

**FACTORS INFLUENCING IMPLEMENTATION OF SELECTED DONOR FUNDED
PROJECTS IN KENYA: THE CASE OF WORLD VISION ISIOLO COUNTY,
KENYA.**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF
NAIROBI**

2015

DECLARATION

This research project report is my original work and has not been submitted to any other Institution of higher learning for the award of any degree.

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L50/71404/2014

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This research project report has been submitted with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated in memory of my beloved late Mother Beatrice, my dad Mr. Mburu, siblings Edward, Peter and Esther for their encouragement, selfless support and for their constant and unfailing love.

ACKNOWLEDGEMENTS

My sincere gratitude goes to Professor David Macharia, my project supervisor, for his guidance and constructive criticism. The University of Nairobi and The Department of Extra Mural Studies for availing the course and the opportunity that they gave me to carry out my study and final project research. I extend my sincere gratitude to the staff of World Vision and Isiolo community for their cooperation. I wish to express my deepest gratitude Special thanks to my course mates for their valuable input in fine tuning my research dimension. Finally, I acknowledge my colleagues at work Mr. Philip Omondi and Mr. Zacchaeus Ndirima.

To you all, this has been made possible because you gave selflessly.

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ABBREVIATIONS AND ACRONYMS

BOM	-	Board of Management
CMC	-	Community Management Committee
CPC	-	County Peace Committee
DAC	-	Development Assistance Committee
ECDE	-	Early Childhood Development Education
GOK	-	Government of Kenya
HDR	-	Human Development Report
HRI	-	Humanitarian Response Index
NGO	-	Non-Governmental Organizations
ODA	-	Official Development Assistance
PEV	-	Post Election Violence
SDA	-	Social Development Assistant
SPSS	-	Statistical Package for Social Sciences
UNDP	-	United Nations Development Program
WV	-	World Vision

ABSTRACT

The study aimed at establishing the factors influencing the implementation of donor funded projects by World Vision in Isiolo County. The specific objectives of the study were: to access the influence of community culture on the implementation of donor funded projects, to establish the influence of management factors on implementation of donor funded projects and to determine the influence of community involvement on implementation of the donor funded projects. The research design was descriptive and correlation designs and adopted a census as the sampling technique because the target population for the study was small since it involved all the management of the institutions. The study was carried out in Isiolo County targeting Ministry of Health and Education officers, Ngaremara, Oldonyiro and West Burat Wards targeting the BOMs, committee management committees, World vision officers and local leaders. The target population included Isiolo residents, NGO employees, and Community Representatives and Government representatives. Primary data (qualitative and quantitative) were collected from indicated target groups using a generated questionnaire while secondary data were obtained from World Vision monitoring and evaluation reports and government records. The qualitative data were summarized and categorized according to common themes and presented using frequency distribution tables while quantitative data were analyzed using Statistical Package for the Social Science (SPSS) into descriptive statistics such as frequencies; and correlations to test for relationship between factors. The study adopted a census design by collecting data from respondents all management positions and community representatives. A pre-test was conducted in Attan Primary school and KWS dispensary to check on reliability of the tool. The sample size comprised of 50 respondents. Interviews were conducted by the researcher through a structured questionnaire to the three schools and three dispensaries. A descriptive research design was utilised in the study. Data was then analysed using SPSS program to obtain the frequencies, percentages and correlations. Some of the major factor identified by the study included availability of adequate funds. This enables an organisation to hire technical staff with the required expertise and thus increases effectiveness. Majority of the respondents agreed that funds were adequate and world vision staff had the technical capacity o spearhead the process. However minority of the respondents were not aware of the technical capacity of World Vision staff. The study established that political goodwill is very critical during project implementation. The major factors identified from the findings include insecurity and conflict that would stall project implementation process. The study established community participation was essential during the project lifecycle. Majority of the respondents indicated they were aware of at least six projects World Vision projects from the list. Also majority of the respondents agreed they had received training on management of community projects and the performance of the community management committees was rated by the community as average. The study concluded that organisation capacity, community participation and political goodwill are critical factors project implementers and donors should consider during implementation process. The recommendations given are more community sensitization meetings to increase the awareness level, ensure all-inclusive active community participation rather that the passive and come up with strategies that will increase women participation in community projects. Further suggestions on areas of research have been highlighted.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Essentially, aid is the provision of direct or indirect finance for goods or services at costs that are less than would be charged in the normal. Donor Aid effectiveness remains a top priority for the international development community. Donor agencies must improve their effectiveness in order to achieve concrete development outcomes and eliminate poverty by developing strategies at the country level. Easterly(2003) argued that in looking at the history of aid, one might wonder if Official Development Assistance (ODA) is truly meant to promote economic growth and reduce poverty. Abers(2000) asserted that problems of economic governance and ineffective utilization of development assistance have ranged from poor or no consultation with the intended beneficiaries, lack of coordination between various government agencies, the failure to harmonize policies, programs and procedures harmonization and alignment, poor project design, to poor monitoring of foreign funded projects and consequently indebtedness and poverty.

The extent of success of donor funded projects is determined by both technical and managerial capacity of the human resources of the implementing agencies. In addition, appropriate supportive infrastructure is necessary. According to Pritchett (1994) accountability is a key pillar of effectiveness. Accountability refers to full transparency regarding the purpose, content, responsibility and performance of the development agency. Evaluation is an essential aspect in the success of the project in order to eliminate performance problems and provide feedback to the community (Muramira, 2001)

Sub-Sahara Africa is lagging behind other continents in achieving the Dakar Education for All (EFA) and Millennium Development Goals (MDGs). This is due to the enormous challenges the continent is facing in achieving development as a whole. Poverty, bad governance, conflict and the HIV/AIDS pandemic have made the task of raising the development levels of Africa even more difficult to accomplish. It is acknowledged that most of the children out of school, the illiterate adult school dropouts are in Sub Sahara Africa. It is also agreed that there are groups that are particularly disadvantaged in terms of access, retention and performance in education. These include the poor, rural populations, the

physically challenged, orphans and people in armed conflict and post conflict situations (UNICEF, 2004).

According to the ministry of education in Kenya both boys and girls in these categories are affected. However, due to the unequal socioeconomic gender construct in most African societies, the scale of disadvantages is tipped more against girls and women. (Ministry of Education, 2005). Numerous studies have illustrated this situation to the point that education policy makers and practitioners have been forced to accept that there are serious gender disparities in education that call for urgent action if Africa is to be counted among those who will have achieved the EFA and MDGs by 2015 (UNESCO, 2003).

The factors behind the gender inequity and inequality in education include negative cultural values, attitudes and practices that foster teenage pregnancy, early marriage, sexual harassment, excessive domestic chores and the disregard of the importance of girls' education (FAWE, 2002). There is also the lack of gender responsiveness among the teachers, in the curriculum, teaching methodology, teaching and learning materials, school management systems and the overall school environment (UNICEF, 2004)

FAWE's report argues the gender-based constraints to education tend to be more pronounced in rural areas due to the fact that the environment is normally more accommodating of gender inequality. Rural areas display stricter adherence to traditional cultural values, attitudes and practices. As such practices detrimental to girls' education such as early marriage, abduction, genital mutilation, sexual violence, excessive domestic chores, male superiority and domination of women are tolerated and encouraged by the community both inside and outside the school (FAWE, 2002).

Rural areas in Africa also constitute the majority of the un-reached sections of populations due to the poor infrastructure in terms of transport and communication. Extension workers, government officials and development agents often exclude visiting rural areas using poor transport facilities as a justification. For example, it is common for schools in rural areas to operate for several years without getting a visit from a school inspector or officials from the headquarters (Survey, 2011). As such, exposure to practices that could bring about positive changes to education practice can be very limited.

Even though the government has demonstrated willingness to take up low cost private schools, upon meeting certain requirements, most of them, particularly those operating as commercial ventures are not willing as this means that the proprietors cannot run the schools to maximize on profits (Survey, 2011). Moreover, those that may be willing to have the government take them up are unable to meet the set requirements due to financial constraints. This again demonstrates how problematic low cost private education is, as well as how lack of state oversight and mechanisms to ensure that low cost private schools meet minimum standards, marginalizes urban poor children (Forusz, 2002). The partnership between the government and schools operating in the slums is also haphazard, with the decision to partner with the government resting on the schools, without obligation by the government to do so.

On health issues UNESCO reports in the North-Eastern Province of Kenya extends over 126, 903 km² and contains the main districts of Garissa, Ijara, Wajir, and Mandera. This area contains over 21 primary hospitals, 114 dispensaries serving as primary referral sites, 8 nursing homes with maternity services, 9 health centers, and out of the 45 medical clinics spanning this area, 11 of these clinics specifically have nursing and midwifery services available for mothers. However, health disparities exist within these regions, especially among the rural districts of the North-Eastern province (UNESCO, 2003). Approximately 80% of the population of the North-Eastern Province of Kenya consists of Somali nomadic pastoralist communities who frequently resettle around these regions. These communities are the most impoverished and marginalized in the region.

Despite the availability of these resources, these services are severely underused in this population. For example, despite the high MMR, many of the women are hesitant to seek delivery assistance under the care of trained birth attendants at these facilities (Survey, 2011). Instead, many of these women opt to deliver at home, which accounts for the greatest mortality rates in these regions. For example, the Ministry of Health projected that about 500 mothers would use the Garissa Provincial General Hospital by 2012 since it opened in 2007; however, only 60 deliveries occurred at this hospital. Reasons for low attendance include a lack of awareness of these facility's presence, ignorance, and inaccessibility of these services in terms of distance and costs. However, to address some of the accessibility barriers to obtaining care, there are concerted efforts within the community already such as mobile health clinics and waived user fees (UNESCO, 2003).

Infrastructure refers not only to the unavailability of services in some areas, but also the inaccessibility issues that many women face. In reference to maternal education, according to the survey, women with greater education are more likely to have and receive knowledge about the benefits of skilled care and preventative action antenatal care use, for example. In addition, these women are also more likely to have access to financial resources and health insurance, as well as being in a better position to discuss the use of household income. This increased decision-making power is matched with a more egalitarian relationship with their husband and an increased sense of self-worth and self-confidence. Income is another strong predictor influencing skilled care use, in particular, the ability to pay for delivery at modern facilities (Survey, 2011).

Women living in households unable to pay for the costs of transportation, medications, and provider fees were significantly less likely to pursue delivery services at skilled facilities. The impact of income level also influences other socio cultural determinants. For instance, low-income communities are more likely to hold traditional views about birthing, opting away from skilled care use. Similarly, they are also more likely to give women less autonomy in making household and healthcare-related decisions. Thus, these women are not only unable to receive money for care from husbands who often place greater emphasis on the purchase of food and other items but are also much less able to demand formal care (UNESCO, 2003).

Government or political support may not alone reduce the problems associated with bureaucratic tendencies but it can help. For example, it can reduce the prevalence of political patronage and corruption. That is why it is considered to be both a driver and an enabler. Anti-corruption measures have to be taken in general, including the establishment of anti-corruption agencies whose recommendations should be taken seriously to reduce corruption in procurement and recruitment, hence benefiting ICT implementation (World Bank, 1999).

As a County, Isiolo is subdivided into six administrative wards: Central Isiolo – including Isiolo Town – in addition to Garba Tulla, Kinna, Merti, Oldonyiro and Sericho. Since Kenyan independence in 1963, the local authority in the County has been the Isiolo Council. With the implementation of the new Kenyan constitution, its authority has been substantially strengthened, and its legitimacy in the area will hopefully increase as a result of the outcome

of local elections. The population of Isiolo has grown in recent years, particularly due to immigration from neighbouring Counties and the expansion of Isiolo Town.

1.2 Statement of Problem

Heeks (2002b) demonstrates common problems with donor funded projects in South Africa which is pretty much the case with the problems seen in other parts of Africa. He offers proposals on how to make such projects effective using a model called ‘simplify, standardize, replicate and monitor’. The problems with such projects are varied and include erroneous use of technology, monitoring and evaluation, empowerment of primary stakeholders, and accountability issues.

To stall is to stop progressing prematurely according to Crowther (1996). Therefore a stalled building project is one that has stopped before the intended completion thus cannot function as intended. Kenya being a developing country is still at the stage of trying to attain provision of basic services for her citizens such as affordable health care, affordable education at various levels, administrative services, security, agricultural extension services and others. To be able to meet the demand for these services, the government of Kenya embarked on construction of public buildings that were meant to provide facilities required in provision of such services. However some of these building projects have never been completed to usable level. They became stalled building projects making the government not achieve its intended objectives.

When the National Rainbow Coalition government came into power in January 2003, the ministry of public works was tasked to take stock of all public building construction projects that had stalled, work out an estimated cost and prepare a programme for completion of the identified stalled projects. A report compiled by the ministry of public works (2005) indicated that by the end of the year 2002 there were 197 stalled public building projects scattered across the country. A majority of the projects were initiated in the late 1980's and stalled at various stages of implementation. This number did not include projects undertaken by other government agencies where the ministry of public works was not the project manager.

A sizable proportion of up to 43.7% of the stalled projects were hospitals and health centers which have a big social impact on citizens. Education, security and public administration sectors were also affected by stalling of buildings which remained incomplete for long

periods of time. As the buildings remained stalled, they deteriorated with time due to effects of weather while at the same time vandalism and theft took toll on the abandoned works.

The 197 stalled public building projects identified were therefore prioritized for implementation. However, as the Ministry embarked on planning for completion of these stalled projects, others still continued to stall and by the year 2008 the total number of stalled public building projects had reached 238. Presence of other stalled public building projects (not managed by the Ministry of Public Works) could be evidenced in public institutions such as public universities and military bases. At the Egerton University in Njoro and Chiromo Campus of the University of Nairobi, there were several buildings which remained incomplete for considerable periods of time. The implication of stalled building projects has negative financial impacts to the projects, the financiers and the beneficiaries. This is in terms of lost opportunities, increased costs and loss of revenues.

This study will examine some of the projects in Isiolo County implemented by World Vision with a focus on these objectives; to assess the influence of organization capacity, political good will and community participation on implementation of donor funded projects in Isiolo County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to identify the factors that influence implementation of donor funded projects in Isiolo County, Kenya.

1.4 Objectives of the study

The study was guided by the following specific objectives:

- i) To assess the influence of organisation capacity on implementation of donor funded projects in Isiolo County, Kenya;
- ii) To determine the influence of political good will on the implementation of donor funded projects in Isiolo County, Kenya; and
- iii) To examine the influence of community participation on implementation of the donor funded projects in Isiolo County, Kenya.

1.5 Research Questions

The study sought to answer the following research questions:

- i) To what extent does organisation capacity influence implementation of donor funded projects in Isiolo County?
- ii) To what extent does the political good will of the community influence the implementation of donor funded projects?
- iii) How does community participation influence the implementation of donor funded projects?

1.6 Significance of the Study

The study will be of great use to many in the future time not only to WVK but also to other NGOs operating within Kenya. It will also be of great use to NGO coordination board and GOK as well as other future researchers and academicians.

To WVK management the study will help them to understand different factors that affect the implementation of the strategies and how these factors affect the implementation. This will be of great use to them in future strategy making sessions as well as in the implementation of the current one as it will aid them in making relevant decisions to aid in the strategy implementation.

WVK being bigger NGO than most of others as well as being widely spread than other NGOs working in Kenya, the study will help them in their strategy development sessions as well as in the implementation.

To the NGO coordination board and GOK the strategy will be of great importance in making policies that will aid the NGOs in their strategies implementation through their understanding of the factors that hinder the implementation strategies in the NGOs. It will also help them while guiding NGOs through strategies development and implementation.

To future researcher and academicians the study will form a basis of their study as well as give suggestions to their study topics. It will also help the researchers through it being a reference point in their research work.

1.7 Delimitations of the Study

The study was carried out in Isiolo County, Kenya and targeted three (3) educational projects and three (3) health projects located in Daaba, Tuale and Ngaremara representing all the four communities found in Isiolo County. Information was sought from twenty (20) Board of Management (BOM) members in the schools; twenty (20) community management committees of the dispensaries; the three (3) matrons, one for each dispensary; and two (2) Government Officers each from the Ministries of Health and Education. Other respondents included the three (3) World Vision Project implementers, and three (3) chiefs, one for each of the identified locations of Tuale, Daaba and Ngaremara. The total population of the study is 50.

1.8 Limitations of the Study

Due to the vastness of the area, there were constraints on time and finances to cover the entire donor funded projects within Isiolo County. The limitations were concurred through proper time and finances management.

1.9 Basic Assumptions of the Study

This study was based on the assumption that that the findings of this study will be representative enough of implementation processes of donor funded projects to provide lessons learnt to a wide array of stakeholders. Of the 50 questionnaires, 46 were successfully completed. This was a response of 92% as shown in Table 4.1.

1.10 Definitions of Significant Terms

The following were the significant terms used in the study.

Implementation of donor funded projects—refers to planning time, cost and quality in order to estimate the work needed and to effectively manage the risk during project execution.

Organisation capacity – refers to the monetary given by well-wishers to improve the living standards of communities this requires employment, adequate staff with the technical capacity to run the development projects.

Political goodwill –refers to the willingness of political leadership, especially the local and national leaders and communities to live in harmony and cooperate in developing their community and delivery of goods and services.

Community participation- residents organize themselves and become involved in improving 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.

Donor funded projects - are defined as projects that are sponsored by external donations normally provided by international aid or development agencies and their aim is to improve the living standards of the communities.

1.11 Organization of the study

This research study has been organized in five chapters.

Chapter One is the introduction to the study covering the following areas: background to the study, a statement of the problem, purpose of the study, objectives, research questions, significance of the study, delimitation of the study, limitations of the study, assumptions of the study and definition of significant terms.

Chapter Two consists of a literature review and address itself into what has been done in relation to the topic by exploring further the research objectives and finally identifying the gap in knowledge that exists locally. It covers the following areas: historical perspective of donor aid in rural areas, the influence of management skills on implementation of donor funded projects, influence of community involvement on implementation of the donor funded projects and the influence of community culture on the implementation of donor funded projects

Chapter Three highlights the methodology which comprises: introduction, research design, target population, methods of data collection, validity and reliability, operational definition of variables, methods of data analysis and a summary.

Chapter Four presents the research findings which comprise of introduction, general information, and factors that influence donor funded projects.

Chapter Five provides a summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews the available literature on influence implementation of donor funded projects from global, African and Kenyan perspective. It also presents relevant theories, challenges faced and finally offers a conceptual framework on which the study is based.

2.2 Implementation of donor funded projects

The donor funded projects are involved in various activities which include; integrated Food Security Programs, transportation, marketing and processing of agricultural and livestock production. Availability of safe drinking water for human and livestock, plus the conservation of soil, water, wildlife and the environment form part and parcel of the Integrated Rural Development Programmers implemented by donor agencies at the community level. Health Programmers for disease prevention and treatment, often with mobile health clinics form a common feature in high population density locations. In Isiolo, there is a need to design and implement an integrated development program to address issues such as Education, HIV/AIDS and Health, Water and Sanitation, Food Security and conflicts between the neighboring communities to improve the local community's livelihood.

Donors are accountable to themselves, through self-regulation, and to external actors, including non-operational agencies, host governments, taxpayers and the media. Open criticism of donor behaviour from within the aid system is very rare, as few grant recipients are prepared to bite the hand that feeds them. The Development Assistance Committee (DAC) peer review process and the Humanitarian Response Index (HRI) developed by DARA (2007) have helped to address this. The primary objective of the HRI is to 'provide feedback to those responsible for humanitarian policymaking on how their efforts are seen from the ground'.

Isiolo County experienced massive expansion of NGOs in the aftermath of the Post-Election Violence (PEV) of 2007 which was largely fuelled by an increased presence of international donors and involvement of international NGOs with civil society concerns. A substantial infusion of money combined with the desire to change Isiolo County, led to the financing of organizations that were committed to reconciliation. Therefore, for several years, the position

of most international organizations was viewed sceptically by the majority of the population residing in Isiolo County. Overall, Kenya NGOs have been characterized as having weak relationships with citizens because of historical, cultural and political reasons; in some cases this has led to a tendency for NGOs to be run as an elite organization with the sole purpose of meeting the whims of their masters or persons.

The most common causes of project failure are: Frequent change of specification project scope, Unclear project goals, Unclear roles and responsibilities, Inadequate estimation of required human resources and efforts, Inadequate project monitoring and control, Inadequate project management skills, Inadequate risk management, Poor project planning, Staff turnover that affects the project (Grant, 2003). These sets of reasons for project failure stress the importance that inefficient monitoring and poor planning lead to projects failing. The author further argues that projects are invariably unpredictable in their outcomes. The researchers found that this increases the need for more standard systems/procedures to be implemented before any projects are started. Further, if proper records are kept of information and data on issues that lead to the failure of projects in the past, such information could minimize the probability of the same failure occurring twice (Manikutty, 1998).

Many of the above reasons for project failure can be quantified. These quantified reasons allow project managers to work with an established archive of historical data in order to keep all aspects of the project within the standards of acceptability for the organization. These quantified standards and procedures improve the probability of project success (Grant, 2003). There are however quantifiable factors that cause the failure of projects. For example, poor communication has been cited as a reason for project failures (Manikutty, 1998). Unanticipated shortage of resources, in other words business process management issues, has also been reported as determinants of project failure (Grant, 2003).

2.3 Influence of organisation capacity on implementation

According to Global Humanitarian Assistance, Kenya received \$537 million in official humanitarian assistance in 2011, making it the world's eighth largest recipient of aid. NGOs received over \$95 million in 2011 to be used in development projects throughout the country. This is majorly dependent on the donor area of interest and the objectives or the overall mission of an NGO. For example, the overall goal of Swedish development cooperation with

Kenya envisions a Kenya in which all poor people will have the opportunity to improve their lives and in which their human rights are respected whereby Sida's development aid to Kenya is governed by Sweden's cooperation strategy with Kenya 2009-2013 (World Bank, 2002).

Timeliness of provision of donor funds is very critical in every project. A report from Technical cooperation committee (TCP) by FAO showed that the efficiency and timeliness in the provision of Donor funds saved people from emergencies following disasters. Most donors take time in organizing and collecting resources in times of crisis and this is no better in situations where there is no crisis. A research by Gibson (2013) studying Elgeiyo Marakwet County showcases that none of those who received funds in time for their projects were affected unlike those who received their funds later than expected.

The managerial function of staffing involves manning the organization structure through proper and effective recruitment, training, selection, compensation, appraisal and maintenance of human resources. The staffing function is the most vital managerial act along with the planning, organizing, directing and controlling. The operations of these four functions depend upon the human resources available through the staffing function. It is a continuous process throughout the year due to promotions and transfers that take place (Alter, 1979).

Some studies conducted on international development project management (EYONG, 2009) competencies are depicted as one of the key factors to project success, but we sense that these studies do not reflect the particular situation of international NGO projects. Moreover, they mainly use quantitative research methods, which do not necessarily show these nuances in the understanding of competences like leadership or budget management typical to this particular NGO business. Other studies conducted on the competencies of project managers within international development NGOs (Crowther, 1996) provide information on the work of international development project managers, but do not specifically address this type of environment. They also present data essentially based on secondary data analysis. Other documents present the competencies of project managers in this area (EYONG, 2009) and provide an interesting interpretation, but they are professional guides that do not result from empirical data collection.

Professionalization of project managers within these organizations especially non-governmental organizations working in the field of international development is a phenomenon that emphasizes the importance of competencies ((UNDP, 2011). Previously performed by volunteers, the professionalization of international development and humanitarian action leads experts to build a real professional career whose work is increasingly characterized by managerial criteria in project development as well as in the effectiveness of their action. Professionalization is not in contradiction with the strong commitment that characterizes the work of people in this field, but the achievement of international development projects has become a specific job which now requires specific competencies such as technical skills, management skills, and human skills. Organizations must be able to count on competent and qualified personnel able to work in the field with different cultures and sometimes in difficult conditions and complex environments (OCDE, 2011).

Organizations have to continuously make strategic decisions on how to get the right people who can compete globally, improve quality, innovation and customer service. The author argues (Alter, 1979) success of an organization depends on how the human capital is managed through finding the right people, maintaining an effective workforce and developing effective human resources. Human capital refers to the economic value of the combined knowledge, experience, skills and capabilities of employees. This is inbuilt by developing strategies for finding the best talent, enhancing their skills and knowledge through training and providing compensation and benefits that support sharing of knowledge.

It is important that the implementation be well managed by people who understand the project. In addition, there must exist adequate technology to support the project; technical Tasks refers to the necessity of not only having the necessary personnel for the implementation team, but ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks. Steven Alter writing on implementation risk analysis identifies two of the eight risk factors as being caused by technical incompatibility: the user's unfamiliarity with the systems or technology, and cost ineffectiveness (Alter S, 1979).

2.4 Influence of political goodwill on implementation

Politicians are merely viewed as the most obvious manifestation of the constant struggle for control over resources which goes on between all individuals, groups and organizations. They tend in particular to ignore the power struggles that exist within and between both government and non-government development agencies, and to forget that they themselves are not just disinterested professionals or technicians, but individuals with personal interests and ambitions. In other words, they themselves, and the organizations for which they work, are part of the 'problem' of 'politics' (Hilhorst, 1985). The political context affects most other factors because of its effect on budgetary allocation, donor relations and political patronage on recruitment. Decisions in a government bureaucracy are politically influenced and may not be driven by productivity or efficiency as opposed to those of the private sector which are profit driven.

Secondly, Hilhorst argues that this view implies that politics is something which can, and should, be eliminated. Those holding such a view tend to either ignore or resist the political implications of their work, insisting that their task is to do a 'proper' professional or technical job, not to mess around with, or pander to, political interests. Consequently, they are frequently disappointed and frustrated, and their efforts are often wasted, because their plans are upset by the 'political interference' of which they are so critical (Hilhorst, 1985).

According to Cernea, it would be much better if these development workers were to recognize that politics is an inevitable component of all development activities. If, instead of resisting or ignoring politics, they tried to incorporate political issues and interests into their plans, they would be less likely to be disappointed and their plans would stand a much better chance of implementation. This does not mean that they should go to the other extreme and ignore all professional or technical considerations, merely that they should take account of political factors, along with all the other things which have to be considered, and adapt their plans accordingly (Cernea, 1985).

Conflicts and violence taking the form of cattle rustling, ethnic violence, displacements and massacres have characterized inter-communal and clan relations among the various pastoralist communities of northern Kenya and the greater Horn of Africa region. In addition to stress factors such as environmental degradation, drought, famine and other natural

catastrophes, Lumsdaine argues that pastoralists face complex challenges of land related conflicts some of which are related to administrative and electoral boundaries); recurrent violent conflicts aggravated by the proliferation of small arms and light weapons (SALWs); tensions with agricultural communities; and human wildlife conflicts aggravated by competing uses of land for commercial ranching and wildlife conservation, amongst others(Lumsdaine, 1993).

In the recent times, prior to the outbreak of violent ethnic conflicts in Tana River on the coast and Moyale town of Marsabit, the central Isiolo region was one of the most affected hotspots of violence. In the 2009 Census, Isiolo had a cosmopolitan population of 143,234, with Borana, Samburu, Gabra, Sakuye, Turkana, Meru and Somali being the main ethnic groups in the region. From late 2011 into 2012, hundreds of people lost their lives and livestock were stolen in intense, well-organized violence as the Borana and Somali communities violently clashed with their Turkana neighbours. The conflict led to widespread internal displacements, the torching of several villages and schools and market disruption, with grave knock-on effects on people's livelihoods leading also to destruction of infrastructure (UNDP, 2011).

Good governance means the effective management of resources in a manner that is open, transparent, accountable, equitable and responsive to people's needs (EYONG, 2009). It also means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal (UNDP, 2011). The issue of good governance has been key to the functioning of successful NGOs although it is essential to all organizations (for profit, private, public, and not-for profit) where resources must be managed in a manner that is transparent, accountable, equitable and responsive to the needs of the people (Lekorwe & Mpabanga, 2007). Onyango (2009) acknowledges that organizations operate in complex and dynamic business environments and subsequently require complex, but flexible governance.

Identifying the location of a project, Grant (2003) is one of the most important aspects in project implementation as this is a great determinant in the success of a project. The process of identifying the location of a project includes but is not limited to: developing a plan for assessment of local needs and resources of the community, understanding and describing the community in which the project will be located, identifying your target population and the

intended outcome or purpose of the project, as well as involving people most affected by the problem that the project seeks to address (Frenrichs, 2008)

Pritchett (1994) argues that when identifying location of a project, it is important to bring all stakeholders on board before commencing a project as it puts more ideas on the table than would be the case if the development and implementation of the effort were confined to a single organization or to a small group of like-minded people. Stoker (2005) also states the implementing organization also gains buy-in and support for the effort from all stakeholders by making them an integral part of its development, planning, implementation, and evaluation. The community thus brings in their effort, and they'll do their best to make it work and this ensures fairness to everyone since all stakeholders can have a say in the development of an effort that may seriously affect them.

2.5 Influence of community participation on implementation

The achievement of M.D.G and other international and national development targets in developing countries hinges in capacities of individuals, organizations and societies to transform in order to reach their designed objectives. United Nation Development Programme (UNDP) defines capacity building as the ability to perform functions effectively, efficiently and sustainably. Capacity building is regarded as the enhancement of the competency of individuals and local communities to engage in activities in a sustainable manner for positive development, poverty reduction and also meeting the MDGs, (Grant, 2003). Capacity building involves strengthening performance capabilities by empowering those who are most marginalized by providing equal chances for community to access resources.

In the implementation of community projects, the beneficiaries need the ability to perform many functions to ensure they maximize on the outputs of the projects. A study conducted by Grant (2003) for instance, shows that in order to produce more and more nutritious food the beneficiaries have to use agricultural knowledge and farming skills which are technical assets.

Capacity building is not only a stand-alone training interventions but rather a strategically coordinated set of activities aimed at improving the abilities of skills of individuals for a better performance. According to Grant (2003) capacity development and skills training are

determinants of successful developments. For a project to realize its objectives, the guidelines of the project cycle must be vigorously implemented. The cycle should however further incorporate participative process, social integration, capacity development and economic diversity. Kistern insists that human capacity development and skills training are important determinants of successful development.

Measuring awareness or knowledge or issues creates several interesting challenges. First it is important to measure what respondents know as well as what they do not know. This requires optimizing responses based on individuals' knowledge rather than guessing. Thus it is essential to enhance the likelihood of having a respondent answer I don't know when the issue is unfamiliar rather than having them making a guess. Research in the literature suggests that this can be a dilemma since it is socially desirable to appear well-informed and seeming well informed is not easily accomplished with I don't know response. For example Bishop (1980) has shown that respondents will even venture opinions about non-existence, fictitious issues rather than admitting they don't know. This implies that unless the question regarding the issue is structured so the respondents feel comfortable to answer they don't know, there is a likelihood that a portion of the respondents will affirm to knowledge they don't know.

Involving the community in the project may increase local ownership of projects and enhance a sense of responsibility for maintaining services provided by projects. These aspects are both essential for the durability and continuity of projects. Community participation is essential if interventions and programmes aimed at promoting health, well-being, quality of life and environmental protection are to be widely owned and sustainable. However, such sustainability requires that the community participation process itself be sustainable, with fundamental prerequisites being in place (Ostroff, 1992)

Exclusion of communities in their own development and organizing often works with specific groups of the population, especially those that are marginalized and disadvantaged. The changing contexts within and between European countries can pose special cultural and political challenges and require that workers be equipped with relevant knowledge and skills. Communities that participate in all stages of planning, decision making are more willing to

also to contribute resources towards improving the well-being of their communities hence strengthening the ownership aspect (Ostroff, 1992).

Community management committees give stewardship of a service or services to representatives of the community. They are non-government and non-commercial providers who reflect the needs of their community within the guidelines of good practice as outlined by legal, ethical and the community sector requirements (Pritchett, 1994). These requirements change over time as new information becomes available, as service delivery changes in the response to changes in the community or reporting and accountability expectations of governments change. According to Grant (2003) what doesn't change is that there is an expectation of effective governance that directs and provides overall accountability including electing and appointing management committee members.

Community management committees are important in that: they make decisions which reflect their community, its culture and changes within it, they are well connected to their community as they are managed by representatives from it, they are most responsive to their community because of their direct and continuing connection, they adjust service delivery quickly because of their connection and responsiveness and they develop social capital by building connections, relationships and networks for families. Members of this committee are best selected by fellow community members. They select people who have a leadership potential and who can easily represent them, people of integrity and easily approachable by fellow community members (Grant, 2003)

2.6 Theoretical framework

In a series of prior papers (Howell and Koskela 2000; Koskela and Howell 2001; Koskela and Howell 2002a; Koskela and Howell 2002b) the authors have explored the theoretical foundation of project management. In this paper, the theoretical foundation emerging from this work is summarized and used for explaining the novel features of two project management methods, which radically deviate from the conventional doctrine of project management: Last Planner and Scrum.

It has been generally seen that there is no explicit theory of project management. We argue that it is possible to precisely point out the underlying theoretical foundation of project

management as espoused and mostly applied in practice (Howell and Koskela 2002b). This foundation can be divided into a theory of project and a theory of management.

The theory of project is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which a project is managed as shown in Table 1. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently.

Table 1: The underlying theories and assumptions of project management

<p>a) Theory of project</p>	<p>Principles:</p> <ol style="list-style-type: none"> 1. The total transformation of a project can be decomposed into manageable and well-understood sub-transformations, tasks 2. A project can be realized in a optimal manner by realizing each task in an optimal manner and the tasks in optimal sequence <p><i>Corollary:</i> Project performance can be performed by improving the tasks</p> <p>Assumptions:</p> <ol style="list-style-type: none"> 1. Tasks are independent, except sequential relationships 2. Tasks are discrete and bounded 3. Uncertainty as to requirements and tasks is low 4. All work is captured by top-down decomposition of the total transformation 5. Requirements exist at the outset and they can be decomposed along with work
<p>b) Theory of Management</p> <p>1. Theory of Planning</p>	<p>Conceptualization: There is a managerial part and an effect or part in the project; the primary function of the managerial part is planning, and the primary function of the effect or part is to translate the resultant plan into action.</p> <p>Principles:</p> <ol style="list-style-type: none"> 1 Knowing the current state of the world, the desired goal state, and the allowable transformations of state that can be achieved by actions, a series of actions, the plan, can be deduced.

	<p>2 The plan is translated into reality by the effect or part of the organization.</p> <p>Assumptions:</p> <p>1 Translating a plan into action is a simple process, by following directions.</p> <p>2 The internal planning of a task is a matter of the person to whom the task has been assigned</p>
2. Theory of execution	<p>Conceptualization: Managerially, execution is about dispatching tasks to work stations.</p> <p>Principle: When, according to the plan, the time has arrived to begin task execution, it is authorized to start, in speech or in writing.</p> <p>Assumptions:</p> <p>1 The inputs to the task and the resources to execute it are ready at the time of authorization.</p>
3. Theory of control	<p>Conceptualization: There is a process to be controlled, a unit for performance measurement, a standard of performance and a controlling unit (thermostat control).</p> <p>Principle: The possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached</p> <p>Assumptions:</p> <p>1. The process is of continuous flow type, the performance of which is measured at aggregate terms</p> <p>2. The process can easily be corrected by the control available.</p>

We contend that understanding of management is based on three theories: management-as-planning, the dispatching model and the thermostat model. In management-as-planning, management at the operations level is seen to consist of the creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization. The dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor. The thermostat model is the cybernetic model of management control that consists of the following elements: there is a standard of performance; performance is measured at the

output; the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached.

2.7 Conceptual framework

A conceptual framework is a hypothesized model identifying the concepts under study and their relationships Mugenda(2003). It presents in a diagrammatic form the way the researcher has conceptualized the relationship between the independent and the dependent as well as the confounding variables. Figure 1 represents a conceptual framework for this study.

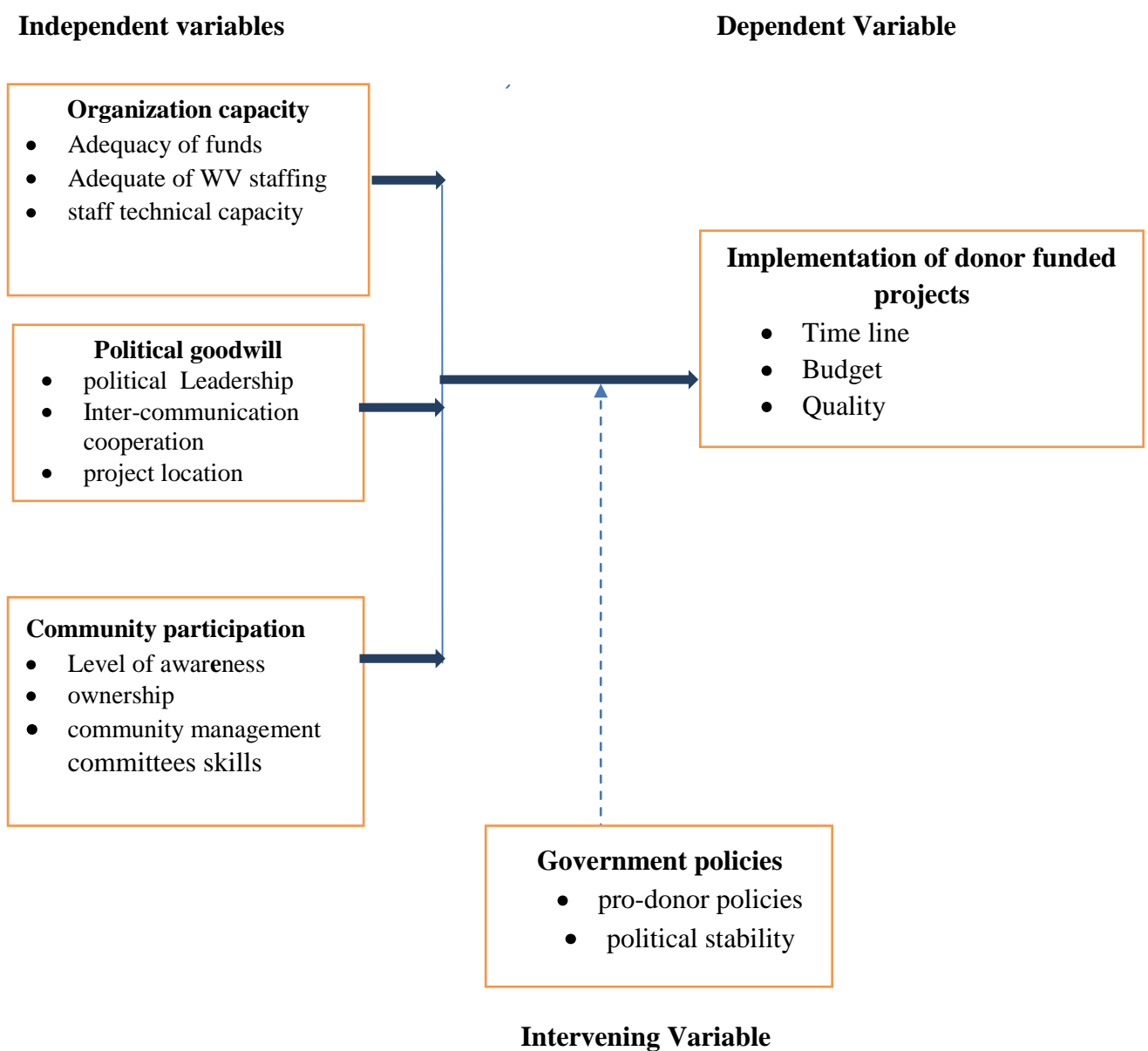


Figure 1 Conceptual framework

2.8 Summary and research gap

It is also notable that considerable numbers of these organizations have their operations in developing countries where absolute poverty is the order of the day. Despite the huge allocation of resources and extensive period NGOs have been in operation, development and poverty reduction in many developing countries is still high, thus raising more questions than answers on the real impacts of these NGOs on the rural communities. It is in this context and having found no literature related to the topic of research in the selected area of study that the researcher found a gap and thereby sought to explore the factors that influence implementation of donor funded projects in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents key methodological issues that were followed to conduct this research. This includes the research design, the target population, the sample size, sampling techniques and methods of data analysis.

3.2 Research design

The research designs used by the researcher were descriptive design and correlation design. This enabled the researcher to determine or estimate the extent to which the values are related. This type of research design chosen to present facts concerning the nature and status of a situation, as it existed at the time of the study as stated by Mugenda (2003). It also brought out relationships and practices that exist, beliefs and processes that are ongoing, effects that are being felt and trends that are developing.

3.3 Target population

The target population of this study was 50. It comprised the all the management of the six institutions (3 schools and 3 dispensaries) within Isiolo County. Interviews were conducted from members of Board of Management, community management committees, World Vision staff, Government officers from Ministry of Health and Education and local leaders. Since the target population consists of all the management of the six institutions, the researcher did not sample the population, but carried out the census hence interviewing the whole population because of its small size (Kothari, 2008).

3.4 Research instruments

This study used a questionnaire with both open and closed ended questions. The questionnaires had two sections designated as Parts I, and II whereby Part I asked general questions which enabled the researcher to learn more about the respondents and their extent of involvement with donor projects while part II of the questionnaire sought to assess the influence of factors on implementation of funded projects.

3.5 Validity of the Instrument

According to Mugenda (2003), validity is the degree by which the sample of test items represents the content the test is designed to measure. Mugenda (2003) indicated that the

usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. This study ensured validity of the questionnaire and the research by consulting experts on the subject matter especially the supervisor.

3.6 Reliability of the Instrument

The test - retest technique was conducted. A measure is considered reliable if a researcher's finding on the same test given twice is similar. Reliability ensures that there is precision with which data is collected. If the same results are gained time after time, no matter how many times you conduct a piece of research, then the data collected is reliable (Mugenda, 2003). To ensure the reliability of the questionnaire, a pre-test of the questionnaire and adjustments made to questions that were found to be unsuitable from other projects i.e. Attan primary school and KWS dispensary in the Isiolo County. Coefficients at or above 0.80 are often considered sufficiently reliable to make decisions about situations based on their observed scores, although a higher value, perhaps 0.90, is preferred if the decisions have significant consequences. Of course, reliability is never the sole consideration in decisions about the appropriateness of test uses or interpretations (Kothari, 2008)

3.7 Data Collection Procedures

Primary data were collected using copies of structured questionnaire. The questionnaire was self-administered by the researcher to targeted respondents. Permission to collect data was sought from the World Vision manager and management committees of the respective institutions after an introductory conversation. An introductory letter from the university was attached to the questionnaire, which included a brief description of the research proposal and assurance about confidentiality of the information obtained from the respondents. Discussions were conducted with project implementers; world vision staff and the from education and health sectors. These discussions were used to verify the information from interviews conducted through the questionnaire. The researcher cross-checked the completeness of the filled copies of questionnaire, and sought for clarification before leaving where issues were not clear with each of the target respondents.

3.8 Methods of Data Analysis

A data entry template was created in SPSS tool version 21.0, data entry and cleaning was conducted for quantitative data. Statistical Package for Social Sciences (SPSS) was used to aid in analysis. The data were analyzed by employing descriptive statistics such as

percentages, frequencies, tables and correlations. The researcher preferred SPSS because of its ability to cover a wide range of the most common statistical and graphical data analysis and is very systematic. Computation of frequencies in tables was used in data presentation. The information is presented and discussed as per the objectives and research questions of the study

3.9 Ethical considerations

Authorization from the World Vision management, Local leaders (chiefs) and community management committees under study in Isiolo County was sought before carrying out the research in Ngaremara, Daaba and Tuale wards. A letter from the University of Nairobi was sought before the data was collected. Information obtained in this research was strictly used for academic purposes. Where necessary, the respondents were assured of the confidentiality of information that they gave.

3.10 Operationalization of variables

The operationalization of variables is shown in Table 3.1

Table 3.1 Operationalization table

Objectives	Variables	Indicators	Measurement	Measuring levels	Tools of measurement	Type of data analysis
To assess the influence of donor funding and management capacity on implementation of projects	Organizational capacity	Adequacy of funds	Reliability of funds	Nominal	Questionnaire	Correlation& frequencies
		Adequate WV staff	No. of staff per project	Nominal	Questionnaire	Correlation& frequencies
		WV technical capacity	No. of trained staff	Nominal	Questionnaire	Correlation& frequencies
To assess the influence of political goodwill on the implementation of donor funded projects in Isiolo County, Kenya	Political goodwill	Political leadership	Political interference	Nominal	Questionnaire	Correlation& frequencies
		Intercommunity cooperation	No. of conflicts	Nominal	Questionnaire	Correlation& frequencies
		Project location	No. of disputed project locations	Nominal	Questionnaire	Correlation& frequencies
To determine the influence of community participation on implementation of the donor funded projects	Community participation	Level of awareness	Perceptions	Nominal	Questionnaire	Correlation& frequencies
		Ownership	No. of projects involved	Nominal	Questionnaire	Correlation& frequencies
		Community management committees	No. of effective management committees	Nominal	Questionnaire	Correlation& frequencies

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, presentations, interpretations and discussion of the research study from the data obtained. The study established the extent to which donor organisation capacity, political goodwill and community participation influence the implementation process.

4.2 Return rate

In total 50 questionnaires were distributed to the identified respondents in the six institutions under study. Of these, 46 questionnaires were successfully completed

Table 4.1 Return rate

	Frequency	Percent
Complete	46	92.0
Unfilled	4	8.0
Total	50	100

This response rate is above average which is 50 %, hence the researcher had adequate data for analysis. This is supported by Mugenda and Mugenda (1999), who states that a 50% response is adequate, 60% good and above 70% rated very good. This response rate of 92% implies that the study results are adequate and representative as shown in Table 4.1. The high response rate could be attributed to the personal efforts of the researcher, who made a follow up of every questionnaire sent out.

4.3 Demographic information

The study sought to establish the gender distribution of the 46 respondents; results are as shown in Table 4.2 and their affiliation to the projects under study as shown in Table 4.3

Gender of the respondents

The researcher sought the gender of the respondents which are summarized as shown in Table 4.2.

Table 4.2 Gender of the respondents

	Frequency	Percent
Male	32	69.5
Female	14	30.5
Total	46	100.0

As highlighted in Table 4.2 majority (69.5%) of the respondents were male. The findings imply that women are underrepresented in the leadership positions since the study considered respondents in the management positions despite the government implementing the two thirds affirmative action.

Affiliation to the project

The Table 4.3 presents the respondents' affiliation to the projects under study as they were asked to state in the questionnaire.

Table 4.3 Affiliation of respondents

	frequency	Percent
World Vision staff	3	6.5
BOM	13	28.0
CMC/community representatives	18	39.0
Head teachers	3	6.5
Matrons	3	6.5
Government officer	6	13.5
Total	46	100.0

As is shown in Table 4.3 majority of the respondents were Board of management members (30 %) and community management committees (40%). The findings reveal that there was a high presentation of the beneficiaries' whose perceptive was to triangulate the findings of the study.

4.4 Influence of organisational capacity on implementation

The study sought to determine whether organizational capacity influences the implementation of a donor funded project under the three indicators namely: adequate funds, staff technical

capacity and adequate funding. The responses were analyzed in the study sought to determine the influence of donor funding and management on the implementation of a donor funded project in Isiolo.

Adequacy of funds

The respondents were asked to comment on the adequacy of funds allocated to projects in Isiolo as shown in Table 4.4.

Table 4.4 Frequency on adequacy of funds

	Frequency	Percent
No	12	28.3
Yes	33	71.7
Total	46	100

As is clear from Table 4.4 majority (71.7%) of the respondents felt the funds were adequate for implementation. This can be affirmed by the fact that the project implementers share the budget with the community during the planning and sensitisation meetings. Respondents stated that they felt the process was transparent since a community member sat in procurement meetings on behalf of the community. Minutes of meetings are made available for the members of the community interested in the processes.

Adequate World Vision Staffing

Respondents were asked to comment if World Vision had adequate staff to run the projects, the responses are summarised in Table 4.5.

Table 4.5 Frequency response WV staff adequate

	Frequency	Percent
Yes	38	82.6
No	3	6.5
Don't know	5	10.9
Total	46	100.0

About 82.6 percent of the respondents stated the number of World Vision staffs implementing the projects were adequate in as shown in Table 4.5. This can be contributed by the provision of education and health services which the respondents find accessible in their community after implementation of these projects. Some stated before these services expectant mothers had to walk 17 kilometres to seek maternal care while most never received

prenatal and post natal care. The young children delayed starting school with two years since they were too young to cover the long distances to seek education.

Staff technical capacity

Table 4.6 illustrates the frequency of responses on staff technical capacity as respondents were asked to state in the study.

Table 4.6 Frequency response WV staff has relevant technical capacity

	Frequency	Percent
Yes	9	18.0
No	0	0.0
Don't Know	41	82.0
Total	50	100.0

As highlighted in Table 4.6, majority of the respondents (82%) were not aware of the technical capacity of World Vision staff. This is due to hiring of technical staff by World Vision does not involve community participation at all and it's usually conducted in the organisation headquarters Nairobi.

Correlation analysis of organizational capacity on implementation

To quantify the strength of the relationship between the variables, the researcher used Karl Pearson's coefficient of correlation. The researcher used the Karl Pearson's coefficient of correlation (r) to study the correlation between the study variables and the findings as in the Table 4.7.

Table 4.7 Correlation analysis for organizational capacity

Organization capacity		Implementation of donor funded projects
Adequate WV staff	Pearson correlation	.538
	Sig. (2 tailed)	.000
	N	38
Adequate funds	Pearson correlation	1.000
	Sig. (2 tailed)	.000
	N	35
WV staff technical capacity	Pearson correlation	.947
	Sig. (2 tailed)	.000
	N	38

Table 4.7 shows relationship of variables at 95 percent confidence level, there was a perfect correlation of 1.00 for donor funding. This implies that without funding it is impossible to implement projects. The relation between World Vision staff ability to spearhead the projects and implementation was at 0.947 while on staff technical capacity there was a fair relationship of 0.538. This implies that for projects to be successfully implemented the staff must have the technical capacity and ability to spearhead them. The implementing staff had tertiary education and on job trainings were conducted from time to time by the organisation to fully equip their capacity. The study established that under organisation capacity funds and World Vision staff were adequate were adequate and the organisation had the capacity to spearhead the implementation process.

The findings of the study are also in line with that of Alter (1979) who identified a significant relation between donor funding and staff technical ability to spearhead projects. He also states that the success of an organization depends on how the human capital is managed through finding the right people, maintaining an effective workforce and developing effective human resources. Therefore organisations with strong organisation structure stand a better chance in effective implementation.

With an effective framework and policies governing utilization of donor funds nothing much will be expected in form of results. All relevant organizations must work in harmony if the expected outcomes are to be achieved. It is clear that there is need for coordination and collaboration among various stakeholders to ensure that funds received are made use of efficiently and effectively (Edwards & Hulme, 1995).

The ultimate measure of a successful project is delivery. A project is usually broken down into several deliverables, with the final deliverable being the finished project itself. Each one of these milestones is a signpost on the side of the road. Without consistent and timely delivery, the project will become lost and increasingly more difficult to complete on time Alter (1979)

4.4 Influence of Political goodwill

The study sought the influence of political goodwill on implementation of donor funded projects under the three indicators namely; political leadership, intercommunity competition and project location.

Political leadership

Table 4.8 illustrates frequency responses of respondents on political leadership influence on implementation of donor funded projects as asked to comment in the study.

Table 4.8 Frequency response on political leadership

	Frequency	Percent
Yes	10	21.7
No	27	58.7
Don't Know	9	19.6
Total	46	100.0

As shown in Table 4.8 majority of the respondents 58.7 percent felt political leaders did not interfere with implementation of donor funded projects. This would be due to political campaigns come once in every five years while World Vision projects are implemented annually. This could also be attributed to World vision vacancies are not political jobs but technical since they required a particular expertise. Hence the chances of political interference in community projects are minimal.

Intercommunity cooperation

Table 4.9 illustrates frequency responses of respondents on the influence of security on implementation of donor funded projects.

Table 4.9 response on security concerns

	Frequency	Percent
Yes	31	62.0
No	11	22.0
Don't know	4	8.0
Total	46	92.0

About 62 percent of the respondents agreed there was insecurity in the locality that could affect implementation of projects as shown in Table 4.9. The major type of insecurity in the area was conflict on natural resources especially pasture and water in the dry seasons. This is

a common occurrence in the pastoral communities due to sharing of scarce natural resources. However, respondents said there was peace in the area during the wet seasons since there was plenty of pasture. This implies that there is less migration of people and animals and therefore cases of cattle raiding are minimal.

Project Location

Table 4.10 illustrates responses on the influence of project location on implementation of donor funded projects.

Table 4.10 response on project Location

	Frequency	Percent
Yes	15	32.6
No	23	50.0
Don't Know	8	17.4
Total	46	100.0

Table 4.10 shows that majority of the respondents felt that project location had no influence in implementation process of donor funded projects. The majority (50 %) of the respondents said there was no effect of the site on the implementation of donor funded projects. This could be affirmed since projects locations were identified by the community as per the needs assessment. Due to the communal land system the community members discuss and agree on the project site which is then set apart for implementation of community projects.

Correlation analysis on political goodwill versus implementation

Table 4.11 quantifies the strength of the relationship between the variables; the researcher used Karl Pearson's coefficient of correlation. The researcher used the Karl Pearson's coefficient of correlation (r) to study the correlation between the study variables and the findings.

Table 4.11 Correlations analysis on political goodwill verses implementation

Political goodwill		Implementation of donor funded projects
Interference by political leaders	Pearson Correlation	.818
	Sig. (2-tailed)	.000
	N	46
Security issues/concern	Pearson Correlation	.818
	Sig. (2-tailed)	.000
	N	41
Location of the project	Pearson Correlation	.000
	Sig. (2-tailed)	.103
	N	42

The study revealed there was a strong correlation of 0.818 at 95 % confidence level on political interference and security concerns while no relation on project location with implementation of donor funded projects as analysed in Table 4.11. This implies that implementation of projects is stalled when there is insecurity in the area. This is attributed to the fact that contractors and manpower have to flee for their lives hence abandoning the project. This affects negatively the project time frame and in worse cases the project is vandalised and materials are stolen during chaos. This results to an extra financial implication on the budget cost. From the study findings insecurity in the area arises from political campaigns and drought season where there are scarce pasture and water for the pastoral community. The project location had no influence on implementation of donor funded projects due to active involvement of community in selection of the site.

On political goodwill that majority of the respondents felt that political interference led to insecurity in the region. World vision projects are not affected since there are implemented by technical officers who are not politically appointed. These findings are in agreement with those of Hilhorst (1985) that found a significant relationship between political interference and insecurity. He also argues that political leadership has crucial influence and can push the organisation towards the tipping point of successful implementation.

4.5 Influence of Community participation

The study sought to determine the influence of community participation on implementation of donor funded projects. The three main indicators include awareness of the project, project ownership/participation and performance of the community management committees.

Level of awareness

Table 4.12 illustrates responses of the respondents on awareness of listed community projects implemented by World vision Isiolo in their community.

Table 4.12 response on level of project awareness

Number of projects known	Frequency	Percent
0	12	26.0
2	5	11.0
3	26	56.5
5	3	6.5
Total	46	100.0

Table 4.12 represents a summary of the number of projects respondents were aware of, majority 56.5 percent indicated were aware of at least 3 projects. This implies that the community awareness level from the findings is slightly above average. Considering these projects are within their communities the awareness and participation level should be about 70 percent.

Project ownership

Table 4.13 illustrates community participation in projects in their community implemented by World Vision.

Table 4.13 response on level of participation

Types of activities	Frequency	Percent
Attending meetings	30	65.2
Provision of labor	12	26.0
Provision of inputs	4	8.8
None at all	0	0.0
Total	46	100.0

As is clear in Table 4.13, majority of the respondents (65.2%) participated in attending of meetings. This would be a result the community lacks masonry skills to provide labour in construction of the projects. However the 26 % that provided labour participated in unskilled jobs such as provision of security and fetching water for the projects during construction.

Community management committees

Table 4.14a summarises responses of respondents on trainings on community received for managing their projects.

Table 4.14a Training on community management committees

	Frequency	Percent
Yes	32	69.5
No	5	10.8
Don't know/not sure	9	19.7
Total	46	100.0

As illustrated in Table 4.14a, majority (69.5%) of the respondents had received trainings from World Vision on project management and recording keeping. This implies that not only does World Vision erect development structures but also capacity builds the communities with skills to run their own projects hence increasing sustainability. This is evident from the successful running of the project by committees and existence of records.

Performance rating

Table 4.14b illustrates performance rating of community management committees as stated by the respondents.

Table 4.14 b Response on performance rating

	Frequency	Percent
Very effective/excellent	8	17.4
Effective/good	15	32.6
Moderately effective/fair	4	8.7
Very ineffective/ very poor	11	23.9
Not able to rate	8	17.4
Total	46	100.0

As shown in Table 4.14b 50 percent of the respondents rated the performance as effective. 17.4 percent of the respondents were unable to rate and this can be as a result of their numerous migration in search of pasture hence they lose touch with development activities in their community. The findings also reveal that trainings received by the committees on project management are relevant and that communities have the capacity to run their own projects.

Correlation analysis on community participation verses implementation

To quantify the strength of the relationship between the variables, the researcher used Karl Pearson's coefficient of correlation. The researcher used the Karl Pearson's coefficient of correlation (r) to study the correlation between the study variables and the findings as in the table 4.15.

Table 4.15 Correlation analysis of community participation verses implementation

Community participation		Implementation of donor funded projects
Awareness of projects	Pearson Correlation	0.848
	Sig. (2-tailed)	.000
	N	38
Participation/ ownership	Pearson Correlation	0.848
	Sig. (2-tailed)	.000
	N	38
Performance rate of CMC	Pearson Correlation	-1.114
	Sig. (2-tailed)	.561
	N	40

The study revealed strong positive correlations of 0.848 at 95 confidences on awareness of the projects and ownership/participation each while there was no correlation on performance of community management committee as shown in Table 4.15. This implies that awareness of projects and participation of the communities influences the implementation aspect of the project either positively or negatively. From the study findings, communities are aware of and participation actively in implementation of community projects. This has resulted to effective implementation of these projects and increased sustainability and community ownership of the projects.

Community participation is vital for effective implementation of donor funded projects. The findings of the study are in line with that of Gibson (2013) a case study of Elgeyo Marakwet that revealed contribution of upfront materials and voluntary participation of the community is an important aspect in contributing to community based construction projects. Also where involvement of stakeholders is commendable and contributed to effective implementation of the program and that stakeholders should be aware of what the project intentions are and their participation should be requested where necessary to minimize resistance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings, conclusions, recommendations of the study and suggestions for further studies based on the data analysis.

5.2 Summary of findings

The summary of findings is presented per objective of the study.

5.2.1 Organisation capacity

The study found out organisations' capacity to manage resources and the implementation process is key to the success of any project. Some of the major factor identified by the study included availability of adequate funds. This enables an organisation to hire technical staff with the required expertise and thus increases effectiveness. Majority of the respondents agreed that funds were adequate and world vision staff had the technical capacity o spearhead the process. However minority of the respondents were not aware of the technical capacity of World Vision staff.

5.2.2 Political goodwill

The study established that political goodwill is very critical during project implementation. The major factors identified from the findings include insecurity and conflict that would stall project implementation process. Majority of the respondents agreed there was no political interference nor during implementation of these projects. The study findings showed there was no influence of project location on implementation process.

5.2.3 Community participation

The study established community participation was essential during the project lifecycle. Majority of the respondents indicated they were aware of at least six projects World Vision projects from the list. Also majority of the respondents agreed they had received training on management of community projects and the performance of the community management committees was rated by the community as average. However, the community management committees are very crucial for the sustainability of the project this explains why the projects are successful.

5.3 Conclusion

The study concluded there various factors that influenced project implementation process included organisation's capacity, political good will and community participation. The study also established availability of adequate funds as a major factor affecting implementation process. An organisation with adequate funds has the ability to hire staff with the right expertise hence there will be effective implementation. From the study findings, there was active community involvement and participation right from the planning stage up to completion of the projects. However there were other minor factors that had no influence at all on the project implementation process such as the project location and political interference.

5.4 Recommendations

- a) This study recommends World Vision should conduct more community sensitization meetings to increase the awareness level within the community within its area of operation.
- b) The government should intensify the peace campaign and involve all local leaders to eradicate/ minimise the cattle rustling in the region.
- c) World Vision should be conducting refresher courses regularly to the community management committees to ensure new members elected in office are equipped with necessary skills.

5.5 Suggestions for further research

The focus of this study was to investigate on factors influencing implementation of donor funded projects on the where variables studied were only limited to three which included donor funding and organization capacity, political goodwill and community participation. Donor funding, organisation capacity and community participation being the major factors from the study that have positive influence in implementation of donor funded projects in Isiolo County. With implementation of donor funded projects being practiced all over the country and success of implementation being different in the various counties due to factors that might be different from factors influenced in Isiolo County. Further studies should be carried out to establish other factors affecting implementation of donor funded projects in Kenya.

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APPENDICES

Appendix 1.Introduction letter

University of Nairobi
School of Extra Mural Studies
Nairobi

Dear Respondent,

REF: INTRODUCTION LETTER

My name is Catherine Mburu, I am a student at the University of Nairobi, undertaking a Master's Degree in Project Planning and Management.

Attached is a questionnaire that is a requirement for my completion of the program. Kindly give the required information which will be used for academic purposes only.

Strict confidentiality will be observed.

Your cooperation is highly appreciated.

Thank you

Catherine Mburu

Appendix 2
Letter of Transmittal

Catherine WaitheraMburu
University of Nairobi
P.O Box 30197
Nairobi
6th March 2015

The World Vision Manager
Isiolo.

Dear Sir/Madam

RE: REQUEST FOR ACADEMIC SURVEY RESEARCH.

I am a student at the University of Nairobi undertaking a Master of Arts degree in Project Planning and Management. I have completed my coursework and currently conducting a project research as part of the fulfilment of the course.

I am conducting a research on implementation of donor funded projects in Kenya; a case study of Isiolo County in Kenya. I am kindly seeking an opportunity to conduct the research in your organization as one of my case non-government organizations. All the data collected for this study will be treated with utmost confidentiality and will solely be used for the academic purposes.

Any assistant you will offer is highly appreciated.

Thank you

Yours Sincerely
Catherine Waithera Mburu
L50/71404/2014

Appendix 3: Research Questionnaire

Dear respondent,

My Name is Catherine Mburu a Masters student of Nairobi university pursuing degree in Project planning and Management in the school of continuing and distance education – Department of Extra Mural Studies. This questionnaire is meant to collect data for a research paper on “Factors influencing implementation of selected donor funded projects by World Vision in Isiolo County”. You have been identified as one of the respondents for this research. Your honest and thorough response to the questions in the questionnaire will highly contribute to the validity of the evaluation.

Note: The information provided will be used purposely for evaluation research work only and will be confidential and anonymous.

Instruction: Please fill in the spaces provided or tick inside the boxes as appropriate

Project implementation: It’s from the conception of the project idea to project to completion.

I thank you in advance for your time and due diligence in supporting this study.

PART I:

Section A: Background Information

1. Your gender:

i) Male

ii) Female

2. Your affiliation (*tick the appropriate box*)

i) World Vision staff

ii) School Board of Management (BOM)

iii) Community Management Committee / community representatives

iv) Government Officer

v) Matrons

vi) Head teachers

vii) any other

PART II:

Section B: Awareness of the project

1. a) Which of these projects implemented by World Vision Isiolo are you aware of?

	Yes	No
i) Lengurma primary school	<input type="checkbox"/>	<input type="checkbox"/>
ii) Tuale primary school	<input type="checkbox"/>	<input type="checkbox"/>
iii) Ngaremara Secondary school	<input type="checkbox"/>	<input type="checkbox"/>
vi) Lengurma Dispensary	<input type="checkbox"/>	<input type="checkbox"/>
v) Tuale dispensary	<input type="checkbox"/>	<input type="checkbox"/>
vi) Daaba dispensary	<input type="checkbox"/>	<input type="checkbox"/>

2. a) Which of these projects implemented by World Vision did you participate in?

	Yes	No
i) Lengurma primary school	[]	[]
ii) Tuale primary school	[]	[]
iii) Ngaremara Secondary school	[]	[]
vi) LengurmaDispensary	[]	[]
v) Tuale dispensary	[]	[]
vi) Daaba dispensary	[]	[]

3. a) Do you think the location of the project influenced its implementation?

- i) Yes []
- ii) No []
- iii) Don't know []

b) If yes, explain.....

Section C: Community Participation

1. Who in the local community was involved during project implementation?

- i) Community Leaders []
- ii) Project beneficiaries []
- iii) Entire community []
- iv) Some selected community members []
- v) Other.....specify
- vi) None at all..... []

2. In what way were the above involved during project implementation?

- i) Attending project meetings []
- ii) Providing labour []
- iii) Providing/sourcing of inputs []
- vii) As members of project management committee []
- iv) Not at all
- v) Other.....specify

3. Do you think that community participation was adequate during implementation?

- i) Yes []
- ii) No []
- iii) Don't know []

4 a) If a new project is initiated in the same area would you be willing to participate?

- i. Yes []
- ii. No []
- iii. Don't know []

b) If yes, please explain.....

c) If no, please explain.....

5 a) Did the project have a community management committee/BOM that run the day to day activities of the project(s)?

- i) Yes []
- ii) No []
- iii) Don't know/not sure []

b) If yes, did the community management committees'/BOM receive any training/orientation on project management?

- i) Yes []
- ii) No []
- iii) Don't know/not sure []

c) If yes to 5a, how would you rate the performance of project management committee?

- i. Very effective/excellent []
- ii. Effective/good []
- iii. Moderately effective /fair []
- iv. Ineffective /poor []
- v. Very ineffective/very poor []
- vi. Not able to rate []

d) How many members (and their gender) were in the community management committees/BOM?

Men..... women

Section D) political goodwill

1.a) Were political/local leaders directly involved in the project implementation?

- i) Yes []
- ii) No []
- iii) Don't know []

1.b) Do you think/feel there was any interference by political/leaders during the project implementation?

- i) Yes []
- ii) No []
- iii) Don't know []

1.c) If yes, explain.....

.....

2a) Were there security issues/concerns that affected the implementation of the project?

- i) Yes []
- ii) No []
- iii) Don't know []

b) If yes, explain.....

.....

Section E) Quality of implementation

1. According to your knowledge of the project, was it completed within the stipulated time frame?

- i) Yes []
- ii) No []
- iii) Don't know []

2. How would you rate the overall implementation of the project?

- i. excellent []

- ii. Fairly good []
- iii. good []
- iv. Fair []
- iv. poor []

Section F: Organisation capacity

1. a) Was the project budget shared by implementers before/during implementation?
 - i) Yes []
 - ii) No []
 - iii) Don't know []
- b) If yes, do you feel the funds were adequate for project implementation considering the activities involved?
 - i) Yes []
 - ii) No []
 - iii) Don't know []
- c) If yes (to 1a above), was the budget adhered to during implementation?
 - i) Yes []
 - ii) No []
 - iii) Don't know []

2. a) How many World Vision staff were involved during project implementation?

.....

- b) Do you think the number of World Vision staff involved was adequate to spearhead the project implementation process?
 - i) Yes []
 - ii) No []
 - iii) Don't know []

3. a) Did the World Vision staff have relevant technical capacity to lead the project implementation process?

- i) Yes []
- ii) No []
- iii) Don't know/not sure []

b) If no, explain.....

Section H: General question

1. What challenges do you think faced the project implementation process? (list 3 main ones)

- i).....
- ii).....
- iii).....

THANK YOU

Appendix 4

List of Community projects in Isiolo County

	Project	Ward
1	Daaba school and dispensary	Daaba
2	Tuale school and dispensary	Tuale
3	Ngaremara school and dispensary	Ngaremara

Source: website (www.isiolocounty.com)