Frequency	Percent
Self Help Group	55	52
Women Group	33	31
Youth Group	13	12
Community based Organisations	5	5
<b>Total</b>	<b>106</b>	<b>100</b>

These findings show that most of the projects are started out of a mutual help or aid spirit by the people in the county. They run the projects with the aim of providing mutual support for each other in dealing with food insecurity problems.

### 4.3.2 Gender

Inquiring about gender was necessary in establishing the influence of gender balance in the community based projects. Table 5 shows that the membership of the food security projects is dominated by female (61%) with male constituting only 39%.

*Table 4. 5: Respondents Gender*

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	41	39
Female	65	61
<b>Total</b>	<b>106</b>	<b>100</b>

The women in Kiambu county are therefore at the forefront in the formation and implementation of community-based food security projects compared to men.

### 4.3.3 Age

Most (53%) leaders of the projects in Kiambu County are over 40 years old of age. The rest are aged 40 years and below. Table 6 shows a summary of the findings.

*Table 4.6: Respondents Age*

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Below 25 years	5	5
Between 25 – 30	10	9
Between 31 – 34	15	14
Between 35 – 40	20	19
Between 41 – 44	25	24
Between 45 – 50	22	21
Over 50 years	9	8
<b>Total</b>	<b>106</b>	<b>100</b>

These findings show that the youth and energetic population of Kiambu are not very much involved in implementation of community-based food security projects in the county. Instead, it's the older generation that participates in the implementation activities of the projects; this means that the older (over 40) are better experienced.

#### 4.3.4 Length of Membership

Determining the respondents' length of membership was important as it revealed their level of experience in successful implementation of community based projects. Table 7 shows a summary of the findings. 52% of the respondents have been members of their respective projects for 2 – 4 years while 24% have been members for 5 – 10 years. Only 9% indicated to have been members of their projects for over 10 years.

*Table 4.7: Length of Membership*

<b>Length of Membership</b>	<b>Frequency</b>	<b>Percent</b>
One year or less	16	15
Between 2 - 4 years	55	52
Between 5 - 10 years	25	24
Over 10 years	10	9
<b>Total</b>	<b>106</b>	<b>100</b>

Most of the respondents have been members of their projects long enough to give reliable information on the study subject.

#### 4.4 Project Achievement Indicators

Table 8 shows a summary of the findings on the extent to which the projects have achieved project implementation indicators. To a great extent, the projects have completed their activities in time (43%), on budget (33%), within the scope (42%) and solved the intended problem (41%).

Table 4.8: Project Achievement indicators

Response	Completed in time		Completed on budget		Completed within the Scope		Solved the intended Problem	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Not at all	5	5	3	3	8	8	7	7
Least extent	13	12	18	17	13	12	12	11
Little extent	33	31	30	28	18	17	15	14
Great extent	46	43	35	33	45	42	43	41
Very great extent	9	8	20	19	22	21	29	27
<b>Total</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>

## 4.5 Projects Funds Management

Projects funds management was highlighted in terms of members' involvement in funds management and their response to invitations in funds management.

### 4.5.1 Members' Involvement in Funds Management

Table 9 shows a summary of the findings on the extent to which project members are involved in funds management. Project members are involved in budgeting (39%); financial book keeping (43%) and approval (41%) to a great extent. They are also involved in signing project accounts (45%) and funds mobilization (31%) to a very great extent. Overall, members are part of the funds management in the project implementation.

Table 4.9: Members Involvement in Funds Management

Response	Budgeting		Financial Record Keeping		Approval of Expenditure		Signatory of Project Accounts		Fund Mobilization	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Not at all	7	7	3	3	4	4	5	5	7	7
Least extent	12	11	10	9	8	8	7	7	11	10
Little extent	8	8	20	19	18	17	13	12	27	25
Great extent	41	39	46	43	43	41	33	31	28	26
Very great extent	38	36	27	25	33	31	48	45	33	31
<b>Total</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>

Further, respondents indicated the members' response to invitation to be involved in funds management in various areas. Table 10 shows a summary of the findings. Most of the members are highly responsive to invitations for projects budgeting (74%); financial record keeping (69%); approval of expenditure (66%); signing of project accounts (82%) and funds mobilization (48%).

*Table 4.10: Members' Response to invitation to be involved in Funds Management*

Response	Budgeting		Financial Record Keeping		Approval of Expenditure		Signatory of Project accounts		Fund mobilization	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Highly respond	79	74	73	69	70	66	87	82	51	48
Reluctantly respond	17	16	20	18	23	22	11	10	35	33
Complain over involvement	3	3	8	8	10	9	5	5	13	12
Ignore	7	7	5	5	3	3	3	3	7	7
<b>Total</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>

#### 4.5.2 Regular Funds Disbursement

Findings on the extent to which regular funds are disbursed showed that, 32% are very great extent, 26% great extent, 24% little extent, 11% least extent and 7% no extent at all. This implies that funds are disbursed at a very great extent.

*Table 4.11: Regular Funds Disbursement*

Response	Frequency	Percent
Not at all	7	7
Least extent	12	11
Little extent	25	24
Great extent	28	26
Very great extent	34	32
<b>Total</b>	<b>106</b>	<b>100</b>

#### 4.5.3 Funds Disbursement and Project Completion

The study showed that disbursement of funds regularly is done at a great extent of 41%; little extent of 27% and least extent of 21%. There also some responded (11%) who said the

disbursement of funds was not done at all. This showed that there are established protocols for the disbursement of funds and project completion link in most projects.

*Table 4.12: Funds Disbursement and project completion*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	12	11
Least extent	22	21
Little extent	29	27
Great extent	43	41
<b>Total</b>	<b>106</b>	<b>100</b>

#### **4.5.4 Adequacy of Funds Disbursed**

The researcher also researched on the adequacy of funds disbursed where 42% of responded said the funds were adequate; 33% less adequate; 13% note adequate and 11% very adequate, as shown on the table below. This implies that there is adequate fund disbursed.

*Table 4.13: Adequacy of Funds Disbursed*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Not adequate	14	13
Least adequate	35	33
Adequate	45	42
Very adequate	12	11
<b>Total</b>	<b>106</b>	<b>100%</b>

#### **4.5.4 Funds Disbursed in Line with Budget**

The table and chart below shows that fund disbursement in line with the budget is of great extent of 42%; least of extent of 26%; little extent of 25% and very great extent of 7%. Overall, funds are mostly disbursed in line with the budget.

*Table 4.14: Funds Disbursed in line with Budget*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Least extent	28	26
Little extent	26	25
Great extent	45	42

Very great extent	7	7
<b>Total</b>	<b>106</b>	<b>100</b>

## 4.6 Projects Members' Participation

### 4.6.1 Project Activities

Further study on the members involvement in project activities; initiation, planning and execution was of great extent of 53%, 48% and 45%; very great extent of 27%, 38% and 30%; little extent 13%, 9% and 12% respectively. Thus members are greatly involved in project activities such initiation, planning and execution.

*Table 4.15: Members' Participation in Project Activities*

Response	Initiation		Planning		Execution		Monitoring and Control	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Not at all	1	1	2	2	4	4	2	2
Least extent	6	6	3	3	9	8	7	7
Little extent	14	13	10	9	13	12	17	16
Great extent	56	53	51	48	48	45	45	42
Very great extent	29	27	40	38	32	30	35	33
<b>Total</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>

### 4.6.2 Decision Making

According to whether members are involved decision making, 53% of the members said they are at a very great extent, 36% at great extent, 7% at a little extent and 4% at least extent. These findings show that the members are greatly involved in decision making.

*Table 4.16: Members' Participation in Decision Making*

Response	Frequency	Percent
Not at all	1	1
Least extent	4	3
Little extent	7	7
Great extent	38	36
Very great extent	56	53
<b>Total</b>	<b>106</b>	<b>100</b>



### 4.6.3 Project Rules and Guidelines

Table 17, shows that the members' adherence to project rules and guidelines is generally good with less than 10% rating it as fair or worse. 42% rate the adherence and very good, 29% good and 21% fair.

*Table 4. 17: Members' Adherence to Rules and Guidelines*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Good	31	29
Very Good	45	42
Fair	22	21
Poor	5	5
Very Poor	3	3
<b>Total</b>	<b>106</b>	<b>97</b>

### 4.6.3 Resource Mobilization

Table 18, shows a summary of the findings on the extent to which members respond to involvement in resource mobilisation activities: members' contribution was rated as very great extent (52%) and great extent (25%); labour provision was rated as great extent (48%) and very great extent (26%) while tools and equipment provision was rated at great extent (45%) and very great extent (31%). These findings show that the members are greatly involved in their contribution as compared to labour provision and tools & equipment provision.

*Table 4.18: Members' Participation in Resource Mobilisation*

<b>Response</b>	<b>Members Contribution</b>		<b>Labour Provision</b>		<b>Tools and Equipment Provision</b>	
	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>
Not at all	2	2	5	5	3	3
Least extent	9	8	7	7	10	9
Little extent	13	12	15	14	12	11
Great extent	27	25	51	48	48	45
Very great extent	55	52	28	26	33	31
<b>Total</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>

#### 4.7 Projects' Annual Meeting

The members were found to be actively involved in projects' annual general meetings as indicated by the findings in Table 19. The participation was rated as very good (43%); good (16%) and fair (16%). Only 2 participants rate the participation as very poor (2%)

*Table 4.19: Members' Participation in Projects Annual Meetings*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Very Good	46	43
Good	33	31
Fair	17	16
Poor	8	8
Very Poor	2	2
<b>Total</b>	<b>106</b>	<b>100</b>

In addition, most (76%) of the members are contended with the voting procedures in their projects during the annual meetings. Table 20 shows a summary of the findings.

*Table 4.20: Members' Contention with Voting Procedures*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Not At All	2	2
Least Extent	6	6
Little Extent	17	16
Great Extent	53	50
Very Great Extent	28	26
<b>Total</b>	<b>106</b>	<b>100</b>

The researcher also sought to know who are important in project decision making. 45% are the leaders after consulting members, 43% are the members, 8% members after consulting leaders and 7% are the leaders. The findings indicate that members are have trust in the project leaders on matter to do with decision making but indicate that they also should be part of the decision making.

*Table 4.21: Projects' Decision Makers*

<b>Decision Makers</b>	<b>Frequency</b>	<b>Percent</b>
Leaders	7	7
Members	43	41
Leaders after consulting members	48	45
Members after consulting leaders	8	8
<b>Total</b>	<b>106</b>	<b>100</b>

Most (45%) of the respondents indicated that community participation impacts on successful project implementation to a great extent followed by 31% who felt that community participation impacts on successful project implementation to a little extent. Table 22 shows a summary of the findings. These findings show that, since projects are owned by the community, their successful implementation depends on the community's participation in project activities from the inception.

*Table4. 22: Impact of Community Participation on Project Implementation*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Not at all	7	7
Least extent	10	9
Little extent	33	31
Great extent	48	45
Very great extent	8	8
<b>Total</b>	<b>106</b>	<b>100</b>

#### **4.8 Institutional Capacity**

Table 23, shows a summary of the findings on the level of education of the community members in Kiambu County. Most (58%) of the respondents have completed secondary school education, 18% tertiary and only 12% have reached university level.

Table 4.23: Project leaders' Level of Education

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Primary	12	11
Secondary	62	58
Tertiary	19	18
University	13	12
<b>Total</b>	<b>106</b>	<b>100</b>

The findings show that most projects leaders in the county have not advanced academically. Thus, there is need for capacity building for their effective and productive participation in project implementation.

Table 24, shows a summary of the findings on whether the project leaders had attended any training. Most (64%) have attended some training while 36% have not. This shows that the project leaders have noted the importance of building the capacity in project implementation in addition to their academic education for successful project implementation.

Table 4.24: whether Project Leaders Attend Trainings

<b>Training Attended</b>	<b>Frequency</b>	<b>Percent</b>
Yes	68	64
No	38	36
<b>Total</b>	<b>106</b>	<b>100</b>

Projects leaders attend training in different ways as shown in Table. Most (90%) are trained through project groups while 80% attend training institutions and seminars. The leaders therefore have a wide range of options for building their capacity in project implementation.

Table 4.25: Nature of Training

Nature of Training	Response	Frequency	Percent
Workshops	Yes	30	28
	No	76	72
	<b>Total</b>	<b>106</b>	<b>100</b>
Training institutions	Yes	13	12
	No	93	88
	<b>Total</b>	<b>106</b>	<b>100</b>
Seminars	Yes	25	24
	No	81	76
	<b>Total</b>	<b>106</b>	<b>100</b>
On-job	Yes	13	12
	No	93	88
	<b>Total</b>	<b>106</b>	<b>100</b>
Projects groups	Yes	11	10
	No	95	90
	<b>Total</b>	<b>106</b>	<b>100</b>

Most (42%) of the respondents indicated that training impacts on project implementation to a great extent followed by 31% who indicated very great extent. Training and capacity building has an impact on the successful implementation of the projects in Kiambu County as shown in by the findings in Table 26

Table 4.26: Impact of Training on Project Implementation

Response	Frequency	Percent
Not at all	3	3
Least extent	8	8
Little extent	17	16
Great extent	45	42
Very great extent	33	31
<b>Total</b>	<b>106</b>	<b>100</b>

Respondents' rate on the effectiveness of different areas of institutional capacity, project workshops, seminars and training was rated as the greatly effective with 48%, effective with 31%, least effective with 11% and not effective by 9%. Policies and procedures was rated as greatly effective by 39%, 33% effective, 21% least effective and 8% as not effective. On

facilities and equipment 36% were greatly effective, 25% effective and not effective, and lastly 14% as least effective. The findings show that project workshops, seminars and training are more effective in project management as compared to facilities, equipment and policies & procedures.

*Table 4.27: Areas of Institutional Capacity*

Response	Project Workshops, Seminars and Training		Facilities and Equipment		Policies and Procedures	
	Frequency	%	Frequency	%	Frequency	%
Not effective	10	9	27	25	8	8
Least effective	12	11	15	14	22	21
Effective	33	31	26	25	35	33
Greatly effective	51	48	38	36	41	39
<b>Total</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>100</b>

According to the summary of the findings in Table 28, the adequacy of project's institutional capacity was rated by 58% of the respondents adequate, 17% as greatly adequate, 14% as least adequate and 11% as not adequate.

*Table 4.28: Adequacy of Project's Institutional Capacity*

Response	Frequency	Percent
Not adequate	12	11
Least adequate	15	14
Adequate	61	58
Greatly adequate	18	17
<b>Total</b>	<b>106</b>	<b>100</b>

#### **4.9 Sustainability**

Table 29 shows how the listed areas of sustainability are addressed in project plan. Economic sustainability has a mean and standard deviation of 3.7778 and 0.95789, social-cultural sustainability has a mean and standard deviation of 3.7049 and 1.10067, and environmental

sustainability has a mean and standard deviation of 3.6774 and 1.12751 respectively. Financial sustainability has a mean of 3.6406 and standard deviation of 1.07448 and lastly technological sustainability had a mean and standard deviation of 3.3065 and 1.3006 respectively. Economic sustainability are mostly addressed as shown by the highest mean of 3.7778 and lowest standard deviation of 0.95789.

*Table4. 29: Areas of Sustainability*

<b>Sustainability</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Financial sustainability	106	1.00	5.00	3.6406	1.07448
Socio-cultural sustainability	106	1.00	5.00	3.7049	1.10067
Economic sustainability	106	1.00	5.00	3.7778	0.95789
Technological sustainability	106	1.00	5.00	3.3065	1.30055
Environmental sustainability	106	1.00	5.00	3.6774	1.12751

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter covers summary of the study, conclusion and recommendations. The summary of the study entails an outline of how the study was conducted and findings. The conclusions and recommendations of the study are based on the study findings.

#### **5.2 Summary of the Findings**

##### **5.2.1 Community participation in projects**

The analysis confirmed that project members in Kiambu County are greatly involved in project activities including initiation, planning and execution. The members are also involved in decision making while adhering to the project rules and guidelines hence enhances community cohesiveness. The projects in the county are therefore in existence because people need them, own them and are free to clarify their own needs and priorities through active participation in the project implementation.

##### **5.2.2 Mobilization of funds**

Project members are involved in all the projects' funds management activities especially funds mobilization; financial book keeping; budgeting and payments approval. Their participation in funds ensures that all the available projects funds are regularly and adequately disbursed in line with the budget items. As a result, project activities are completed in time; an indicator of successful project implementation across the county.

### **5.2.3 Institutional capacity**

The study found that most projects leaders in the county have not advanced academically. Still, the community has acknowledged need for capacity building for their effective and productive participation in project implementation. A few leaders have attended training institutions and seminars. Overall, the training and capacity building has positively impacted on the successful implementation of the projects in Kiambu County.

### **5.2.4 Sustainability**

The study found that most projects addressed financial, socio-cultural sustainability, economic, and environmental sustainability to a great extent. The projects give very little attention to technological sustainability.

## **5.3 Conclusion**

The members are actively involved in project implementation activities enhancing community cohesiveness. This enables project members to live together while sharing common norms and values necessary for successful project implementation and development. Members have also ensured availability of continuous funding for their projects, transparency, accountability and faithfulness of members of funds management. Projects members are aware that knowledge and skills are important in the implementation of community based projects. Both project leaders and members are undertaking appropriate trainings and have required skills for handling issues related to project implementation.

## **5.4 Recommendations**

On the basis of the results of this study the recommendation are as follows;

1. Since community participation is significant to successful project implementation, development agencies and project leaders should strive to sensitise community participation in community based projects.
2. Funds management is a critical function in all community based projects since it influences successful implementation of the projects, projects leaders and development partners need to emphasize and undertake training on proper management of funds.
3. There is need for community development workers, NGOs and the government to identify resources availability and build capacities in communities and have them assisted through bursaries, Constituency Development Fund bursaries and donations to undertake community based projects.
4. Project members should also be sensitized on the various aspects of sustainability and its importance so that they can be more involved in planning for projects sustainability.

## **5.5 Suggestions for Further Research**

The following are suggestions for further research:

1. Further research can be undertaken to investigate the reasons for failure of community-based projects at county and national levels.
2. A similar study should be carried out in other counties for comparison purposes.
3. A study on challenges facing implementation of community based projects should be undertaken to enable strengthen community approaches to development.

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**APPENDIX I: LETTER OF TRANSIMMITAL OF QUESTIONNAIRE**

Benson Kamau Gachogu

P.O BOX 41512-00100

Nairobi

Tel: 0725432413

Dear Sir/ Madam,

**RE: REF: REQUEST FOR ASSISTANCE OF FILING RESEARCH QUESTIONNAIRE**

I am a student at Nairobi University doing a Master of Arts Degree in Project Planning and Management carrying out a research as part of my academic requirement on successful implementation of community based projects. I kindly request your assistance by filling the questionnaire as correctly and truthfully as possible. Your identity and response will be treated with utmost confidentiality and so do not write your name on the questionnaire.

Thank you in advance for your assistance.

Yours faithfully,

Benson k Gachogu

L50/82852/2012

## APPENDIX 2: QUESTIONNAIRE FOR PROJECT LEADER

### Section A: Background Information

1. Name of the Project \_\_\_\_\_
2. Respondent's Gender
  - a) Male [   ]
  - b) Female [   ]
3. Respondents' Age
  - a) Below 25 years
  - b) Between 25 – 30 years [   ]
  - c) Between 31 – 34 years [   ]
  - d) Between 35 – 40 years [   ]
  - e) Between 41 – 44 years [   ]
  - f) Between 45 – 50 years [   ]
  - g) Over 50 years [   ]
4. How long have you been a member of the project
  - a) 1 year of less [   ]
  - b) Between 2 – 4 years [   ]
  - c) Between 5 – 10 years [   ]
  - d) Over 10 years [   ]
5. Please indicate with a tick the extent to which you think your project has achieved the indicators as listed on the table below and in accordance to scale given (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Completed on time					
Completed on budget					
Completed within the scope					
Solved the intended problem					

**Section B: Projects Fund Management**

6. In your opinion to what extent are project members involved in fund management strategies as indicated on the table below in accordance to the scale given(Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Budgeting					
Financial record keeping					
Approval of expenditure					
Signatory of the project accounts					
Fund mobilisation					

7. How do members respond to invitation to be involved in the following areas according to the following scale (Key: 1 = highly respond, 2 = reluctantly respond, 3 = complain of over involvement, 4 = ignore).

	1	2	3	4
Budgeting				
Financial record keeping				
Approval of expenditures				
Signatory to project accounts				
Fund mobilisation				

8. To what extent is disbursement of funds regular
- a) Not at all [ ]
  - b) Least Extent [ ]
  - c) Little Extent [ ]
  - d) Great Extent [ ]
  - e) Very Great Extent [ ]
9. To what extent is disbursement of funds conditional to completion of aspects of the project
- a) Not at all [ ]
  - b) Least extent [ ]
  - c) Little Extent [ ]
  - d) Great Extent [ ]
  - e) Very Great Extent [ ]

10. To what extent are periodical disbursements of funds adequate

- a) Not adequate [ ]
- b) Least adequate [ ]
- c) Adequate [ ]
- d) Very adequate [ ]

11. To what extent is disbursement of funds linked to budget

- a) Not at all [ ]
- b) Least Extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]

**Section C: Members' Participation**

12. To what extent are members involved in below listed project activities (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Initiation					
Planning					
Execution					
Monitoring and control					

13. To what extent are members involved in decision making e.g. voting

- a) Not at all [ ]
- b) Least extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]

14. How do you describe members' adherence to the rules and guidelines of the project?

- a) Good [ ]
- b) Very Good [ ]
- c) Fair [ ]
- d) Poor [ ]
- e) Very Poor [ ]

15. To what extent do members respond to involvement in resource mobilisation activities as listed below (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Membership contributions					
Call to provide labour					
Call to provide tools and equipment					

16. How do you describe members' participation in the projects annual general meetings?

- a) Very Good [ ]
- b) Good [ ]
- c) Fair [ ]
- d) Poor [ ]
- e) Very Poor [ ]

17. To what extent are members contented with the voting procedures

- a) Not at all [ ]
- b) Least extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]

18. In your opinion who makes all the important decisions in your project?

- a) Leaders [ ]
- b) Members [ ]
- c) Leaders after consulting members [ ]
- d) Members after consulting leaders [ ]

19. To what extent does community participation impact on successful project implementation

- a) Not at all [ ]
- b) Least extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]

**Section D: Capacity Building**

20. What is the level of education attained by the project leaders

- a) Primary education [ ]
- b) Secondary education [ ]
- c) Tertiary education [ ]
- d) University education [ ]

21. As a project leader, have you attended any training in project management process?

- a) Yes [ ]
- b) No [ ]

22. What is the nature of the training you attended?

- a) Through workshops [ ]
- b) Through training institutions [ ]
- c) Through seminars [ ]
- d) On the job (trainers visits) [ ]
- e) Through project groups [ ]

23. To what extent did the training impact on implementation of the projects?

- a) Not at all [ ]
- b) Least Extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]

Explain your answer above

24. Rate effectiveness of the following areas of institutional capacity in project

implementation according to the scale given Key: 1 = Not effective, 2 = least effective, 3 = Effective, 4 = Greatly effective)

	1	2	3	4
Project workshops, seminars and trainings				
Facilities and equipment provided by donors				
Policies and procedures of operation				

25. In your opinion how would you rate adequacy of your project's institutional capacity

- a) Not adequate [ ]
- b) Least adequate [ ]
- c) Adequate [ ]
- d) Greatly Extent [ ]

**Section E: Sustainability**

26. To what extent are the below listed areas of sustainability addressed in your project plan according to the scale given (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent).

	1	2	3	4	5
Financial sustainability					
Socio-cultural sustainability					
Economic sustainability					
Technological sustainability					
Environmental sustainability					

27. In your opinion to what extent do members respond to involvement in planning for project sustainability

- a) Not at all [ ]
- b) Least extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]

28. To what extent is sustainability plan integrated with the project plan.

- a) Not at all [ ]
- b) Least extent [ ]
- c) Little Extent [ ]
- d) Great Extent [ ]
- e) Very Great Extent [ ]