INFLUENCE OF PROJECT IMPLEMENTATION STRATEGIES ON PERFORMANCE OF COMMUNITY PROJECTS IN KENYA: A CASE OF YOUNG MOTHERS PROJECT BY HAND IN HAND EASTERN AFRICA, KIAMBU COUNTY

BY
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Research Project Report Submitted in Partial Fulfilment for the Requirements of the Award of the Degree of Master of Arts in Project Planning and Management of the University of Nairobi

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DECLARATION

This research project report is my original work and has not been presented for an academic award degree in any university**.**

Signed …….. Date …….

Peter Mwangi Kiragu

L50/69076/2013

This research project report has been presented for examination with my approval as the University Supervisor.

Signed ……..... Date…….....

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DEDICATION

This project report is dedicated to my dear and loving family comprised of Susan Wanjugu, Aida Mwangi, Tiffany Mwangi and Mitch Mwangi.

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ABBREVIATIONSANDACRONYMS

AIDS:	Acquired Immune Deficiency Syndrome
CDF:	Constituency Development Fund
DAC:	Development Assistance Committee
ENRM:	Environment and Natural Resource Management
GoK:	Government of Kenya
HFTM:	Hope for Teenage Mothers
HiHEA:	Hand in Hand Eastern Africa
HIV/AIDS:	Human Immunodeficiency Virus Infection
MoE:	Ministry of Education
NACOSTI:	National Commission for Science, Technology and Innovation
NGO's:	Non-Governmental organizations
OECD:	Organization for Economic Cooperation and Development
NYS:	National Youth Service
SPSS:	Statistical Package for Social Scientists
STI'S:	Sexually Transmitted Diseases
UN OCHA:	United Nations Office for the Coordination of Humanitarian Affairs
USAID:	United States Agency for International Development

ABSTRACT

This research sought to examine the influence of project implementation strategies on performance of community projects: A case of young mothers project by Hand in Hand Eastern Africa, Kiambu County. Statistics indicate Kenya received US$404 million in international humanitarian assistance in 2012, making it the eleventh largest recipient of donor aid. In 2011, Kenya received $537 million in official humanitarian assistance making it the world's eighth largest recipient of aid. In one of its studies, the International Finance Corporation (IFC) study found that only half of its African projects succeed and many other donors have not done much better. The failure was attributed to implementation approach adopted. Project implementation strategy is an emerging concept in research literature on project management and it entails the creation of a customizable framework that helps project managers to set up and manage project implementation stages and achieve project objectives in a timely manner and meeting expectations of stakeholders. This research work sought to examine the influence of project implementation strategies on performance of community projects, a case of young mother's project by Hand in Hand Eastern Africa in Kiambu County, Kenya. The study was guided by four objectives; project design strategy, monitoring and evaluation strategy, resource management strategy and stakeholders engagement strategy. Each of the four objectives proposed on the study, was used to test each of the four hypotheses. The study was delimited to Young mothers' project by Hand in Hand Eastern Africa in Kiambu County with focus on Kiambu, Limuru, Thika and Gatundu areas and to the four study variables. The study was grounded on the project implementation theory as the key theoretical model. The study adopted a descriptive survey design with a target population of 62 staff members of Hand in Hand Eastern Africa directly involved in the young mothers project implementation, comprised of six strata namely; top management, management level one, management level two, branch managers, project accountants and business relationship officers and 56 individuals were selected to constitute the sample size for the study. To achieve the desired representation, stratified sampling was used. A six level questionnaire with structured questions having a 5-point Likert scale was used for data collection. Reliability was determined by the Cronbach-Alpha Coefficient. Pilot testing of the questionnaire was done two weeks before the study with six respondents, not included in the final study. Data collected was cleaned, tabulated and analyzed using SPSS Version 19.0. Spearman's rank correlation coefficient was used to measure statistical dependence of variables and hypothesis was tested. The study found out all the four independent variables on project implementation strategies had a positive correlation on the dependent variable-performance of Hand in Hand Eastern Africa young mothers' project in Kiambu County. The study further found a significant relationship between all the four independent variables with the dependent variable Spearman's rank correlation of 0.515 for project design strategy, 0.408 on monitoring and evaluation strategy, 0.635 on resource management strategy and 0.490 on stakeholders' engagement strategy. Therefore, the four hypotheses tested on project design strategy on performance of community project, monitoring an evaluation strategy on performance of community project, resource management strategy on performance of community project and stakeholders' engagement strategy on performance of community project were therefore not rejected. The study recommends holistic approach and organizational commitment to the implementation strategies studied, especially funds, human resource and M &E strategies, which are crucial to the performance of community projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

According to Global Humanitarian Assistance (2013), Kenya received US$404 million in international humanitarian assistance in 2012, making it the eleventh largest recipient of donor aid. Year 2011 was even better as Kenya received $537 million in official humanitarian assistance making it the world's eighth largest recipient of aid. Non-Government Organizations (NGOs) received over $95 million in 2011 to be used on development projects throughout the country. Between 2003 and 2012 Kenya received US$14.6 billion in official development assistance (ODA), making it the fifteenth largest recipient of donor aid. In the last 10 years the proportion of ODA that has been humanitarian assistance has averaged 17%, ranging from 11% in 2005 to 23% in 2008. Kenya received the equivalent of 7% of its gross national income (GNI) as aid (ODA) in 2012 (UN OCHA, 2014).

World Bank's private arm, the International Finance Corporation (IFC) in one of its research study found that only half of its African projects succeed and many other donors have not done much better. (Lavagnon, Amadou & Denis, 2012) The failure is attributed to implementation approach adopted. Project implementation strategy is an emerging concept in the research literature on project management (Patanakul, Shenhar & Milosevic, 2012). Project implementation strategies provide the boundaries for project in order to meet its goals and objectives now and in future as envisioned (Longman & Mullins, 2004). The best project management organizations have clear, well-communicated strategies that support the project. This includes putting in place mechanism to evaluate every project for its fit with the strategies before implementation in order to accomplish the end purpose using the available resources (Cleland & Ireland, 2007).

Many authors suggest project implementation strategy should be used by a project team as a guideline for effectively performing project activities (Patanakul, Shenhar &

Milosevic, 2012). Project success is typically assessed based on several dimensions and is driven by success factors (Baccarini, 1999; Collins & Baccarini, 2004; Cooke-Davies, 2002; Mueller & Turner, 2007). Each performance measure should have an evaluative mechanism (Texas Department of Transportation, 2011). Performance measures provide the basis for determining the degree of achievement of established objectives and when well chosen, they convey whether key objectives are achieved in a meaningful way for performance management. United States Agency for International Development (USAID, 2010).According to Belassi & Tukel, (1996) only a few studies in the project management literature concentrate on the critical factors that affect project success or failure. The success factors are usually listed as either very general factors or very specific factors affecting only a particular project.

The concept of project performance success is a topic often discussed by researchers and practitioners, yet rarely do these professionals agree on the factors that distinguish a successful project from a failed endeavor (Pinto & Slevin, 1987). However, there are major characteristics shared by all projects and discusses the criteria that practitioners and researchers have traditionally used to gauge project success (Pinto & Slevin, 1988; De Wit, 1988). Shenhar, Levy, & Dvir, (1997) posit project performance is meaningful only if considered from two vantage point: the degree to which the project's meets technical performance objective was attained on time and within budget and the contribution that the project made on the strategic mission of the organization. While there is wide divergence of opinions in this field; the only agreement seems to be the disagreement on what constitutes ‘project success’ (Prabhakar, 2008)

In Latin America, a study of development projects as policy experiments of small-scale agricultural projects showed project success requires flexibility strategy in planning and design, opportunity to adjust plans as project progresses, and continuous redesign during implementation (Rondinelli, 2013). It further asserts few projects can survive a rigid blueprint which fixes at the time implementation starts. It further notes most projects scoring high on project performance experienced at least one major implementation

strategy revision after the project managers determined the original project strategy was not working (Rondinelli, 2013).

In Africa, Keene, (2007) in his research paper development projects that didn't work: the perils of narrow approaches to complex projects, he sampled Lake Turkana fish processing plant in Kenya which was funded by Norwegian Government to a tune of $22 million. The project design, stakeholder's involvement, resource management and prior planning were wrong. The project was designed in 1971 to provide jobs to the Turkana people through fishing and fish processing for export. However, the Turkana are nomads with no history of fishing or eating fish. The plant was completed and operated for a few days, but was quickly shut down. The cost to operate the freezers and the demand for clean water in the desert were too high. It remains a "white elephant" in Kenya's arid northwest. Lesotho Highlands water project funded by World Bank, European Investment Bank and African Development Bank to a tune of $3.5 billion did not do better either. The project was designed to divert fresh water from the mountains for sale to South Africa and for electricity began in 1986. But the electricity proved too expensive for most people, and the diversion of so much water caused environmental and economic havoc downstream. The development fund raised from selling the water was shut down in 2003. The main cause of failure as noted was implementation design where the project's design, resource management and stakeholders involvement was not done properly.

Citing World Bank, (2012) Kenya Youth Empowerment Project which was funded to a tune of $145 Million to support Government of Kenya's efforts to increase access to youth-targeted temporary employment programs and to improve youth employability was restructured as part of the implementation strategy when it became apparent the project was not able to meet the intended project performance and at the time of World Bank evaluation, it was rated moderately unsatisfactory because of challenges relating to its financial management and implementation progress associated with component. The Government of Kenya (GoK), 2007 therefore deemed fit to request for project restructuring and change of the implementation strategy in order to deliver on project performance.

In Kenya, according to United Nations (UN) estimates, 50% of the population in Kenya lives in poverty (World Bank, 2005). The widespread poverty affects women´s and children's more and may be the consequences of the continuous vicious poverty cycle and human rights violation. Hand in Hand Eastern Africa (HiHEA) with funding from Svenska Postkod Lotteriet (donor) developed a three years (2012-2014) phase one project targeting poor and vulnerable young mothers with overall aim of creating jobs, improve livelihoods and better living conditions of children through training and capacity building support. The donor has expressed interest to fund phase two of the project and HiHEA plans to apply better implementation strategies for better project performance in terms of goals and deliverables. This research study was on the influence of the four project implementation strategies on community projects, a case of young mother's project by Hand in Hand Eastern Africa in Kiambu County.

1.2 Statement of the Problem

Various studies have been done world over on performance of community projects and the World Bank's private arm, the International Finance Corporation (IFC) in one of its study found that only half of its African projects succeed mainly due to implementation approach adopted (Lavagnon, Amadou & Denis, 2012). It is clear from the background that project implementation strategies is still a major challenge in many community projects leading nonperformance and ultimately failure as (Keene, 2007) has documented in his research paper; development projects that didn't work. Many studies have attempted to explore the success of project implementation (Sumner, 1999). However, most of these studies have focused on the factors that contribute to failure or success of project implementation process in general. Similarly, Cooke-Davies, (2002) differentiates factors leading to the success of project management (traditionally measured against adherence to planning) and factors leading to the success of a project as a whole (measured against the overall objectives. Also Baccarini (1999), Nelson (2005), and Thomas & Fernandez (2008) distinguish between project management success and project success. However, none of these scholars have looked at the influence of project implementation strategies on performance of community projects in Kenya with focus on young mother's project by Hand in Hand Eastern Africa.

Despite Hand in Hand Eastern Africa young mothers project implementation gains since the start, a midterm evaluation of the project carried out in December, 2013 showed slow project implementation with project performance target averaging 50% with over half of the implementation period spent leading to management concern on project performance targets failure (Brijal, 2013). On this basis, this research study seeks to establish the influence of four project implementation strategies devised by Hand in Hand Eastern Africa young mothers project on performance of community project in Kiambu County and specifically in Gatundu, Limuru, Thika and Kiambu area in the context of project design, monitoring and evaluation, resource management and stakeholders engagement strategy.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of project implementation strategies on performance of community projects, a case of young mothers' project by Hand in Hand Eastern Africa in Kiambu County, Kenya.

1.4 Study Objectives

The objectives of this study were;

1. To assess the influence of project design strategy on performance of community projects.
2. To analyze the influence of monitoring and evaluation strategy on performance of community projects.
3. To establish the influence of resource management strategy on performance of community projects.
4. To establish the influence of stakeholder's engagement strategy on performance of community projects.

1.5 Research Questions

The study sought to answer the following questions:-

1. To what extent does project design strategy influence performance of community projects?

2. How does monitoring and evaluation strategy influence performance of community projects?
3. To what extent does resource management strategy influence performance of community projects?
4. How does involvement of stakeholders as a project implementation strategy influence performance of community projects?

1.6 Research Hypothesis

The study was guided by the following hypothesis, tested at 95% significance Level:

$H_1$1: There is significant relationship between project design strategy and performance of community projects.

$H_2$2: There is significant relationship between monitoring and evaluation strategy and performance of community projects.

$H_3$3: There is significant relationship between resource management strategy and performance of community projects.

$H_4$4: There is significant relationship between stakeholder's engagement strategy and performance of community projects.

1.7 Significance of the Study

First and foremost, it was hoped that this study might have come up with a guideline on the influence of project implementation strategies and how they affect performance of community projects. This guideline hopefully will be used by Hand in Hand Eastern Africa who got phase two funding. It was hoped that this study may influence the adoption of strategies that would deliver high project performance now and in future.

It is also hoped that this study would help organizations implementing various development projects in Kenya come up with better strategies to ensure high project performance. Other Non-Governmental Organizations (NGO's) in Kenya can also adopt the recommendations and use them to fit their needs.

Finally, it is hoped that this study will make a contribution to knowledge on the four project implementation strategies studied and how they influence performance of community projects. This information will be available for reference and further research on the project implementation strategies studied.

1.8 Delimitation of the Study

This study was delimited to Hand in Hand Eastern Africa project undertaken in Kiambu County with focus on Kiambu, Gatundu, Limuru and Thika environs. The researcher settled for Hand in Hand Eastern Africa because of interest in project scope and the resources available was able to support this research. The study explored the four variables namely; project design strategy, monitoring and evaluation strategy, resource management strategy and stakeholder's engagement strategy. Other variables were not studied.

1.9 Limitations of the Study

One of the key challenge faced by the study was availability of the Hand in Hand Eastern Africa staff to participate in completing the questionnaire considering field staffs were always on the move in various project sites. This was a challenge during data collection which the researcher solved by requesting the management to have a flexible working day during the questionnaire data collection and as soon as the staff completed filling questionnaire, they reported to respective job site.

The other limitation the researcher faced in this study was the resources. To overcome this, the researcher requested in kind support from Hand in Hand Eastern Africa management by using their pooled vehicle to field site as well as using office space and other available resources which they agreed to.

1.10 Assumptions of the Study

The researcher assumed the respondents were granted permission by the management to participate in completing the questionnaire that was used for this study. The researcher also assumed that all the targeted respondents were honest and answered the questions correctly and truthfully and returned the duly filled questionnaires within the agreed time.

1.11 Definitions of Significant TermsUsed in the Study

Project Design Strategy: Refers to the developed and subsequently approved project plan for implementation of project in order to achieve the project goals.

Monitoring and Evaluation Strategy: Refers to monitoring and evaluation system which helps monitor the project to ensure it is on schedule, on target, funds are used as intended and whether it achieved its intended objectives in line with donor agreement.

Resource Management Strategy: Refers to utilization of limited resources efficiently and effectively in order to deliver project performance as per the agreement with the donor.

Stakeholders Engagement Strategy: Refers to strategy of engaging stakeholders in constructive and participatory way. By definition, stakeholder is an individual, community or institutional entity that is affected by or who can affect the project.

Project Performance: Refers to the degree of achievement of established objectives in a meaningful way and within the agreed project agreement.

1.12 Organization of the Study

The study was organised into five chapters; Chapter one discusses the background of the study in which the contextual and conceptual issues are highlighted and gives direction for this study. It gives an insight on current local and global trends on performance of community projects. Chapter two covers empirical and theoretical literature on project performance and gives a further elaboration on the context of the study. The chapter summarizes studies read and this provides foundation upon which the findings were

critically reviewed. The chapter also gives the setting and the theory upon which the study is grounded. Significant gaps in the literature review studies identified and a summary of knowledge gaps as obtained from the empirical literature is hereby presented.

Chapter three covers research methodology applied in the study, research design, target population, sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data collection, procedures for data analysis, operational definition of variables and ethical considerations. Chapter four presented data analysis, presentation, interpretation and discussion of study findings. Chapter five covers the summary of research findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter which was guided by the objectives of the study and looks into the empirical review of relevant literature on project design, monitoring and evaluation, resource management and stakeholders engagement strategies on how they influence performance of community projects. This review anchors the study on the theoretical framework and identifies gaps in the empirical studies from which the conceptual framework is formulated.

2.2 Trends on Performance of Community Projects

Project performance is the basis for determining the degree of achievement of established objectives in a meaningful way United States Agency for International Development (USAID, 2010). A good project implementation plan should ensure the project plan is arrived on time, on scope, on budget and meeting end user satisfaction besides other pertinent considerations (Cropper, Berg, Culligan, & Radstone, 2010). Within the professional discipline of project management there are tools, skills and processes that exist to help project managers develop comprehensive and appropriate documents that are essential to the successful implementation of the project leading to project performance.

In a major study by Leerlooijer, Bos, Ruiter, Reeuwijk, Rijsdijk, Nshakira, & Kok,(2013) carried out on unmarried teenage mothers in Manafwa District, Eastern Uganda it was noted a proper implemented project led to project performance thus creating income generation which in effect contributed to increased economic autonomy, resulting in improved care of the child, prevention of early marriage and of transactional sex, marriage with ‘better’ husbands, and financial contribution to their own school fees. The World Bank's private arm, the International Finance Corporation (IFC) in one of its study found out that only half of its African projects succeed (Lavagnon, Amadou & Denis, 2012) since they do not meet the set performance targets.

According to Hope for Teenage Mothers (HFTM), (2014) some of the project implementation strategies used is developing project that provides entrepreneurship training, provide seed capital and thereafter regular project monitoring to the vulnerable young teen mothers in Kenya in order for them to set up successful small businesses including hairdressing, baking, bead-working, tailoring, knitting and bag weaving. Through the sale of these items, the ladies make a small amount of money that offers a livelihood to them and their children. These income generating activities are important because they pour economic benefits into the girls' communities. Women have become an increasing icon of social and economic development (Safeplan, 2012). Majority are the vulnerable young mothers are breadwinners to their vulnerable families.

The research carried out in Nairobi slums by Mumah, Kabiru, Izugbara, & Mukiira, (2014) shows young mothers are more vulnerable to social vices like unwanted pregnancies resulting to unsafe abortion, prostitution, early child bearing, unprotected sex which makes them vulnerable to contract Human Immunodeficiency Virus Infection and Acquired Immune Deficiency Syndrome (HIV/AIDS) and drug abuse if they do not have economic activity that results into income. The vulnerable young mothers would better trade off their bodies to get that cash in order to sustain themselves together with their young families. The flip side of this is high chances to get pregnant as unsafe sex is performed or worse contacting HIV/AIDS besides other sexually transmitted diseases (STI'S). Therefore an empowered young mother who has an income generating project will shun these vices and positively contribute to the economy and society. The society will take note of the young mother achievement and this will act as role model within the community as well as promoting right moral values. Other young mothers who are struggling have someone to emulate and look after in life.

Cleland & Ireland, (2007) opined project performance largely depends on overcoming the main influences that impede achievement of the desired project goals and objectives. Therefore, for project performance to be realized, all the factors and influences directly affecting it must be eliminated or alternatively minimized to a smaller scale that does not have any significance to be bearing of the its performance.

2.3 Project Design Strategy and Performance of Community Projects

Wang, Gibson & Huang, (2008) did a study on the influence of project planning on project success using ANN and regression models. This research summarizes project planning data collected from 62 industrial projects and 78 building projects, representing approximately $5 billion in total construction cost. Based on the information obtained, project design was identified as having direct impact on the project success (cost and schedule performance). Two techniques were then used to develop models for predicting cost and schedule growth: statistical analysis, and artificial neural networks. The research results provide a valuable source of information for the industry practitioners that proves better planning in the early stage of the project life cycle have positive impact on the final project outcome. The results indicate that projects with better project design are more likely to have a better project performance at completion.

Ngure, (2013) carried out a study on determinants influencing performance of agricultural projects. The study conclusions were that project design process greatly influenced the performance of the National Agriculture and Livestock Extension Programme (NALEP) project followed by project initiation process, project implementation and project monitoring and evaluation while stakeholder participation and involvement was rated as having the least influence. Poor project design and ineffectiveness in change management to baseline plans were majorly sighted to have impacted negatively on the project implementation process and overall projects performance. The study findings were that monitoring and evaluation was carried out and it was an important component in project management. It was further revealed that the project stakeholders had no formal training in management. The study recommendations are that Project design should be crafted carefully as this determines the resources allocation in terms of time, scope, quality and money as well as the need to involve all stakeholders during project initiation and project monitoring.

Slootman, (2007) investigated the influence of project design on the performance of projects. A case study compared the design processes and the project results of two recent developed projects. Both projects were part of a program, initiated by an oil owner company based in Alberta, to upgrade existing refineries. The comparison showed that

the project that implemented most of the Workface designing principles had higher labour productivity, and better predictability. The most important differences of the two designing strategies that are identified as the causes for the higher performance were: dynamic planning, early involvement of the contractor, communication of all actors, and a proactive attitude towards risk. Therefore the sub-conclusion of the case study is that there is sufficient evidence that the principles of project designing lead to a positive influence on the project performance. The initial resistance to a more detailed planning strategy indicates that many people were concerned that a planning on a higher level of detail would lead to an inefficient planning process.

Nthiga, (2013) investigated the determinants of project design schedule control during project implementation in Kenya. It was observed that project managers' expertise during project implementation was not a main cause of design schedule slippage. It was also established that donor policies, project complexity and project related risks affected projected schedule control during project implementation. Donor policies, project complexity and risks were identified as the main determinants of project schedule control during project implementation. It is recommended that project plans and designs should factor in these determinants at project formulation phase. The inclusion of these determinants in the initial project plan should be a participatory process for all project stakeholders. Mwangi, (2012) carried out a study on the factors influencing success of Constituency Development Funds (CDF) projects in Nyeri County. The findings of the study revealed that the extent of CDF project success in the Nyeri County was low since most projects were completed over budget or their designs were altered to trade off the budget escalation. Most projects lacked proposed schedules of implementation and thus there were no standards against which progress could be checked. Various factors were identified to impact on CDF project success. These include; professional preparedness of project participants, stakeholder involvement, project communication and monitoring and evaluation systems.

2.4 Monitoring and Evaluation Strategy and Performance of Community Projects

United States Agency for International Development (USAID), (2012) carried out a study of eight projects in the USAID/Kenya Environment and Natural Resource Management (ENRM) portfolio with attention given to each project's design, implementation, monitoring and evaluation, resource management and stakeholder's engagement in actualization of these projects. The study looked at each project's overall performance and potential for achieving targeted impacts and potential for sustainability. The study results revealed projects with applicable design, competent management, involved relevant stakeholders and used strong monitoring and evaluation system with timely feedback and intervention were on track in terms of performance and had positive outlook for sustainability. The study emphasized on a strong monitoring and evaluation with a feedback mechanism which is able to share best practices and lesson learnt is key to project performance as the project implementers can use the M&E report to adjust the project accordingly.

Meri, (2013) did a study on determinants of effective monitoring and evaluation systems for nonprofit projects in international Non-Governmental Organizations projects in Nairobi. The study in particular explored how the project plan, project technical capacity, project enabling environment and stakeholder's participation in monitoring and evaluation influence the effectiveness of project monitoring and evaluation systems for non-profit projects. The study concluded that determinants of effective project monitoring and evaluation system for non-profit projects include project enabling environment, stakeholders' participation in project monitoring and evaluation activities, project capacity to supply project monitoring and evaluation information, and the project design. The effectiveness of these determinants is manifested through easy assessment of projects, accountability in projects, capacity of staff to undertake project monitoring and evaluation work among others. A similar study was done by Oluoch, (2012) focusing on National Youth Service (NYS) empowerment projects. The study was to determine how effective the empowerment projects implemented by NYS are monitored and evaluated. The study findings identified monitoring and evaluation system and compared them with the best practices. The findings further indicated that those working on ongoing projects are under pressure to demonstrate and learn from the impact of their work, involved all

stakeholders to show the long-term effect of their work to the intended beneficiaries. The results of the study show that monitoring and evaluation practices of the NYS fell short of the best practices, most of the best practices were inconsistently done and others were not done at all.

Ouma, (2012) did a study on Factors influencing effective monitoring and evaluation of small and medium enterprise projects in Rachuonyo district in Kenya. Results showed that monitoring and evaluation officers were crucial in the achievement of organizational goals, and that their training, knowledge and skills were also important. Njuki, Kaaria, Chitsike, & Sanginga, (2012) also did a study on participatory monitoring and evaluation for stakeholder engagement, assessment of project impacts, and for institutional and community learning and change. Preliminary results from this study indicate that scientists are beginning to apply the Participatory Monitoring and Evaluation (PM&E) process to engage their stakeholders in joint planning, developing common objectives and vision, and in collectively assessing progress. At the community level, PM&E data is being applied to adjust project activities, reflect and make decisions on various aspects of community initiatives, and to plan and monitor the implementation of activities.

Ssegawa, (2007) carried out a study to determine how effectively the Human Immunodeficiency Virus Infection and Acquired Immune Deficiency Syndrome (HIV/AIDS) projects implemented by Gaborone based local Non-Governmental Organizations (NGOs) are monitored and evaluated. The study investigated the monitoring and evaluation practices of the NGOs and compared them with the best practices. The results of the study show that most of the NGOs were implementing behavioral change communication projects. The study also determined that the monitoring and evaluation practices of the local NGOs fell short of the best practices. Most of the best practices were inconsistently done and others were not done at all. Planning for monitoring and evaluation was inadequately done and inconsistently by respondents. Implementing the monitoring and evaluation process was not effectively done by the respondents. The study also identified quite a number of challenges the NGOs faced in carrying out monitoring and evaluation of the projects they faced. These challenges made it hard for the NGOs to effectively monitor and evaluate the projects

they implemented. The most significant ones included; inadequate finances, lack of expertise, stringent and multi-donor reporting requirements, lack of baseline data. The study made some recommendations in order to mitigate the challenges faced by the NGOs.

2.5 Resource Management and Performance of Community Projects

In Palestine, Shaban (2008) did a study on factors affecting the performance of construction projects in the Gaza strip. The practices concerning with the Key Performance Indicators (KPIs) such as time, cost, project owner satisfaction and safety checklists were analyzed in order to know the main practical problems of projects performance in the Gaza Strip and then to formulate recommendations to improve performance of construction projects in the Gaza Strip.

Njuguna, (2011) investigated the factors influencing performance of the Kazi Kwa Vijana projects in Kenya. These determinants include: availability of adequate resources; quality of planning; creativity of project teams; timeliness in implementation; quality of leadership and management; competence of project leaders or managers; the social, political, economic environment in which the project is implemented; relevance of project designs and implementation methodologies; quality of monitoring and evaluation; motivation of project teams and beneficiaries; participation of beneficiaries and stakeholders; and multi-sectorality of project efforts. The study suggested that the use of projects is becoming more pervasive, with more managers entering the field of project management, the study noted that the success of project practitioners depends on their ability to adopt multiple skills and adapt to complex situations.

Ngiri, (2012) investigated the factors influencing performance of rural development community-based projects in Murang' a South District, Murang' a County. The results indicate that project performance significantly related with monitoring an evaluation, with stakeholders' participation, with planning and with resources adequacy. The implication of these results is that in order to improve the performance of the projects and achieve the set goals and objectives, the identified factors needs to be considered and incorporated in the day to day running of projects.

2.6 Stakeholders Engagement and Performance of Community Projects

Lekunze, (2001) did a study on stakeholder participation in integrated water resource management in community water management projects in Cameroon. The study analyzed the participation of youth to water resource management by comparing the results of the different approaches used. The study established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach. Atiibo (2012) on the other hand did examining stakeholder management challenges and their impact on project management in the case of advocacy and empowerment NGOs in the upper east region of Ghana. The study found that the interests and roles of the key stakeholders were very critical to the operations of the NGOs; however stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized. Challenges like unhealthy competition, conflicting interests, poor commitment, limited interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs and practices were found to impact severely on the work of the NGOs. The study concluded that the many challenges encountered were due to the casual and ad-hoc actions and the non-institutionalization of stakeholder management by the NGOs.

Menoka, (2014) carried out a study on stakeholder engagement and sustainability-related project performance in construction. The study focused on stakeholder engagement with the aim to improve the construction project performance through achieving construction sustainability. A framework was developed which integrated stakeholders with sustainability driven project performance. This research performed an empirical investigation through mixed-method research as the appropriate research technique. ANOVA revealed the variation of the perception of participant's roles and companies' strategic focuses towards the stakeholder's engagement, construction sustainability and construction project performance. Based on the findings from the interview and questionnaire survey a conceptual framework was set out that underlined the preparation and presentation of stakeholder engagement to improve the construction project performance through achieving construction sustainability. This derived framework

demonstrated that such engagement can be valuable in anticipating the expectations of the different stakeholders from the projects, which may impact on behaviour.

Madeeha & Naqvi, (2014) did a study on impact of external stakeholder's engagement on project portfolio management success in Pakistan. The study hypothesized a connection between external stakeholders like customers and supplier's engagement and project portfolio management success. The results were based on a cross-sectional sample of 85 well known Software Houses in Lahore, Pakistan. External stakeholder's engagement had significant and strong relationship with the project portfolio management success and with moderation it partially moderated the project portfolio management Success. Long term and short term objectives obtained by adding the supplier engagement. Supplier engagement enhanced the product worth and quality. Studies found positive effect of supplier's engagement in the project and product development. This study found positive and noteworthy impact of the supplier's engagement on the project portfolio management success.

O'Halloran, (2014) investigated the awareness of stakeholder management amongst project managers in the construction industry in Ireland. The outcome of the primary research showed project managers in the Irish construction industry considered the vast majority of stakeholder analysis and engagement methods as effective. The particular method adopted is often dependent on the characteristics of the project and stakeholders. The results suggest construction project managers in Ireland are more likely to undertake stakeholder management processes in accordance with a standardized methodology. In addition, the respondents strongly advocate the use of a project stakeholder register and the central role of stakeholder management in delivering successful projects.

2.7 Theoretical Framework

This research was grounded on the Theory of Project Implementation as advanced by Paul C. Nutt This theory was ideal as it supports the influence of the independent variables on the dependent variable under study.

2.7.1 Theory of Project Implementation

Project implementation theory as Nutt, (1986) puts it is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes'. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted. Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous. Amachree, (1988) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub processes. From this perspective, implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change.

Project implementation strategies have evolved in order to plan, coordinate and control the complex and diverse activities of modern industrial and commercial projects. All projects share one common characteristic – the projection of ideas and activities into new endeavors. The ever-present element of risk and uncertainty means that the events and tasks leading to completion can never be foretold with absolute accuracy. For some very complex or advanced projects even the possibility of successful completion might be in serious doubt (Amachree, 1988). The purpose of project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize and control activities so that the project is completed as successfully as possible in spite of all the risks. The aim is for the final result to satisfy the project sponsor or purchaser, within the promised timescale and without using more money and other resources that were originally set aside or budgeted.

A study by Baker, (1998) strongly confirms the importance of including client satisfaction within any measure of project success. After sampling six hundred and fifty (650) project managers, the researcher concluded that project success is something much more than simply meeting cost, schedules and performance specifications. In fact, client satisfaction with the formal result has a great deal to do with the perceived

success or failure of the project. Findings from the above research support the following definitions of project success. "If the project meets the technical performance specifications and or mission to be performed and if there is a high level of satisfaction concerning the project outcome among the people in the client organization and key users or clients of the project effort, the project is considered on the overall successful" (Baker, 1998). Perception plays a strong role in this definition. Therefore, the definition is more appropriately termed 'perceived success of project'; Baker, (1998) hence concluded that 'in the long run what really matters is whether the parties associated with and affected by a project are satisfied. Good scheduled and cost performance means very little in the face of a poor performing product'. It may be shown that in many ways, measures of project and implementation success are parallel and complement each other. Consequently, Pinto and Slevin, (1988) suggested that a synthesis of the measures of success in the fields has the potential to present a more accurate, comprehensive, and useful model of project success.

2.8 Conceptual Framework

The interrelationships between study variables were conceptualized as shown on Figure 1:

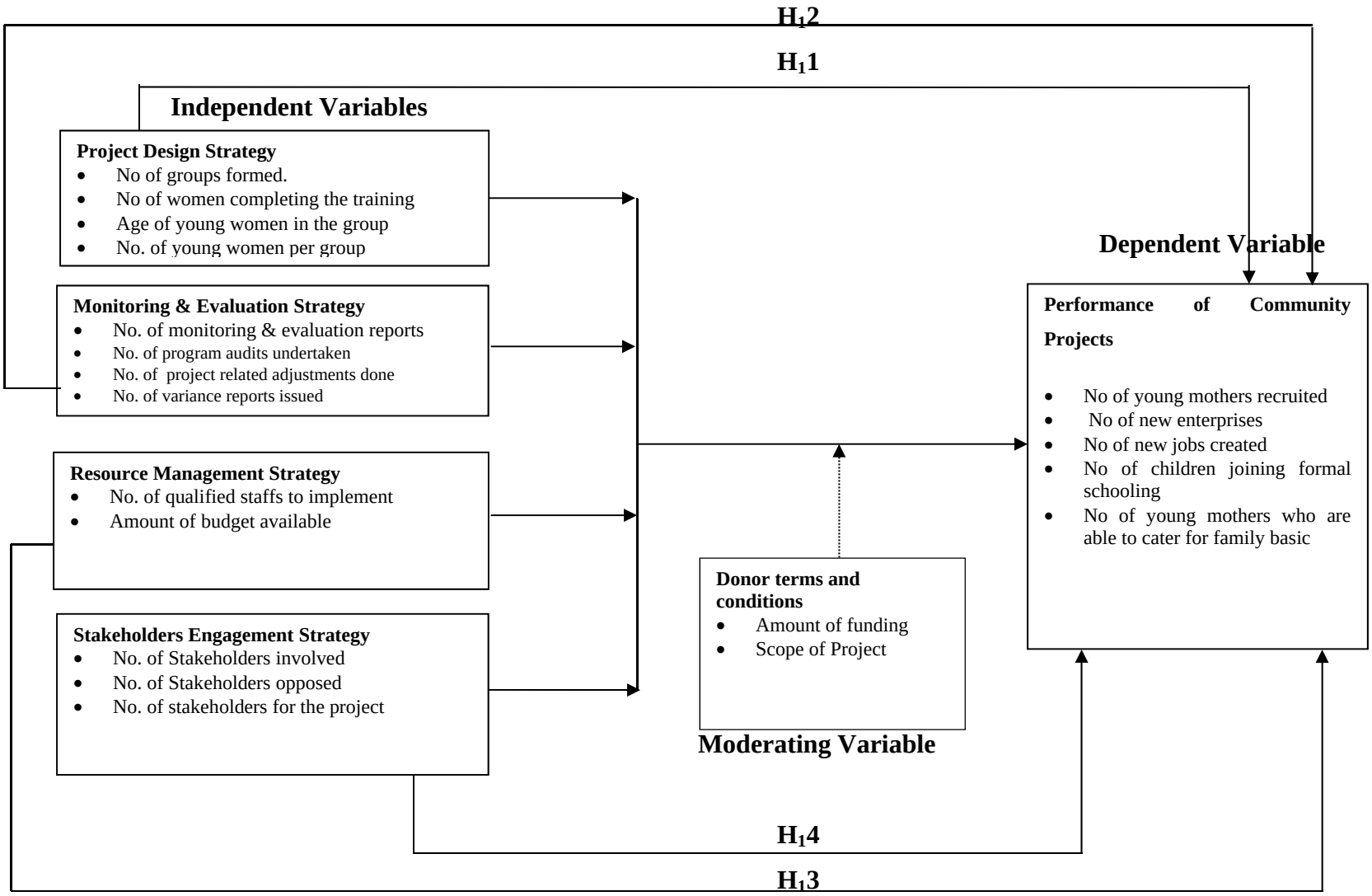

Figure 1: Conceptual Framework

As indicated in the conceptual framework, project implementation strategies in project performance involves project design, monitoring and evaluation, resource management and stakeholder's engagement. The conceptual model indicates there is relationship between project design strategies in performance of community projects. Though the reviewed empirical literature indicated that the design strategy would lead to improved project performance, the extent of this influence has not been highlighted. The extent of this relationship in this study was tested in hypothesis $H_1$1.

The conceptual model indicates there is relationship between monitoring and evaluation system strategy in performance of community projects. Though the reviewed literature indicated that monitoring and evaluation strategy could significantly influence the project performance, the extent of this relationship in this study was tested in hypothesis $H_1$2.

This conceptual model also indicates that a relationship between resource management strategy in performance of community projects. According to the literature reviewed, good resource management plays a significant role in young mother's project performance. There is therefore a clear influence between the resource management and performance of community projects whose extent shall be tested in hypothesis $H_1$3.

Finally, the literature on stakeholder's engagement on performance of community projects shows a clear relationship between proper stakeholder's engagement leading to community project acceptance and ownership leading to project performance. The extent of this influence was tested in hypothesis $H_1$4.The moderating variable on donor policies and how they influence the performance of community projects shall not be studied. There is however a strong contingent effect of the level of funding, the duration of funding and the scope of the project on the performance of the young mothers project.

2.9 Knowledge Gaps

The research observed the gaps identified within the review of relevant literature as shown in the table.

Table 2.1: Knowledge Gaps

Variable	Author and Year	Findings	Knowledge gap
Project Design Strategy and Performance of young mother Community Projects	Wang, Gibson & Huang (2008) Ngure (2013) Slootman (2007)	Better planning in the early stage of the project life cycle has positive impact on the final project outcome. The results indicate that projects with better project design are more likely to have a better project performance at completion. The project design focus comes at implementation stage as opposed to development and planning stage.	There is a need to focus on specific project design which targets certain group in community projects.
Monitoring and Evaluation Strategy and Performance of Community Projects	USAID (2012) Chitsike & Sanginga (2012) Ssegawa (2007)	Determinants of effective project monitoring and evaluation system for non-profit projects include project enabling environment, stakeholders' participation in project monitoring and evaluation activities, project capacity to supply project monitoring and evaluation information, and the project design.	Literature on how the identified determinants of Monitoring and evaluation can be turned into strategy lacks. Thus, future studies should focus more on M & E strategies as tools for achieving success in community projects.
Resource Management and Performance of Community Projects	Shaban (2008) Njuguna (2011)	Projects were delayed and in some cases resulted in costs overrun and not meeting objectives. Having key competent staffs is a determinant in project success.	Literature on human resource strategy as a tool for project effectiveness lacks. Hence, human resource literatures and studies should focus more on HR as a strategy tool.
Stakeholders Engagement and Performance of Community Projects	Lekunze (2001) Madeeha & Naqvi (2014)	The institutions that used proper stakeholders analysis strategy coupled with stakeholder's participatory approach by involving all the stakeholders had a greater chance of success than others that did not consider such an approach.	There is a need to investigate the influence aspects of stakeholders in community projects.

2.10 Summary of the Literature Reviewed

This Chapter contained the literature reviewed which included the discussion of the theoretical framework. The study focused on theory of project implementation that posits that implementation is a procedure directed by a manager to install planned changes in an organization.

From the available literature, Project implementation strategies entails creation of a customizable framework that helps project managers to set up and manage project implementation stages. Customization of project implementation process framework lets leverage the use of management standards, policies and procedures and ensures that management expectations and plans for project implementation stages are properly outlined and applied. When project implementation process is structured, customized and organized into consistent project implementation steps, all conditions required for creation of a responsive project management environment are met, and project manager can start implementing a project. If there are several projects to be implemented, project implementation steps should be adjusted with all projects involved to start common project implementation process.

The chapter also presented empirical studies; research conducted in different countries had resulted in mixed findings: some studies supports the initial hypothesis that project performance is positively associated with implementation strategies, while some other studies rejected it because empirical evidence showed that project performance was positively related with management support. There were also studies that found no statistically significant relationship (positive or negative) between project implementation strategies and project performance. Finally, the chapter shows the research gap that this study aims to bridge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives brief description of the research design used in the study. The research design and methodology were carried out under the following sub topics: research design, respondents, sampling method, data collection instruments, validity of the instruments, reliability of the instruments, data collection procedure and data analysis.

3.2 Research Design

This study used descriptive survey design. This particular design was ideal since the research entailed the collection and comparing of data from the phenomena at the same time of study. Mugenda & Mugenda (2003) argue that descriptive survey design is appropriate where the overall objective is to establish whether significant relationship among variables exist at some point in time. The survey entails a systematic collection of important information about the population, usually by means of commonly used instruments in the name of interviews or questionnaires administered to a selected sample of the population (Mugenda & Mugenda, 2003). Descriptive survey design was ideal since it seeks to describe the characteristics of certain groups, estimate the proportion with certain characteristics and make predictions. This specific design was to ensure minimization of bias and maximization of the reliability of evidence to be collected. The approach of this study involved the collection of quantitative data for objective hypothesis.

3.3 Target Population

The target population of the study was 62 all employees of Hand in Hand Eastern Africa directly involved in the implementation of the young mothers project. The staffs were spread across the headquarters in Nairobi, Gatundu branch, Limuru branch, Kiambu branch and Thika branch. The respondents in this study were mainly top management level, management level 1, management level 2, branch managers, project accountants and business relationship officers.

3.4 Sample Size

Sample size determination for the project under study followed procedure determined by Krejcie & Morgan, (1970). As indicated in the Krejcie & Morgan table, a population of 62 staffs corresponds to a sample size of 56. Therefore 56 respondents were sampled for this study.

Table 3.1: Sampling Frame

The sampling frame was determined using proportions as depicted in the Table 3.1.

Project Sector	Target Population	Sample Size
Top Management Level	4	4
Management Level 1	5	4
Management Level 2	3	3
Branch Managers	4	4
Project Accountants	9	8
Business Relationship Officers	37	33
Total	**62**	**56**

3.4.1 Sampling Procedures

The sample indicates the total number of respondents to be selected from the target population. The target population constituted 62 staffs. This research used the Krejcie & Morgan original table for determining sample size. Accordingly, from this table the sample size for 62 staffs was 56.

Stratified sampling was used for this study. The 62 staffs that formed the population were categorised into 6 group designations; top management, management level one, management level two, branch managers, project accountants and business relationship officers. Kothari (2004) posits that if the population from which a sample is to be drawn does not constitute a homogenous group, stratified random sampling technique is generally applied to obtain a representative sample. Sample size determination for the project under study was determined using Krejcie & Morgan (1970) sample size table.

3.5 Research Instruments

This study used questionnaire as a primary tool for data collection from the sampled 56 respondents. All the respondents were literate hence the completion of the questionnaires was quite easy. The researcher, with the help of one trained research assistant, undertook questionnaire distribution. Later, the research assistant collected the questionnaire from all the offices since the researcher was outside the country on work related assignment. The questionnaire contained structured questions with six (6) sections. The questions were systematic and pre-determined and were presented with exactly the same wording and in the same order to all respondents. Section A of the questionnaire sought demographic characteristics of respondents, Section B entailed questions on project design strategy, Section C captured questions on monitoring and evaluation strategy, section D contained questions on resource management strategy and Section E contained questions on stakeholder's engagement. Finally Section F contained questions on the dependent variable. A five-point Likert scale1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree was used for the close-ended questions.

3.5.1 Pilot-Testing of the Research Instrument

Pilot testing of the research instruments was conducted on 6 respondents from the population with respondents randomly selected from Nairobi headquarter office, Thika, Kiambu Limuru and Gatundu branch offices. The 6 respondents in the pilot testing were not included in the final sampled survey. Pilot testing enabled the subject respondents' confirm questions were concise, understood, and consistent. Respondents were also encouraged by the researcher to give responses to the study in order to determine if questions in the questionnaire were relevant and appropriate. The questionnaire was reviewed and necessary changes made to incorporate the relevant information for completeness in wording and presentation. The primary purpose of pilot-testing of the research instrument was to construct an initial picture of test validity and reliability on how project implementation strategies influence performance of community projects. The questionnaires were administered to the pilot survey of 6 respondents who were chosen at random and represented 10% of the population size. Baker (1994) found that a sample size of 10-20% of the sample size for the actual study is a reasonable number of respondents to consider enrolling in a

pilot. Although a pilot study does not guarantee success in the main study, it greatly increases the likelihood.

3.5.2 Validity of the Research Instrument

Validity helped the researcher to be sure that questionnaire items measured the desired constructs. This study employed content and construct validity which was determined by critical supervisor's review and feedback, the defense of the questionnaire during the proposal defense stage and use of experts in project management. According to Joppe (2000), validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are.

3.5.3 Reliability of the Research Instrument

Cronbach alpha which was developed in 1951 was used to measure the internal consistency of the pilot test (Cronbach, 1951). It is expressed as a number between 0 and 1. Internal consistency describes the extent to which all the items in a pilot test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the pilot test. Internal consistency should be determined before a test can be employed for research or examination purposes to ensure validity. The higher the score, the more reliable the generated scale is. Nunnaly (1978) indicated 0.7 to be an acceptable reliability coefficient.

Table 3. 2: Reliability Statistics for the Test Study

Cronbach's Alpha	Part 1	Value	.761
		N of Items	27[a]
	Part 2	Value	.795
		N of Items	27[b]
	Total N of Items		54

The Cronbach's Alpha value of 0.761 and 0.795 indicate acceptable level of interrelation or homogeneity among the items in the instrument.

3.6 Data Collection Procedures

A permit to conduct the research was obtained from the National Commission for Science, Technology and Innovation (NACOSTI) before the data collection process commenced. This was after the approval from the university to carry out the research. Before embarking on the data collection, the researcher reported to the County Commissioner and the Director of Education in Kiambu County. The researcher attached the transmittal letter to each questionnaire shared out with the respondents. The researcher, with the help of enumerators, visited the respondents at different times and sought their permission to collect data after explaining to them the purpose of the survey and assured them of confidentiality for any information provided which was used for academic purpose only. After completion of the research, two hard copies and one soft copy in pdf format of the research report were prepared for sharing with NACOSTI after the final defense and clearance by the University.

3.7 Data Analysis Techniques

The data analysis involved several steps: the completed questionnaires were edited for completeness and consistency, checked for errors and omissions. The quantitative data collected using the closed ended was analyzed using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 19. The quantitative data collected using the closed ended items was assigned ordinal values and analyzed using statistics of frequency tables, percentages, mode and median values of the Likert 5-point scale rating. The findings were presented using tables, frequencies and percentages. Hypothesis was tested using Spearman's rank correlation.

3.8 Ethical Considerations

This study observed research ethics by keeping the information gathered from the respondents confidential and for use only for the purpose of this academic research.

First and foremost, the researcher obtained a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) at the Ministry of Education (MoE). Secondly, the researcher wrote a letter of transmittal of data collection instruments to inform respondents in the research process that the research they were to undertake was purely for academic purposes only. The respondents were further assured that information gathered through this research was to be treated with utmost confidentiality.

Respondents were requested not to indicate their names anywhere on the questionnaire and were also implored to provide the requested information truthfully and honestly. Finally, the respondents were assured that findings from this study would be communicated to concerned parties including interested stakeholders upon request.

3.9 Operational Definition of Variables

Operational definition of independent, dependent and moderating variables is as shown on Table 3.3 below:

Table 3.3: Operational Definition of Variables

Objective	Variable	Indicators	Measurement Scale	Analysis Tool
Project Design Strategy and Performance of young mother Community Projects	**Independent Variables** Project Design Strategy	• No of groups formed. • No of women completing the training • Age of young women in the group • No. of young women per group	Ordinal	Spearman's rank correlation
Monitoring and Evaluation Strategy and Performance of Community Projects	Monitoring and Evaluation Strategy	• No. of monitoring and evaluation reports • No. of program audits undertaken • No. of project related adjustments done • No. of variance reports issued	Ordinal	Spearman's rank correlation
Resource Management and Performance of Community Projects	Resource Management Strategy	• No. of qualified staffs to implement • Amount of budget available	Ordinal	Spearman's rank correlation
Stakeholders Engagement and Performance of Community Projects	Stakeholders Engagement Strategy	• No. of Stakeholders involved • No. of Stakeholders opposed • No. of stakeholders for the project	Ordinal	Spearman's rank correlation
	Dependent Variable Performance of Community Projects	• No of young mothers recruited • No of new enterprises • No of new jobs created • No of children joining formal schooling • No of young mothers who are able to cater for family basic needs	Ordinal	Spearman's rank correlation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter contains the data analysis and the presentation and the interpretation of the collected data.

4.2 Questionnaire Return Rate

Questionnaire response rate indicates the rate in percentages at which the sample questionnaires given to respondents were filled and returned as demonstrated on the Table 4.1.

Table 4.1: Questionnaire Response Rate

Project Sector (Stratum)	Sample Size	Return Rate
Top Management Level	4	2
Management Level 1	4	2
Management Level 2	3	2
Branch Managers	4	4
Project Accountants	8	7
Business Relationship Officers	33	32
Total	**56**	**49**

This study targeted a sample size of 56 respondents out of which 49 filled in and returned the questionnaires, making a total response rate of 87.5% as shown on the. Response rates tend to vary markedly within social research depending on the methods being used, the nature of the respondents and the type of issues being investigated. Hence, there is no hard and fast rule about what constitutes an acceptable response rate. However interviews arranged by personal contact between the researcher and the interviewee are the kind of approach at the other end of the spectrum where very high response rates can be expected possibly even 95 per cent (Denscombe, 2003). In conclusion, the response rate obtained from this study can be

classified as high and was sufficiently representative of the target population. This response rate was highly capable of producing useful results and make meaningful inferences.

4.3 Demographic Characteristics of the Respondents

The study also sought to establish the background information of respondents. This included gender, office base, job designation level, level of education and age bracket of staffs working for Hand in Hand Eastern Africa young mothers project in Kiambu County.

4.3.1 Distribution of Respondents by Gender

The study sought to find out the gender of the respondents. The gender of the respondents was important in order to find out if all genders were well represented. This study sought to understand if employment at the Hand in Hand Eastern Africa young mothers project in Kiambu County was inclusive and in line with personnel recruitment policies by employing both qualified male and female staffs. The results are given in Table 4.2.

Table 4.2: Distribution of Respondents by Gender

	Frequency	Percentage	Cumulative Percentage
Male	22	44.9	44.9
Female	27	55.1	100.0
Total	**49**	**100.0**	

Females accounted for 55.1% of the respondents while males accounted for 44.9% of the respondents. Thus, females were slightly more than their male's counterparts. Nonetheless, the difference is negligible, implying gender representation was fair in the study across all the branches of Hand in Hand Eastern Africa Young Mothers' Project in Kiambu County and in agreement with its own policies on gender distribution.

4.3.2 Distribution of Respondents by Office Base

The study also sought to establish whether all the offices had adequate staffs working for Hand in Hand Eastern Africa young mother's project in Kiambu County. The results obtained were as shown in Table 4.3.

Table 4.3 Distribution of Respondents by Office Base

	Frequency	Percentage	Cumulative Percentage
Head office	6	12.2	12.2
Kiambu	10	20.4	32.7
Limuru	10	20.4	53.1
Gatundu	9	18.4	71.4
Thika	14	28.6	100.0
Total	**49**	**100.0**	

All the project's branches were fairly represented in the study except the Regional office, represented by only 12.2% of the respondents compared to 20.4%, 20.4%, 18.4% and 28.6% for Kiambu, Limuru, Gatundu and Thika respectively. The field offices staff distribution is fair and in line with level of young mother's projects activities implementation in each location. Head office had fewer employees as only those working directly with the young mother's project were considered for this study.

4.3.3 Distribution of Respondents by Job Designation Level

This study sought to establish organization level of the respondents' at the Hand in Hand Eastern Africa young mothers project in Kiambu County so as to determine their role in project implementation. According to Denscombe, (2013) the sample in the first place needs to be carefully selected if there is to be any confidence that the findings from the sample are similar to those found among the rest of the category under investigation. This distribution is shown in Table 4.4.

Table 4.4: Distribution of Respondents by Job Designation Level

	Frequency	Percentage	Cumulative Percentage
Top Management	2	4.1	4.1
Management Level 1	2	4.1	8.2
Management Level 2	2	4.1	12.3
Branch Managers	4	8.2	20.5
Project Accountants	7	14.3	34.8
Business Relationship Officers	32	65.2	100.0
Total	**49**	**100.0**	

Majority of the respondents, representing 65.2%, were business officers in the young mothers' project's field branches. Evidently, there is balanced mixed approach and inclusion of all staff levels. Of significance is the Business Relationship Officers who represent 65.2% indicating the project had invested in adequate project team members to do implementation.

4.3.4 Distribution of Respondent by Level of Formal Education

The study also sought to establish the formal level of education for staffs working for Hand in Hand Eastern Africa young mothers' project in Kiambu County. The results obtained were as shown in Table 4.5.

Table 4.5: Distribution of Respondents by Level of Formal Education

	Frequency	Percentage	Cumulative Percentage
Diploma	24	49.0	49.0
First degree	23	46.9	95.9
Master's degree	2	4.1	100.0
Total	**49**	**100.0**	

49% of the respondents had diploma level education while 46.9% had first degrees and 4.1% had attained a Masters level education which is fair representation of Hand in Hand Eastern Africa young mother's project in Kiambu County staffs having requisite education qualifications to implement the project.

4.3.5 Distribution of Respondents by Age bracket

The study also sought to establish the age bracket of staffs working for Hand in Hand Eastern Africa young mothers project in Kiambu County. The results obtained were as shown in Table 4.6.

Table 4.6: Distribution of Respondents by Age Bracket

	Frequency	Percentage	Cumulative Percentage
21-30	42	85.7	85.7
31-40	5	10.2	95.9
40-50	2	4.1	100.0
Total	**49**	**100.0**	

85.7% of the respondents were aged between 21 and 30 years old, implying that the project employs more youths than senior aged people. In fact, only 2 of the respondents representing 4.1% were aged between 40 and 50 years. This is line with overall Hand in Hand Eastern Africa policy to create jobs for young people.

4.4 Presentation of Descriptive Statistics on Project Design Strategy

In trying to determine the influence of project design strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to project design and its influence on performance of community projects. The questionnaire response coding was in a 5 point Likert scale from 1-5 with 1 representing strong agreement and 5 representing strong disagreement with the statements under the project design strategy independent variable. The findings are as shown in Table 4.7.

Table 4.7: Descriptive Statistics on Project Design Strategy

		Baseline Evaluation done on Community Needs	Project Design shared with Stakeholders	Staff involved in Project Design
N	Valid	49	49	49
Median		2	2	2
Mode		2	2	2

A consistent mode of 2 for all the three indicators indicates that most of the respondents agreed with the statements. It can therefore be concluded that all the respondents were in agreement that project baseline survey was conducted to understand community needs, project design was shared with stakeholders in order to marshal their support and staff were involved in project design development which as part of project design strategy which led to performance of Hand in Hand Eastern Africa young mothers project in Kiambu County.

4.5 Project Design Strategy and Performance of Community Projects

In an effort to determine the influence of project design strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to project design strategy. Three indicators that measure the influence of project design strategy on performance of community projects were analyzed having been calculated from SPSS version 19.The findings are as shown in Table 4.8, Table 4.9 and Table 4.10.

Table 4.8: Baseline Evaluation done on Community Needs

	Frequency	Percentage	Cumulative Percentage
Strongly agree	21	42.9	42.9
Agree	22	44.9	87.8
Undecided	1	2.0	89.8
Disagree	3	6.1	95.9
Strongly disagree	2	4.1	100.0
Total	**49**	**100.0**	

87.8% of the respondents 'strongly agreed' and 'agreed' that their Hand in Hand Eastern Africa young mothers project in Kiambu County branch offices conduct baseline surveys to help them understand the needs of the target community within which they work and other stakeholders. Whereas only 2% of the respondents were undecided on this question, 10.2% either disagreed or strongly disagreed that they conduct baseline evaluation to understand the needs of the community within which the project runs.

Table 4.9: Project Design shared with Stakeholders

	Frequency	Percentage	Cumulative Percentage
Strongly agree	15	30.6	30.6
Agree	30	61.2	91.8
Undecided	1	2.0	93.9
Disagree	2	4.1	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

Sharing the design of a project with stakeholders is a key ingredient in the performance of community empowerment projects. 30.6% and 61.2% of the respondents 'strongly agreed' and 'agreed,' respectively, to the item on sharing of young mothers project design with stakeholders to win their support. This finding points out the fact that sharing wins stakeholder support, thus eliminating conflicts that may derail project progress and the eventual performance.

Table 4.10: Staff involved in Project Design

	Frequency	Percentage	Cumulative Percentage
Strongly agree	17	34.7	34.7
Agree	22	44.9	79.6
Undecided	7	14.3	93.9
Disagree	3	6.1	100.0
Total	**49**	**100.0**	

Project staffs are key stakeholders worth involving in project design development and implementation. In this study, 79.6% of the respondents, agreed, albeit to different extents that Hand in Hand Eastern Africa young mothers project in Kiambu County field branches involve staff in project design development. This design strategy is quite effective in ensuring every worker is in informed on their individual and team roles in ensuring the design implementation achieves project objectives. Only three respondents, representing 6.1%, disagreed that their branches involve staff in design development, a scenario that may make staffs feel left out. Such staff may consequently lack the necessary commitment, jeopardizing the performance of the project.

4.6 Inferential Statistics on Project Design Strategy

Spearman correlation coefficient analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. The correlation findings between the project design strategy and performance of community projects is presented in Table 4.11

Table 4.11: Spearman's Correlation Coefficient Inferential Statistics on Project Design Strategy and the Performance of Community Projects

			Project Design Strategy	Performance of Community Projects
Spearman's rho	Project Design Strategy	Correlation Coefficient	1.000	.515*
		Sig. (2-tailed)	.	.000
		N	49	49
	Performance of Community Projects	Correlation Coefficient	.515**	1.000
		Sig. (2-tailed)	.000	.
		N	49	49

*. Correlation is significant at the 0.05 level (2-tailed).

A Spearman's Rho value of 0.515 for project design strategy and the performance of community projects show a moderate correlation between the independent variable and the dependent variable. Hence, the more the Hand in Hand Eastern Africa young mothers project teams adhere to the design guidelines stipulated by the donor, the higher is the likelihood that the targets of the projects will be achieved. The Spearman's Rho value of 0.515 shows a moderate positive correlation between project design strategy and the performance of community projects. From the analysis, the null hypothesis that;

$H_0$1: There is no significant relationship between project design strategy and performance of community projects is rejected.

4.7 Presentation of Descriptive Statistics on Monitoring and Evaluation Strategy

In trying to determine the monitoring and evaluation strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to monitoring and evaluation strategy and its influence on performance of community projects. The questionnaire response coding was in a 5 point Likert scale from 1-5 with 1

representing strong agreement and 5 representing strong disagreement with the statements under the monitoring and evaluation strategy independent variable. The findings are as shown in Table 4.12.

Table 4.12: Descriptive Statistics on Monitoring and Evaluation Strategy

		Monitoring and Evaluation System is good	Independent Monitoring and Evaluation exist in all Offices	Monitoring and Evaluation Recommendations acted upon	Regular Monitoring Conducted
N	Valid	49	49	49	49
Median		2	2	2	2
Mode		1	2	2	1

A mode of 1 for questionnaire indicator item on monitoring and evaluation system and regular monitoring are conducted implying that most of the respondents in the two indicator items 'strongly agreed' with these statements on monitoring and evaluation strategy. The other two had a mode 2 implying that most of the respondents interviewed agreed with the statements of monitoring and evaluation strategy. It can therefore be concluded that good monitoring and evaluation system, regular monitoring and coupled with independent monitoring and evaluation departments among the offices and acting on monitoring and evaluation implies monitoring and evaluation led to performance of Hand in Hand Eastern Africa young mothers project in Kiambu County.

4.8 Monitoring and Evaluation Strategy and Performance of Community Projects

In an effort to determine the influence of monitoring and evaluation strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to monitoring and evaluation strategy. Four indicators that measure the influence of monitoring and evaluation strategy on performance of community projects were

analyzed after being calculated from SPSS version 19.The findings are as shown in Table 4.13, Table 4.14, Table 4.15 and Table 4.16.

Table 4.13: Monitoring and Evaluation System is good

	Frequency	Percentage	Cumulative Percentage
Strongly agree	23	46.9	46.9
Agree	21	42.9	89.8
Undecided	4	8.2	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

Monitoring and evaluation is the other tenet of project implementation strategies that influences the performance of community projects. In this study, 46.9% and 42.9% of the respondents strongly agreed and agreed, respectively, that their field branches have good monitoring and evaluation systems in place. While 8.2% were undecided on the issue, 2% disagreed with the statement that they have a good Monitoring and evaluation system in place. From the responses, it is clear that majority of the Hand in Hand Eastern Africa young mothers project in Kiambu County field branches have a monitoring and evaluation system with which they track the progress of the project towards the realization of their objectives.

Table 4.14: Independent Monitoring and Evaluation exist in all offices

	Frequency	Percentage	Cumulative Percentage
Strongly agree	13	26.5	26.5
Agree	21	42.9	69.4
Undecided	8	16.3	85.7
Disagree	6	12.2	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

It is not enough to just have a monitoring and evaluation system in place; it pays more to ensure the department is independent, especially of the top management, which may want donors to have a certain favourable view of the project. In this study 26.5% strongly agreed while 42.9% agreed with the statement 'We have an independent monitoring and evaluation department in all offices.'12.2% of the respondents disagreed with this statement while 2% strongly disagreed. A sizeable 16.3% were undecided on the issue, implying they may not be aware of the independence of the monitoring and evaluation department in their branch.

Table 4.15: Monitoring and Evaluation Recommendations are acted upon

	Frequency	Percentage	Cumulative Percentage
Strongly agree	18	36.7	36.7
Agree	21	42.9	79.6
Undecided	7	14.3	93.9
Disagree	2	4.1	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

It is futile to have a Monitoring and evaluation systems if its recommendations on strategies related to project design, resources management and stakeholder engagement are not acted upon. For the community project under study, 36.7% of the respondents strongly agreed that their Hand in Hand Eastern African field branch act on the Monitoring and evaluation recommendations while implementing their projects. 42.9% simply agreed to this item while 14.3% were undecided. 6.1% of the respondents. 6.1% of the respondents disagreed with this statement, even if to different extents.

Table 4.16: **Regular Monitoring Conducted**

	Frequency	Percentage	Cumulative Percentage
Strongly agree	21	42.9	42.9
Agree	17	34.7	77.6
Undecided	8	16.3	93.9
Disagree	2	4.1	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

Regular monitoring and evaluation is of equal importance as a monitoring and evaluation strategy in influencing the performance of community projects. In the Hand in Hand Eastern Africa young mothers project in Kiambu County targeted in this study, 77.6% of the participants responded that they conduct regular monitoring to assess the progress of their projects. Whereas 16.3% were undecided on this issue, 4.1% disagreed and 2% disagreed.

4.9 Inferential Statistics on Monitoring and Evaluation Strategy

Spearman correlation coefficient analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. The correlation findings between the monitoring and evaluation strategy and performance of community projects are presented in the Table 4.17.

Table 4.17: Spearman's Correlation Coefficient Inferential Statistics for Monitoring and Evaluation Strategy and Performance of Community Projects

			Monitoring and Evaluation Strategy	Performance of Community Projects
Spearman's rho	Monitoring and Evaluation Strategy	Correlation Coefficient	1.000	.408**
		Sig. (2-tailed)	.	.003
		N	49	49
	Performance of Community Projects	Correlation Coefficient	.408**	1.000
		Sig. (2-tailed)	.003	.
		N	49	49

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis finding is a positive correlation between monitoring and evaluation strategy and performance of community projects with a statistically weak Spearman's rho value of 0.408, there is a weak relationship between monitoring and evaluation strategies and the performance of community projects. From the analysis, the null hypothesis that;

$H_0$2: There is no significant relationship between monitoring and evaluation strategy and performance of community projects is rejected.

4.10 Presentation of Descriptive Statistics on Resource Management Strategy

In trying to determine resource management strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to monitoring and evaluation strategy and its influence on performance of community projects. The questionnaire response coding was in a 5 point Likert scale from 1-5 with 1 representing strong agreement and 5 representing strong disagreement with the statements under the

resource management strategy independent variable. The findings are as shown in Table 4.18.

Table 4.18: Descriptive Statistics on Resource Management Strategy

		Adequate Funds for Project Exists	Staff Motivation and Recognition System Exist	Training Opportunities for Project Staffs	Sufficient Project Implement ation time
N	Valid	49	49	49	49
Median		1	2	2	2
Mode		1	2	1	2

A mode of 1 for the questionnaire indicator item ‘adequate funds for project exist and training opportunities for project staffs’ implies that most of the respondents in the two indicator items ‘strongly agreed’ with these statements on resource management strategy. The other two had a mode 2 implying that most of the respondents interviewed “agreed” with the statements of resource management strategy. It can therefore be concluded that adequate funds and providing staff with training opportunities coupled with staff motivation and recognition implies resource management strategy led to performance of Hand in Hand Eastern Africa young mothers project in Kiambu County.

4.11 Resource Management Strategy and Performance of Community Projects

In an effort to determine the influence of resource management strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to resource management strategy. Four indicators that measure the influence of monitoring and evaluation strategy on performance of community projects were analyzed from results from SPSS version 19. The findings are as shown in Table 4.19, Table 4.20, Table 4.21 and Table 4.22.

Table 4.18: Adequate Funds for Project Exists

	Frequency	Percentage	Cumulative Percentage
Strongly agree	25	51.0	51.0
Agree	18	36.7	87.8
Undecided	4	8.2	95.9
Disagree	1	2.0	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

51% of the respondents strongly agreeing with the statement that 'We have adequate funds to achieve the desired goals.' Adequate funds availability is perhaps the main resource management strategy through which community projects achieve their objectives. In this study, 87.8% of the respondents responded that they have adequate funds for delivering young mothers project goals. Only 8.2% of the respondents were undecided on this matter while 4% disagreed to different extents.

Table 4.19: Staff Motivation and Recognition System Exists

	Frequency	Percentage	Cumulative Percentage
Strongly agree	23	46.9	46.9
Agree	22	44.9	91.8
Undecided	3	6.1	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

46.9% and 44.9% of the respondents 'strongly agreed' and 'agreed' that Hand in Hand Eastern Africa young mothers project in Kiambu County have proper staff motivation and recognition in their branches. As a resource management strategy, employee motivation and recognition helps ensure that financial and human resources are optimally used for the improved performance of a project through timely completion, sustainability, target achievement and financial performance. Only 2% of the respondents strongly disagreed with the item on staff motivation and recognition across all the project's offices.

Table 4.20: Training Opportunities for Project Staffs

	Frequency	Percentage	Cumulative Percentage
Strongly agree	17	34.7	34.7
Agree	19	38.8	73.5
Undecided	7	14.3	87.8
Disagree	4	8.2	95.9
Strongly disagree	2	4.1	100.0
Total	**49**	**100.0**	

Besides motivation and recognition, training is the other resource management strategy that affects community project performance. 34.7% of the respondents strongly agreed that Hand in Hand Eastern Africa young mothers project in Kiambu County staffs are accorded training opportunities while 38.8% agreed to the statement. However, 12.3% disagreed, to different degrees on the matter. 14.3% of the respondents were undecided.

Table 4.21: Sufficient Project Implementation Time

	Frequency	Percentage	Cumulative Percentage
Strongly agree	16	32.7	32.7
Agree	25	51.0	83.7
Undecided	5	10.2	93.9
Disagree	1	2.0	95.9
Strongly disagree	2	4.1	100.0
Total	**49**	**100.0**	

83.7% of the respondents agreed, to different extents, that they accord adequate timelines for achieving desired project results. Time is the other key resource that project teams ought to strategize on to achieve project goals. Only 2% and 4.1% of the respondents disagreed and strongly disagreed, respectively, with this questionnaire item. 10.2% were undecided on this issue.

4.12 Inferential Statistics on Resource Management Strategy

Spearman correlation coefficient analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. The correlation findings between

the resource management strategy and performance of community projects is presented in Table 4.23

Table 4.22: Spearman's Correlation Coefficient Inferential Statistics for Resource Management Strategy and the Performance of Community Projects

			Resource Management Strategy	**Performance of Community Projects**
Spearman's rho	Resource Management Strategy	Correlation Coefficient	1.000	.635*
		Sig. (2-tailed)	.	.000
		N	49	49
	Performance of Community Projects	Correlation Coefficient	.635**	1.000
		Sig. (2-tailed)	.000	.
		N	49	49

* Correlation is significant at the 0.05 level (2-tailed).

The study Spearman's Rho value of 0.635 was obtained for the correlation between resource management strategy and the performance of community projects. Thus, there is a strong positive correlation between resource management strategy and the performance of community projects. The Spearman's rho value of 0.635 is statistically significant at the 0.05 level.

From these Spearman's rho values, it is clear that there exists a strong positive relationship between resource management strategy and the performance of community projects. From the analysis, the null hypothesis that;

$H_0$3: There is no significant relationship between resource management strategy and performance of community projects is rejected.

4.13 Presentation of Descriptive Statistics on Stakeholders Engagement Strategy

In trying to determine stakeholders' engagement strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to stakeholders engagement strategy and its influence on performance of community projects. The questionnaire response coding was in a 5 point Likert scale from 1-5 with 1 representing strong agreement and 5 representing strong disagreement with the statements under the stakeholders' engagement strategy independent variable.

Table 4.23: Descriptive Statistics on Stakeholders Engagement Strategy

		Dialogue with Opposing Stakeholders for Consensus	Stakeholders Identified during Project Planning	Project Exercise Transparency with Stakeholders at all Stages
N	Valid	49	49	49
Median		2	2	2
Mode		2	2	2

A consistent mode of 2 for all the three indicators indicates that most of the respondents "agreed" with the statements. It can therefore be concluded that all the respondents were in agreement that having dialogue with opposing stakeholders to reach consensus, identifying stakeholders during project planning and exercising transparency during all stages of the project implies stakeholders engagement strategy led to performance of Hand in Hand Eastern Africa young mothers project in Kiambu County.

4.14 Stakeholder's Engagement Strategy and Performance of Community Projects

In an effort to determine the influence of stakeholder's engagement strategy on performance of community projects, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to stakeholder's engagement strategy. Four indicators that measure the influence of

stakeholders' engagement strategy on performance of community projects were analyzed after being calculated from SPSS version 19. The findings are as shown in Table 4.25, Table 4.26 and Table 4.27.

Table 4.24: Dialogue with Opposing Stakeholders for Consensus

	Frequency	Percentage	Cumulative Percentage
Strongly agree	14	28.6	28.6
Agree	24	49.0	77.6
Undecided	6	12.2	89.8
Disagree	2	4.1	93.9
Strongly disagree	3	6.1	100.0
Total	**49**	**100.0**	

The other key implementation strategy that affects the performance of community projects is stakeholder engagement. For this study 77.6% strongly agreed and agreed that they dialogue with stakeholders to obtain consensus prior to engaging in Hand in Hand Eastern Africa young mother's project in Kiambu County implementation. However, 4.1% and 6.1% disagreed and strongly disagreed respectively, to this item. Hence, there is need to put extra effort to ensure that all the stakeholders opposing the project are involved in dialogues.

Table 4.25: Stakeholders Identified during Project Planning

	Frequency	Percentage	Cumulative Percentage
Strongly agree	18	36.7	36.7
Agree	25	51.0	87.8
Undecided	5	10.2	98.0
Strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

Before dialoguing with stakeholders, project teams should first identify the stakeholders of a project as a project implementation strategy. In this study, 36.7% of the respondents strongly agreed while 51% agreed that they identify stakeholders

during project planning. Only 2% disagreed with this statement while 10.2% were undecided. Nonetheless, all stakeholders ought to be identified at the planning and implementation phases so that all interests and needs are incorporate in community projects. Otherwise, once left out, some potential stakeholders may start opposing such projects.

Table 4.26: Project Exercise Transparency with Stakeholders at all Stages

	Frequency	Valid Percent	Cumulative Percent
strongly agree	22	44.9	44.9
Agree	24	49.0	93.9
Undecided	2	4.1	98.0
strongly disagree	1	2.0	100.0
Total	**49**	**100.0**	

An overwhelming 93.9% strongly agreed and agreed that they exercise transparency with stakeholders during all the stages of the Hand in Hand Eastern Africa young mother's project in Kiambu County. While 4.1% were undecided on this matter, a paltry 2% strongly disagreed. Transparency helps promote trust among stakeholders and promotes the quick and timely implementation of community projects.

4.15 Inferential Statistics on Stakeholders Management Strategy

Spearman correlation coefficient analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. The correlation findings between the stakeholders' engagement strategy and performance of community projects is presented in the table 4.28

Table 4.27: Spearman's Correlation Coefficient for Stakeholder Engagement Strategy and the Performance of Community Projects

			Stakeholder engagement strategy	Performance of community projects
Spearman's rho	Stakeholder engagement strategy	Correlation Coefficient	1.000	.490*
		Sig. (2-tailed)	.	.000
		N	49	49
	Performance of community projects	Correlation Coefficient	.490*	1.000
		Sig. (2-tailed)	.000	.
		N	49	49

* Correlation is significant at the 0.01 level (2-tailed).

Working with stakeholders has great implications for the performance of community projects. In this study, there is a positive moderate correlation between stakeholder engagement strategy and the performance of community projects. With a Spearman's Rho value of 0.490 between these variables, there is a moderate relationship between stakeholder engagement and the performance of community projects. From the analysis, the null hypothesis that;

$H_0$4: There is no significant relationship between stakeholder's engagement strategy and performance of community projects, is not rejected

4.16 Descriptive Statistics on Performance of Community Projects

In an effort to determine the performance measure of Hand in Hand Eastern Africa young mother's project in Kiambu County, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to performance of measure of the project. The median and mode were calculated using SPSS version 19. The findings are as shown on Table 4.29.

Table 4.28: Descriptive Statistics on Performance of Community Projects

		Project targets achieved	Timely Completion of project	Project completed within budget	Project sustainability
N	Valid	49	49	49	49
Median		2	2	2	2
Mode		2	2	2	2

a. Multiple modes exist. The smallest value is shown

In this study, the four performance items namely; projects targets achieved, timely completion of project, project completed within budget and project sustainability had all a median and mode of 2 representing “agreed”. Hence, most respondents agreed that the project achieved the performance item which implies that most respondents agreed to these statements in the questionnaire.

Equally a mode of 2 on the same four performance items on the performance of the community projects indicate most respondents agreed that the project achieved the performance items which implies that most respondents agreed to these statements in the questionnaire. Thus, for most respondents, Hand in Hand Eastern Africa young mothers project in Kiambu County achieved the set targets, was completed on time, within the budget and was sustainable.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents a summary of the study findings, discussions, conclusions and recommendations. The findings are summarized in line with the objectives of the study which include project design strategy, monitoring and evaluation strategy, resource management strategy and stakeholders' engagement strategy. These independent variables were studied against the dependent variable which is performance of community projects.

5.2 Summary of Findings

The summary of the finding from this study is presented in Table 5.1

Table 5.1 Findings

Objective	Main Findings.
Project Design Strategy on Performance of Community Project	The study established that there exists a moderate positive relationship between project design strategy and performance of community projects with Spearman's correlation coefficient of 0.515
Monitoring and evaluation Strategy on Performance of Community Project	The study established that there exists a moderate positive relationship between monitoring and evaluation strategy and performance of community projects with Spearman's correlation coefficient of 0.408
Resource Management Strategy on Performance of Community Project	The study established that there exists a strong positive relationship between resource management strategy and performance of community projects with Spearman's correlation coefficient of 0.635
Stakeholders Engagement Strategy on Performance of Community Project	The study established that there exists a moderate positive relationship between stakeholders engagement strategy and performance of community projects with Spearman's correlation coefficient of 0.490

5.3 Discussion of Finding

The discussion of findings from this study is presented as follows;

5.3.1 Discussion of Finding on Influence of Project Design Strategy on Performance of Community Projects

The study established that project design strategy influenced performance of community projects as established through Spearman's correlation coefficient of 0.515 between project design strategy and the performance of community projects. This shows significant correlation between the independent variable under study against the dependent variable thus influencing young mother's project performance. The study findings are in tandem with previous studies that established such a significant relationship between project design strategy and performance of community projects. These findings are in consonance with Lavagnon, Amadou & Denis (2012) who asserted that project design strategy was crucial for performance of community projects. The study findings are also in tandem with theory of project implementation (Nutt, 1986), which posits that project design strategy influences the overall performance of community projects.

Project design is usually a strong indicator as to whether a project will achieve its intended goals. Keene, (2007) asserts if the project design is not right from the inception then the project performance will be greatly impaired and in the worst situation end up a white elephant project. The need for proper project design cannot be overlooked if the project performance is to be guaranteed.

5.3.2 Discussion of Finding on Influence of Monitoring and Evaluation Strategy on Performance of Community Projects

The study shows a positive correlation between monitoring and evaluation strategy and performance of community projects with a statistically significant Spearman's correlation coefficient value of 0.408.This shows there is a significant relationship between monitoring and evaluation strategies and the performance of community projects. Thus, monitoring and evaluation does influence young mother's project performance. Systematic collection of data, analysis and timely feedback is crucial for project implementers to help them adjust the project accordingly and also help project management to make timely decision. The study finding on use of monitoring and evaluation as a project implementation strategy concurs with the advanced theory of projection implementation (Nutt, 1986)

Monitoring and evaluation has advanced over time and besides its use to make timely project adjustment, changes and decision, it is used for strategic position by identifying new gaps that are existing and this information can be used to come up with another intervening project to address the unmet gap. Project manager need to use monitoring and evaluation information to move project forward and be able to transition from strategic to tactical issues in order to influence project performance (Pinto and Slevin, 1987).

5.3.3 Discussion of Finding on Influence of Resource Management Strategy on Performance of Community Projects

The study established resource management strategy influenced performance of community projects as established through Spearman's correlation coefficient of 0.635 between resource management strategy and the performance of community projects. This shows significant correlation between the resource management strategy as an independent variable under study against the performance of community projects as a dependent variable thus influencing young mother's project performance. The study findings are in agreement with previous studies by that established such a significant relationship between resource management strategy and performance of community projects. Cooke-Davies, (2002) posit the people side of project implementation supported by adequate resources enhance project performance. It is fast becoming accepted wisdom that it is people who deliver projects, not processes and systems. When it comes to project implementation, it's the people that count. Motivated staffs ultimately supported by adequate resources tend to deliver on project performance. The study findings on resource management as a project implementation strategy are in line with the theory of projection implementation (Nutt, 1986) who found out holding all others factors constant, the projects with adequate resources in terms of manpower and financial resources tend to have a better performance.

5.3.4 Discussion of Finding on Influence of Stakeholders Management Strategy on Performance of Community Projects

The study observed a positive correlation between stakeholder engagement strategy and the performance of community projects with a Spearman's correlation coefficient value of 0.490 between these independent and dependent variables. Keene, (2007) asserts the main cause of failure of some massive global community projects was

attributed to non-involvement of relevant stakeholders which was not done properly. Failure to involve relevant stakeholders could result to the aggrieved stakeholders opposing the project or worse sabotaging the project during the implementation stage. It is therefore recommended to listen to all stakeholders however trivial their concerns might be and resolve them amicably before project implementation starts. Failure could lead to future wrangles this affecting performance of community projects. Nutt, (1986) under the theory of project implementation found participatory stakeholders involvement is one of the project implementation strategy that leads to performance of community projects and future project support thus guaranteeing continuity after end of donor support.

5.4 Conclusion

Based on the findings of the study, the following conclusions are made on the influence of project implementation strategies on performance of young mother's project by Hand in Hand Eastern Africa in Kiambu County. Project design has to be right from the idea conception stage, planning, inception of the project up to full implementation. If the project design requires modification due to changes not envisaged at the start, then this should be sought to ensure final output and results are valid. Failure to do runs a risk of a project ending up as a white elephant project. The need for proper project design cannot be overlooked if the project performance is to be guaranteed.

Monitoring and evaluation has evolved over time to robust and systematic collection of data, analysis and timely feedback to help project implementers make necessary project adjustment and also aid management to make timely decision. Monitoring and evaluation is being used to make strategic decisions which could determine if future funding will be secured to meet the gaps identified or even scale up the current project.

Resource management has been all along looked in a narrow perspective where the focus has been on financial funds. However time as a resource has come to spotlight since project has to be implemented within certain established dates. Recently the issue of organization having the right staffs, with necessary skills and motivated to work has been core to successful project implementation leading to project

performance. This assertion is further supported by the study with resource management strategy independent variable having the highest correlation co-efficient.

Stakeholders' engagement should inclusive and all relevant stakeholders likely to be affected by the project directly or indirectly should be involved. Equally stakeholders who are known to oppose the project should be engaged in a constructive manner and the air cleared for any grievances put forward. This simple act could translate to being the difference of failure versus success of the project. The management of the organization should emphasize to all project staff members the culture of transparency and accountability when dealing with stakeholders of the project. This might not only enhance good working relationship but may result in stakeholders embracing the project and owning it. The trickle-down effect being project sustainability even after exit of the funding organization

5.5 Recommendations

From the findings obtained, the study recommends;

i. A holistic approach should be adopted and embraced when planning and developing a new project and all the four implementation strategies should be factored and incorporated right from the onset. These strategies should be further used during implementation as the study has showed all the four project implementation strategies contribute to project performance.

ii. Considerable amount of organizational commitment in the four implementation strategies should be invested in the Phase 2 of the young mother's project since the finding found out all the four objectives generated positive Spearman's correlation coefficient inferring all the four project implementation strategies affect project performance.

iii. The management should ensure resource management strategy is factored and rooted in the future community projects since it generated strong Spearman's correlation coefficient among the four implementation strategies. The study affirms this will lead to performance of community projects.

iv. Current and future donors should ensure future funding is sufficient in terms of funded amount and time for implementing the community project since the finding found resource management strategy to have to have strong Spearman's correlation coefficient among the four implementation strategies under study and would lead to performance of community projects.

5.6 Suggestions for Further Research

Based on the findings derived from this study, the following further research is suggested;

i. A detailed study to be undertaken to establish the influence of the same four independent variable on project performance with the study focus expanded to two Hand in Hand Eastern Africa projects having similar scope to provide a comparison of the finding.

ii. Similar research study to be undertaken in another county where phase 1 of young mother's project has been implemented in order to correlate the findings between the current four independent variables and dependent variable under study.

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL OF DATA COLLECETION INSTRUMENTS

Peter Mwangi Kiragu,
P.O Box 106338-00101
Nairobi,

10th July, 2015

Dear Respondent,

RE: REQUEST FOR RESEARCH INFORMATION.

I am a Master of Arts degree student at the School of Continuing and Distance Education at the University of Nairobi currently conducting a research study titled **"Influence of project implementation strategies on performance of community projects in Kenya: a case of young mothers project by Hand in Hand, Kiambu County"**.

You have been selected as one of the respondents to assist in providing the requisite data and information for this undertaking. I kindly request you to spare a few minutes and answer the attached questionnaire. The information so obtained will be used for academic purposes only, will be treated with utmost confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on the questionnaire.

I therefore beseech you to respond to all questions with utmost honesty.

Thank you for your time.

Yours Faithfully,
Peter Mwangi Kiragu
L50/69076/2013

APPENDIX 11: QUESTIONNAIRE FOR YOUNG MOTHERS PROJECT DATA COLLECTION

This questionnaire is designed to gather research information regarding **project implementation strategies on project performance for young mothers' project by Hand in Hand in Kiambu County, Kenya**. The questionnaire has five sections. For section A, please fill only in one blank where appropriate by putting a tick. For section B to F, Kindly respond to all statements by ticking only Likert scale on each statement.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1.1 Respondent's Particulars

a) What is your gender

Male	Female

b) Which office are you based in?

Regional	Kiambu	Limuru	Gatundu	Thika

c) Specify your job designation level?

Management	Management Level 1	Management Level 2	Branch Managers	Project Accountants	Business Relationship Officers

d) Specify your age bracket?

Below 20	21-30	31-40	40-50	51 and above

e) What is your highest level of formal education?

Certificate	Diploma	First Degree	Master's Degree	Other-Specify……..

SECTION B: PROJECT DESIGN STRATEGY

2.1 To what level of agreement does the project design strategy apply to your project?

Kindly respond to all statements by ticking one Likert scale on each statement.

Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

	Statement	**1**	**2**	**3**	**4**	**5**
1	We conduct project design baseline evaluation to understand the needs in the target community.					
2	We conduct consultative forums with key stakeholders to prioritize the project design needs and geographical target areas.					
3	We share the project design with relevant stakeholders for their buy in (support)					
4	We conduct project design kickoff and induct all the project staffs.					
5	We share project design documents with project staff after induction.					
6	We develop project design work plan by involving all project staffs.					
7	We follow the project design work plan during implementation.					
8	We follow project design guidelines stipulated by the donor during implementation.					
9	We escalate the issues raised through monitoring on a timely basis to the donor for modification of project design.					
10	The project design is flexible and accommodates new learning's and from monitoring and evaluation.					
11	Good project design eases implementation.					

SECTION C: MONITORING AND EVALUATION STRATEGY

3.1 To what level of agreement does the monitoring and evaluation strategy apply to your project?

Kindly respond to all statements by ticking one Likert scale on each statement.

Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

	Statement	**1**	**2**	**3**	**4**	**5**
1	We have good M&E system for the project					
2	We have qualified M&E staffs for the project at the head office					
3	Every field office has qualified M&E staffs working for the project					
4	M&E department is independent and does not undertake project implementation.					
5	We have adequate number of M&E staffs in head office.					
6	We have adequate number of M&E staffs in field offices.					
7	We conduct regular project monitoring at all project sites					
8	We regularly share the M&E project reports with relevant stakeholders.					
9	We act on recommendations made from the monitoring reports.					
10	The management team works collaboratively with the M&E team before making project implementation strategies to achieve desired outcome					
11	We use learning's from the project evaluation reports to inform future programming.					

SECTION D: RESOURCE MANAGEMENT STRATEGY

4.1 To what level of agreement does the resource management strategy apply to your project?

Kindly respond to all statements by ticking one Likert scale on each statement.

Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

	Statement	**1**	**2**	**3**	**4**	**5**
1	We have adequate project funds to achieve the desired results					
2	We have competent project staff to implement the project.					
3	We have adequate project staffs in every office.					
4	Every project staff has clear job description					
5	Project staffs remuneration is competitive compared with the market rates for similar position.					
6	The project staffs are properly motivated and their efforts recognized.					
7	We have project staff retention strategy to reduce high staff turnover.					
8	We provide project staff with relevant and adequate working resources to enhance their performance.					
9	The project staffs are accorded training opportunities to enhance their skills.					
10	The budget is flexible to accommodate additional project staff costs.					
11	The project timelines are adequate to achieve the desired results.					

SECTION E: STAKEHOLDERS ENGAGEMENT STRATEGY

5.1 1 To what level of agreement does the stakeholders engagement strategy applies to your project?

Kindly respond to all statements by ticking one Likert scale on each statement.

Use the scale where 1=Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

	Statement	**1**	**2**	**3**	**4**	**5**
1	We identify project stakeholders during project planning					
2	We involve relevant stakeholders in project planning and design					
3	We exercise transparency with all stakeholders during various stages of the project.					
4	We are accountable to key stakeholders of the project					
5	We map out stakeholders and their influences on the project					
6	We dialogue with stakeholders opposing the project to reach consensus					
7	The project beneficiaries' selection criteria is clear to all stakeholders.					
8	Project audit and reports are shared with the donor and relevant stakeholders.					
9	We conduct regular stakeholders reflection forums					
10	We encourage the beneficiaries ownership of the project sustainability.					
11	We use the stakeholders feedback to inform and redesign the project.					

SECTION F: PERFORMANCE OF COMMUNITY PROJECTS

6.1 Specify the level of agreement to the below performance measures of your project?

Kindly respond to all statements by ticking one Likert scale on each statement.

Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

	Statement	**1**	**2**	**3**	**4**	**5**
1	The project achieved its set targets					
2	The project was completed within the stipulated duration					
3	The project was implemented within the approved budget					
4	The project had an exit strategy					
5	The project is sustainable and the beneficiaries are benefiting from the enterprise.					

Thank you for your Participation

APPENDIX III: TABLE FOR DETERMINING SAMPLE SIZE FOR A GIVEN POPULATION

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX IV: AUTHORIZATION LETTER FROM THE UNIVERSITY

UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

7th July, 2015

REF: UON/CEES//NEMC/22/087

TO WHOM IT MAY CONCERN

RE: PETER MWANGI KIRAGU – REG NO L50/69076/2013

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled **"influencing of project implementation strategies on performance of community projects in Kenya".** A case of young mother's project, Kiambu County.

Any assistance given to him will be appreciated.

UNIVERSITY OF NAIROBI CEES P O Box 30197 07 JUL 2015 NAIROBI NAIROBI EXTRA-MURAL CENTRE

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

APPENDIX V: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. PETER MWANGI KIRAGU
of UNIVERSITY OF NAIROBI, 106338-101
Nairobi,has been permitted to conduct research in *Kiambu County*

on the topic: *INFLUENCE OF PROJECT IMPLEMENTATION STRATEGIES ON PERFORMANCE OF COMMUNITY PROJECTS IN KENYA:A CASE OF YOUNG MOTHERS PROJECT,KIAMBU COUNTY*

for the period ending:
6th November,2015

Permit No : NACOSTI/P/15/6696/7020
Date Of Issue : 14th July,2015
Fee Recieved :Ksh. 1000

.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(I) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 5163

CONDITIONS: see back page