

**FACTORS INFLUENCING IMPLEMENTATION OF LOCAL
POULTRY COMMERCIALIZATION PROJECTS IN
HOMA BAY COUNTY.**

BY:

AGNES ADHIAMBO ODONGO

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

UNIVERSITY OF NAIROBI.

2015

DECLARATION

This Research Project is my original work and has never been presented for the award of any degree in any University.

Signature_____ Date_____

Agnes Adhiambo Odongo

L50/67167/2013

This Research Project has been submitted for examination with my approval as the university supervisor.

Signature_____ Date_____

Prof. Harriet Kidombo

Lecturer, Department of Extra Mural Studies,

University Of Nairobi

DEDICATION

This research project is dedicated to my loving my parents Mr George Hillary Odongo and Caroline Akoth Odongo for their support and encouragement and to my husband Mr. Samuel Odhiambo Kanyangi and our children Andre and Sandra Kanyangi for his continuous prayers and support.

ACKNOWLEDGEMENT

I wish to thank many people who directly or indirectly helped me in the production of this project work. Firstly i would like to express my deep indebtedness to my supervisor Prof Harriet Kidombo for his invaluable criticisms, comments, patience and motivations throughout the preparation of this research project. On the same note, I would like to pass my gratitude to Mr. Onuonga George Odhiambo for his encouragement at the critical stages of this work by injecting the necessary inputs to make this research project to take a desired shape. Secondly, my sincere gratitude goes to the typist Mr. Eddy Mella and research assistant Mr. Akoko Geoffrey and Mr. Kennedy Ongekoo, Mr. Erick Omondian and Mr. Samson Otieno who did their part so diligently, accurately and at short notice. Thirdly my appreciation and gratitude go to our reliable and competent lecturers, Mr. Joseph Awino, Mr, Odhiambo Onuonga', Mr. Peter Onsembe, Mr.Rogito who will be remembered for the knowledge I gained out of their lectures and guidance. I also wish to appreciate in a special way the respondents for giving the required information for the research study. Lastly my special and sincere gratitude goes to my family who suffered my prolonged pre-occupation with this research project, my colleagues especially Mrs. Gladys Owiti, Mr. Oyolla, Mrs. Bennedete Lwanda and Mrs. Agnes Augo in the acknowledgement as they provided me with the needed company for such academic endeavors. To all, I say thank you

TABLE OF CONTENTS

TITLE	PAGE
DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF FIGURES	viii
LIST OF TABLES	ix
LIST OF ABRIVIATION AND ACCRONYMS	x
ABSTRACT	xi

CHAPTER ONE

INTRODUCTION

1.1 Background of the study	1
1.2 Statement of the problem	5
1.3 Purpose of the study	6
1.4 Objkectives of the study	6
1.5 Reserch questions	6
1.6 Significance of the study	7
1.7 Limilations of the study	7
1.8 Delimitation of the study	8
1.9 Basic assumption of the study	8
1.10 Defination of significance terms of the study	8
1.11 Organization of the study	9

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction	11
------------------------	----

2.2 The concept of implementation of local poultry commercialization projects	11
2.3 Influence of training on implementation of local poultry commercialization projects	15
2.4 Influence of funding on implementation of local poultry commercialization projects	17
2.5 Influence of marketing strategies on implementation of local poultry commercialization projects.....	20
2.6 Influence of stakeholder participation on implementation of local poultry commercialization projects	22
2.7 Theoretical framework of the study	25
2.8 Conceptual framework of the study	26
2.9 Summary of literature review	29

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction	30
3.2 Reserch design	30
3.3 Target population	31
3.4 Sample size and sample selection	31
3.4.1 Sample size	31
3.4.2 Sample selection	32
3.5 Data collection instrument	32
3.5.1 Pre testing the instruments	33
3.5.2 Instruments validity	33
3.5.3 Reliability of the instruments	34
3.6 Data collection procedure	34
3.7 Methods of data analysis	35
3.8 Operationalization of study variables	35
3.9 Ethical considerations	39

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION

4.1 Introduction	40
4.2 Response rate	40
4.3 Demographics of the respondents	41

4.3.1	Characteristics of the response by age	41
4.3.2	Characteristics of response by gender	42
4.3.3	Marrital status of the respondents	43
4.3.4	Lavel of education of the respondents	45
4.3.5	Length of implementation of local poultry commercialization projects	46
4.3.6	Poultry farming component	47
4.4	Influence of PMC training on implementation of local poultry commercialization project	48
4.4.1	Influence of professional training on implementation of poultry projects	48
4.4.2	Relevants of training on implementation on poultry projects	49
4.4.3	Training package on implementation of local poultry commercialization project	50
4.4.4	Ferquency of training on implementation of local poultry commercialization project	51
4.5	Influence of funding on implementation of local poultry commercialization projects	52
4.5.1	Sufficiency of funds on implementation of poultry projects	53
4.5.2	Sources of funding on implementation of local poultry projects	53
4.5.3	Mode of disbursement of funds on implementation of local poultry projects	55
4.5.4	Influence of the conditions of disbursement on implementation of local poultry projects	55
4.6	Influence of marketing on implementation of local poultry commercialization projects...	57
4.6.1	Variety of markets on implementation of local poultry projects	58
4.6.2	Marketing strategies on implementation of local poultry commercialization projects	59
4.6.3	Product publicity on implementation of local poultry commercialization projects	59
4.6.4	Influence of value addition on implementation of local poultry commercialization projects	60
4.7	Influence of stakeholder involvement on implementation of local poultry commercialization projects	61
4.7.1	Influence of stakeholder groups on implementation of local poultry commercialization projects	61
4.7.2	Stakeholder roles on implementation of local poultry commercialization projects.....	62

4.7.3	Levels of stakeholder involvement on implementation of local poultry commercialization projects	63
-------	---	----

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS

5.1	Introduction	65
5.2	Summary of the study findings	65
5.2.1	Response rate	65
5.2.2	Demographics of the responce	65
5.2.3	PMC training on implementation of local poultry commercialization projects	67
5.2.4	Funding on implementation of local poultry commercialization projects	68
5.2.5	Influence of marketing on implementation of local poultry commercialization projects	69
5.2.6	Influence of stakeholder involvement on implementation of local poultry commercialization projects	71
5.3	Conclusion	72
5.4	Reccomendations	72
5.4.1	Recommendations for policy formulation	72
5.4.2	Reccomendations for further research	74
	References	75

APPENDICES

APPENDIX I:	LETTER OF TRANMITTAL.....	79
APPENDIC II:	RESERACH QUESTIONNAIRE.....	80

LIST OF FIGURES

Figure 2.1: Coceptual framework

LIST OF TABLES

Table 3.1:	Sample size and Sample selection	32
Table 4.1:	Response Rate	41
Table 4.2:	Characteristics of the respondents by age	42
Table 4.3:	Gender of the respondents	43
Table 4.4:	Marital status of the Respondent	44
Table 4.5:	Level of education of the respondents	45
Table 4.6:	Duration of participants in the project	46
Table 4.8:	Influence of level of training on implementation of projects	47
Table 4.9:	Relevance of professional qualification on poultry project implementation....	48
Table 4.10:	Training package on implementation of project.....	49
Table 4.11:	Frequency of training on implementation of poultry project.....	50
Table 4.12:	Sufficiency of funds on implementation of poultry projects... ..	51
Table 4.13:	Diversity of funding sources on implementation of poultry Projects.....	52
Table 4.14	Mode of disbursement of funds on implementation of local poultry projects..	53
Table 4.15	The continuous of disbursement on implementation of poultry projects.....	54
Table 4.16	variety of markets on implementation of poultry projects.....	56
Table 4.17:	Marketing strategies on implementation of poultry projects.....	57
Table 4.18	Product publicity on implementation of poultry project.....	58
Table 4.19:	Influence of value addition on implementation of poultry project.....	59
Table 4.20:	Influence of stakeholder groups on implementation of poultry project.....	60
Table 4.21:	Stakeholders roles on implementation of local poultry project.....	61
Table 4.22	Level of stakeholder involvement on implementation of poultry projects.....	62

LIST OF ABBREVIATIONS AND ACRONYMS

N.G.O	:	Non Governmental Organization
PMC	:	Project Management Committee
A.D.B	:	African Development Bank
PM E	:	project Monitoring and Evaluation
DFRD	:	District focus for Rural Development
CDF	:	Constituency Development Fund
SLA	:	Sustainable Livelihood Approach
PLWDs	:	People Living with Disabilities
SPSS	:	Statistical Packages for Social Science
LPCP	:	Local Poultry Commercialization Project

ABSTRACT

This study was based on factors influencing implementation of local poultry commercialization projects in Homa Bay County. These projects were being implemented in the eight sub counties, with implementers being registered community groups such as youth groups and women. The study was informed by the objectives; to investigate the influence of training of PMC, funding, marketing and stakeholder involvement on implementation of local poultry commercialization projects in Homa Bay County. The study was grounded on basic assumptions that the final sample selected for the study would reflect the true characteristics of the target population in its major features; that the respondents would be willing to volunteer salient information honestly and objectively; and that the data collection instruments would be valid and reliable in measuring the desired outcomes. It was also assumed that the county government of Homa Bay would be ready to support the study through giving of the necessary information geared towards seeking answers to the challenges of effective implementation of local poultry commercialization projects. The study adopted a descriptive survey research design, targeting a population of 2470 beneficiaries from where a sample size of 247 respondents was drawn using stratified random sampling techniques on the basis of the eight sub counties. Data was collected using questionnaire which was pretested to ascertain its effectiveness. Data was analyzed using descriptive statistics generating frequencies and percentages and presented in the form of frequency distribution tables. The study established that factors such as training of project team members to acquire skills in project management, provision of adequate funding to ensure that project activities run as scheduled, marketing strategies that eliminate exploitation by middle men and stakeholder participation that ensures many people are fully involved in project activities had significant influence on implementation of local poultry commercialization projects. The researcher recommends that the County Government of Homa Bay, through its line departments, should formulate policies that emphasize special training for teams, develop policies on adequate funding and aggressive mobilization of funds prior to initiating a project intervention.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study.

Economic trends are changing in the whole world, partly contributed to by the ever increasing population among the developing countries, as well as absence of effective long term policies in addressing issues of sustainable job creation to the youth, Kelly (2012). UN Agencies implementing development projects in different parts of the world have developed a stock of knowledge on the best project management practices that promise more gains from development interventions, Suarez (2013).

while focusing on effective project implementation of the Community Based Development Projects in Australia, Hajnati (2013) noted that effective project implementation is a function of the training of project team to obtain the most effective project management best practices for successful delivery of the project goals.

According to Alliany (2014), a project consultant working with the Germans Consortium of Project Consultants (GCPC) indicated that effective project management is undertaken a project team with the best training, adequacy of funds, stakeholder participation and use of superiour marketing strategies. Working in the manufacturing projects in China, Khoder (2012), indicated that most projects that deliver their planned objectives bring on board project teams that are comprised of people with the most competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of project teams to focus on projects objectives.

According to Dometo (2011), while working as a project manager in charge of the Project Monotoring and Evaluation (PM&E) in the implementation of Community based poultry projects in Javalpur in India, observed that any project environment is complex and replete of

continuous changes and the rate of projects success hinges on one's ability to skillfully obtain the necessary information through regular environmental analysis. Reporting from his experiences in the implementation of community based projects in Japan, Orlearns (2012) stated that effective project implementation requires an able project team that is trained in the latest and competitive skills and knowledge in project work. Besides, effective project implementation often demands provision of adequate project funds disbursed promptly, project teams which are equipped with the capacity to fully participate in crucial project activities and marketing strategies that ensures the products attract the best prices in the market.

Chomez (2012), in her survey based on implementation of community Agriculture development interventions in Chile noted that for effective realization of project outputs, the project team must have the best skills through regular training She noted that the project key stakeholders should be involved fully in key proect activitries to acquire the necessary experience so that when the main financiers pull out, project is still sustained. In the light of this, the project implementors should encourage wide consultation through provision of clear channels of communication that ensures every one fully participates in all aspects of decision making processes.

In Africa, project management approach is considered the most effective technique for turning around the performance of all sectors of development. Based on factors influencing implementation of community based poultry projects in Guinea Bissau, Tounde (2012) noted that effective project implementation is a field of practice that demands skilled personnel, yet most project participants did not display substantial ability to effectively perform their individual project activities. He further notes that each project team should be well versed with knowledge and skills in project planning and management, as well as acquiring strategic project monitoring in order to affectively direct project activities to achieve the desired

objectives. Encountering various project implementation strategies in Mosambique, Paelo (2014) supervising implementation of community water projects noted that effective project implementation depends on the extent to which empowerment is up-scaled to boost the efforts of implementing agencies and the broad stakeholders to fully participate in a project intervention. She further indicates that for project output to fetch better prices in the market, suitable strategies such as formation of cooperatives should be encouraged so that selling through exploitative middle men can be avoided.

In Ghana, Odili (2012), in a study focusing on factors influencing sustainability of community based value addition projects indicated that community empowerment initiatives must be emphasized to ensure that once the donors pull out from a project, it can still be sustained through the efforts of beneficiaries. He emphasizes the need to train the project stakeholders in the latest project management skills; provide adequate funds for execution of project tasks, involvement of project stakeholders in key activities and functions. Specializing in the management of infrastructure projects in the public sector in south Africa, Derine (2012) noted that empowerment of the project team and all the project beneficiaries was considered the greatest success factor in the implementation of such initiatives.

In Rwanda, the country's reconstruction projects were initiated by initially empowering the project teams through training, availing adequate funding, and popularizing the concept of public participation, Moris (2011). Having been greatly devastated by the genocide, the country supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Kabula (2010). In this effort, training of project teams was emphasized, resources were aggressively mobilized and generated information regularly provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

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

In Kenya, various community based projects equally encounter challenges, just as it has been observed elsewhere. Surveys conducted on the status of most projects implementation in the public sector, often reveal numerous cases of project failures, Ondari (2011). Focusing on the implementation of poultry projects in Vihiga County, Wafula (2014) indicated that this project was poorly initiated for the people without any form of needs assessment done to establish if the beneficiaries really needed the project.

Reporting from his study on factors influencing implementation of community-based poultry projects in Bureti Sub County, Korir (2013) stated that these projects were poorly implemented leading to the presence of scattered poultry projects that subsequently failed to meet the expectation of the citizens. In Migori County, Odwar (2014) reporting from a survey conducted on the status of the implementation of poultry projects indicated that the incubators provided to the farmers couldly work because there were regular power failures that greatly affected the rate of hatching.

In Homa Bay County, local poultry commercialization project was initiated with no people involvement and no report indicates how this project was conceived, yet the scanty information traceable lists beneficiaries who were simply given hatcheries that have been

converted in to cabinets, Oguda (2015). In this report, this is a classic case of a project that died immediately after conception, an indication of how poor project identification can often lead to loss of public resources. It is on account of this that this study sought to investigate factors influencing implementation of local poultry commercialization projects in Homa Bay County.

1.2 Statement of the Problem

Devolution of power and resources to the counties is one of the greatest gain that the ordinary Kenyans are always ready to celebrate from the Constitution of Kenya 2010, yet before its full implementation, issues of ineffective project implementation have become common experiences in various sectors in all countries and more severe in Homa Bay County, Odhiambo (2015). In this survey, the county lighting system has never focussed on the needs of the intended beneficiaries, often going off before mid night, the most highly popularized Agri City project has remained just but a dream, though having consumed public resources and the first ever ambitious road to be done on record time, cost effectively and more durable is impassable even on foot.

Local poultry commercialization project was initiated with no people involvement and no report indicates how this project was conceived, yet the scanty information traceable lists beneficiaries who were simply given hatcheries that have been converted in to cabinets, Oguda (2015). The report indicates that this is a classic case of a project that died immediately after conception, an indication of how poor project identification can often lead to loss of public resources. It is on account of this that this study sought to investigate factors influencing implementation of local poultry commercialization projects in Homa Bay County. This study therefore sought to investigate factors influencing implementation of local poultry commercialization projects in Homa Bay County.

1.3 Purpose of the study

The purpose of the study was to investigate factors influencing implementation of Local Poultry Commercialization projects in Homa Bay County.

1.4 Objectives of the study

The study was guided by following objectives :-

1.To determine the extent to which training of PMC influences implementation of local poultry commercialization projects in Homa Bay County.

2.To investigate the influence of funding on implementation of local poultry commercialization projects in Homa Bay County.

3.To assess how marketing influences implementation of local poultry commercialization projects in Homa Bay County.

4.To examine the influence of stakeholder involvement on implementation of local poultry commercialization projects in Homa Bay County.

1.5. Research questions

This study sought to provide responses to the following research questions;

1.To what extent does training of PMC influences implementation of local poultry commercialization projects in Homa Bay County?

2.What influence does funding have on implementation of local poultry commercialization projects in Homa Bay County?

3.How does marketing influence implementation of local poultry commercialization projects in Homa Bay County?

4.What is the influence of stakeholder involvement on implementation of local poultry commercialization projects in Homa Bay County?

1.6 Significance of the Study

It was believed that the findings of the study would of great significance to PMCs implementing local poultry commercialization projects in Hom Bay County in particular, and any other bodies engaged in implementation of different development projects in the county, in general. In the light of this reality, the study would offer insights into superior practices worth embracing for effective project implementation that would offer to consoliudate the gains from devolution.

Besides, the study would also be significant to the government in formulating policies that would be favorable to implementation of community projects as alternative job creation opportunities, not only at the national level, but also at the devolved units. Moreover, the study would also benefit other development partners such as the Non-Governmental Organizations (NGOs) implementing various community based projects and other donors to adopt suitable measures for gainful project implementation.

1.7: Limitations of the Study

The study was limited by the fluctuating weather conditions in Homa Bay County, given that it was undertaken during the season of long rains that resulted in to flooding of several parts of the county making transportation difficult. This meant that most roads remained impassable for long hence it became difficult to access the respondents. The study was also limited by insufficient funds for developing the tools used for data collection. Moreover, the study was limited by unwillingness of some respondents in giving information as a consequence of unknown suspicion, yet other respondents also chose to give false information deliberately, with others just keeping the questionnaire.

However, these limitations were overcome by putting in place several strategies such as visiting respondents at noon before afternoon downpour, other places on motor bikes, operating within the budget and also informing the respondents about the significance of the study, which was purely academic and not for any other purpose. The researcher also disclosed a statement of commitment to confidentiality to the respondents, that any information given would not be divulged to anyone else.

1.8: Delimitations of the Study

The study was confined to an investigation of factors influencing the implementation of local poultry commercialization projects in Homa Bay County. These projects were being implemented in the entire eight Sub Counties such as, Homa Bay Town, Rangwe, Ndhiwa, Suba, Mbita, Kasipul, Karachuonyo and Kabondo Kasipul. Moreover, the target projects were restricted to those initiated and funded by the county government of Homa Bay by the department of Agriculture and Livestock

1.9: Basic assumptions of the Study

The study was grounded on the basic assumptions that the final sample selected for the study would reflect the true characteristics of the target population in its major features; that the respondents would be willing to volunteer salient information honestly and objectively; and that the data collection instruments would be valid and reliable in measuring the desired outcomes. It was also assumed that the county government of Homa Bay would be ready to support the study through giving of the necessary information geared towards seeking answers to the challenges of effective implementation of local poultry commercialization projects.

1.10. Definition of Significant Terms as used in the study

Project implementation: The actual execution of activities planned and organized for purposes of attaining the goals of a development intervention.

Local Poultry Commercialization projects : refers to indigenous poultry that are raised in almost every home but mostly for subsistence purpose but in this project are targeted for commercial production.

Training:this refers to knowledge and skills acquired by PMCs through formal education and training.

Stakeholder Participation:this refers to freedom given to various individuals and groups with interest in the project to be fully involved in activities and contributing their ideas on how development should take place.

Funding : takes care of the financial resources that are invested in a development initiative.

Marketing strategies :tactics business persons adopt in order to obtain maximum profits through sales of the products

1.11 Organization of the Study

This study is organized into five chapters. Chapter One contains background of the study, statement of the problem, purpose of the study, as well as objectives of the study. It also also highlights the research questions of the study, significance of the study, limitations of the study, basic assumptions of the study and delimitations of the study, in addition to definition of significant terms as used in the study.

Chapter Two features a detailed review of literature on the area of this study. It reviews such literature in relation to the study variables; the concept of implementation of projects, training of PMC, funding, marketing strategies and stakeholder involvement. This chapter also puts to focus the theoretical framework and the conceptual framework of the study. Chapter Three presents the research methodology, outlining the research design, target population, sample

size and sample selection. It also puts to focus data collection instruments, instruments validity and instruments pretesting, or piloting. Included also in this chapter are the data collection procedures, operationalization of the variables and the methods of data analysis. Chapter Four highlights data analysis, interpretation and presentation, while Chapter five captures summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents general literature on studies that have previously been done by other scholars in the area of implementation of community based development projects. The literature review is done on the back drop of the key study objectives; influence of PMC training, funding, marketing strategies and stakeholder participation on implementation of local poultry commercialization projects. This section also features the theoretical framework and the conceptual framework.

2.2 The concept of implementation of local poultry commercialization projects

While focusing on effective project implementation of the Community Based Development Projects in Australia, Hajnati (2013) noted that effective project implementation is a function of the training of project team to obtain the most effective project management best practices for successful delivery of the project goals.

According to Alliany (2014), a project consultant working with the Germans Consortium of Project Consultants (GCPC) indicated that effective project management is undertaken a project team with the best training, adequacy of funds, stakeholder participation and use of superior marketing strategies. Working in the manufacturing projects in China, Khoder (2012), indicated that most projects that deliver their planned objectives bring on board project teams that are comprised of people with the most competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of project teams to focus on projects objectives.

According to Dometo (2011), while working as a project manager in charge of the Project Monitoring and Evaluation (PM&E) in the implementation of Community based poultry projects in Javalpur in India, observed that any project environment is complex and replete of continuous changes and the rate of projects success hinges on one's ability to skillfully obtain the necessary information through regular environmental analysis. Reporting from his experiences in the implementation of community based projects in Japan, Orlearns (2012) stated that effective project implementation requires an able project team that is trained in the latest and competitive skills and knowledge in project work. Besides, effective project implementation often demands provision of adequate project funds disbursed promptly, project teams which are equipped with the capacity to fully participate in crucial project activities and marketing strategies that ensures the products attract the best prices in the market.

Chomez (2012), in her survey based on implementation of community Agriculture development interventions in Chile noted that for effective realization of project outputs, the project team must have the best skills through regular training. She noted that the project key stakeholders should be involved fully in key project activities to acquire the necessary experience so that when the main financiers pull out, project is still sustained. In the light of this, the project implementors should encourage wide consultation through provision of clear channels of communication that ensures every one fully participates in all aspects of decision making processes.

In Africa, project management approach is considered the most effective technique for turning around the performance of all sectors of development. Based on factors influencing implementation of community based poultry projects in Guinea Bissau, Tounde (2012) noted that effective project implementation is a field of practice that demands skilled personnel, yet most project participants did not display substantial ability to effectively perform their

individual project activities. He further notes that each project team should be well versed with knowledge and skills in project planning and management, as well as acquiring strategic project monitoring in order to affectively direct project activities to achieve the desired objectives. Encountering various project implementation strategies in Mosambique, Paelo (2014) supervising implementation of community water projects noted that effective project implementation depends on the extent to which empowerment is up-scaled to boost the efforts of implementing agencies and the broad stakeholders to fully participate in a project intervention. She further indicates that for project output to fetch better prices in the market, suitable stragies such as formation of cooperatives should be encouraged so that selling through exploitative middle men can be avoided.

In Ghana, Odili (2012), in a study focusing on factors influencing sustainability of community based value additriion projects indicated that community empowerment initiatives must be emphasized to ensure that once the donors pull out from a project, it can still be sustained through the efforts of beneficiaries. He emphasizes the need to train the project stakeholders in the latest project management skills; provide adequate funds for execution of project tasks, involvement of project stakeholders in key acvtivities and functions. Specializing in the management of infrastructure projects in the public sector in south Africa, Derine (2012) noted that empowerment of the project team and all the project beneficiaries was considered the greatest success factor in the implementation of such initiatives.

In Rwanda, the country's reconstruction projects were initiated by initially empowering the project teams through training, availing adequate funding, and popularizing the concept of public participation, Moris (2011). Having been greatly devastated by the genocide, the country supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Kabula (2010). In this effort, training of project teams was emphasized, resources were aggressively

mobilized and generated information regularly provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

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

In Kenya, various community based projects equally encounter challenges, just as it has been observed elsewhere. Surveys conducted on the status of most projects implementation in the public sector, often reveal numerous cases of project failures, Ondari (2011). Focusing on the implementation of poultry projects in Vihiga County, Wafula (2014) indicated that this project was poorly initiated for the people without any form of needs assessment done to establish if the beneficiaries really needed the project.

Reporting from his study on factors influencing implementation of community-based projects poultry projects in Bureti Sub County, Kirir (2013) stated that these projects were poorly implemented leading to the presence of scattered poultry projects that subsequently failed to meet the expectation of the citizens. In Migori County, Odwar (2014) reporting from a survey conducted on the status of the implementation of poultry projects indicated that the incubators provided to the farmers couldly work because there were regular power failures that greatly affected the rate of hatching.

2.3. Influence of training on implementation of local poultry commercialization projects

Modern businesses operate in complex environment that is characterized by the ever changing forces that before one thinks of fixing, then more threatening forces are at work. It is on account of this reality that business operators acquire more competitive skills for purposes of obtaining and analysing vital information for use in decision making, Kelly (2012). According to Dometo (2011), successful project implementation demands that project management team seeks more skills and often regularly to enable them effectively execute project tasks, as rudimentary approaches can no longer offer desired results.

While working with community based agriculture projects in China, Khoder (2012) observed that training is the best human resource management practice that offers competitive skills and knowledge for task accomplishment and organizations that take this first lane to skills acquisition, surely realize superior project outputs. Training is a process by which individuals gain knowledge, skills and desirable attitudes that condition individuals to handle challenges in life. As a consequence to the acquired knowledge and skills, people get prepared to manipulate different forces to obtain livelihood, Lanin (2011).

Education and training are viewed as aspects of life that mould behaviour of individuals into desired state; impart skills and knowledge for solving emerging problems and offer opportunities for innovation and creativity necessary in addressing future challenges, Zawadi (2014). In business, whereas entrepreneurs may be influenced by some form of hereditary factors, serious and successful entrepreneurs are shaped to be equal to their tasks through education, Oshwal (2012). He insists that modern business world can only be understood by learned entrepreneurs who possess the skills and knowledge required to keep pace with changes of globalization. Jack (2009) observes that since environment has become too complex to predict the changes that are likely to occur in future, it is no longer business as usual and businessmen must strive to remain awake in a pro-active manner to be able to deal

In the study based on influence of training on the implementation of community based projects in Nigeria, Wagonda (2010) indicated that training in skills and knowledge of basic project management should be emphasized in order to steer projects effectively. According to Zainabu (2008), community based projects in Dodoma were discovered to be doing poorly, as a result of insufficient training of the project team members.

It is through training that PMCs can adopt variety in their enterprises, a strategy for appealing continuously to project beneficiaries. At times, some customers get fed up with certain products because of their same old looks and may prefer substitutes, but with a perceived value addition, customer interests in the products will be renewed, Birmingham (2014).

According to Sign (2012), manual operations which depend on bare strength are steadily being faced out in production processes, and instead, technology is replacing human labour geared towards obtaining maximum gains, while reducing the cost of production. Strategies that are superior in nature are developed for use in local projects through manipulation of internalized skills and knowledge learned through training and refined by experience, Lavender (2012).

Training provides individuals with stock of knowledge that is applied to deal with project issues as they arise. In the light of this reality, training in knowledge and skills are crucial ingredients of prudent project management, Njoroge (2012). According to Mc Donald (2010), training offers in project implementation practices offers the greatest asset to an intervention.

studying the influence of training on productivity of Agriculture based projects in Chile, Suarez (2010) observed that these projects would be more profitable undertakings in the rural areas of Chile, yet remained less productive as the initiators just possessed basic project implementation skills. In Congo, rabbit keeping projects were initiated by a local poverty eradication group and supported by World Vision and the first project activity prior to core

project functions, training of PMC members was given more prominence, Lovi (2012). With the introduction of brick-making machines in Egypt for commercialization of these projects, this sector has been improved and currently increases the country's ability to create more job opportunities for its people, Hosni (2010). Several brick-making project team members had been trained in using the technology making these projects productive.

In several areas in Kenya, more and more NGO action in the name of improving the well-being of the people through local development projects have become very popular in both rural and urban areas. Those who engage in these initiatives have learned how to enhance the production processes by adding value to the locally available raw materials to deliver gainful project outputs, Mogire (2011).

According to the UNDP Report (2013) based on factors influencing sustainability of cross-breeding dairy products in Sub-Saharan Africa, training of the farmers was considered the most critical component of project funding requirements. This was to ensure that project initiators had the necessary skills for effective implementation, so as to offer more economic engagement of the locals in interventions that would be sustained.

2.4. Influence of funding on implementation of local poultry commercialization projects

Project interventions are development initiatives that often demand massive resource utilization to deliver the expected project output, so much so that in the absence of adequate funds, projects' objectives remain a tall order to achieve, Chomez (2012). Most of the projects initiated at the community level are generally done with meagre resources, yet such communities are in possession of locally available materials that can be used as raw materials in the production process, Anita (2015). According to Orleans (2012), funding is the greatest factor of production, given that with funds available, other factors of production become easy

to access, and he advises that without steady flow of funds, project tasks may suffer from completion nightmares.

One of the principal challenges facing rural inhabitants in the developing countries especially Africa, is the lack of adequate financing particularly in low income groups. Access to funds is one of the keys to an improved project outcome and often projects are frozen before adequate funds are obtained, just to be certain that once an initiative is up and running, project liquidity is assured without which the project suffers cost overruns, Nduta (2014).

Several studies have tended to determine the extent to which access to financial resources influence implementation of community based development projects and point to the fact that no intervention can succeed if funds are inadequate, Kambi (2011). Occasionally, mobilization of funds for project implementation has often taken the form of seeking credit facilities from financial institutions, as these projects are regarded as business like any other, Jamila (2010)

Focusing on factors influencing implementation of community water projects among women in rural areas in China, Jeyhu (2011) noted that these projects had been constrained by financial barriers, yet obtaining bank loans also proved futile due to cumbersome application procedures, relatively high interest rates and transaction costs, social cultural constraints, lack of collaterals, as well as credible credit history.

According to Lampard (2010), access to funds even from commercial lending institutions for project implementation in Germany was enhanced by such measures; appropriate training of employees of formal and institutions, the support of financial extension services geared to reach to potential project initiators, the strengthening of intermediary credit institutions and associations such as formal or informal saving cooperatives. Adams (2014) argues that when access to financial resources become a great impediment to the implementation of a project

intervention, project leaderships ability to steer project activities is put to test, as it is common knowledge that running a successful project is akin to an investment.

With the available funds from member's savings, loans, merry go round cycles, dividends and profits made by projects such as poultry, beekeeping, merry go round cycles and other interventions, women projects in Uriri district have been able to participate well in their projects because of sound finance and good education and training in cooperatives. The gap in agricultural production and productivity existed not because rural women were incapable of farming, but because of financial constraints placed on them, Anyumba (2013).

According to Njeri (2014), the 1995 Copenhagen declaration and programme of action set the goal of eradicating poverty in the world through decisive national and international cooperation in financial mobilization to ensure that community based projects do not run out of resources, since this was the most effective strategy of people involvement in their own development in a sustainable way. It is held that access to financial sources influences implementation of women run projects, and since women suffer a great deal on issues of finance, most projects in this domain hardly meet long term sustainability, Bomako (2010).

Reporting from an encounter with community based initiatives in Burundi, Menila (2013) noted that the level of funding of a project intervention determines the extent of success even with other factors in play. He advises that for effective realization of project objectives, the sponsors must exhaust all the financial sources so that no activity is stifled due to massive resource constraints. In the same breadth, Pelmore (2015), while giving a report on factors influencing sustainability of local agricultural poultry projects in Uganda, indicated that project success is a function of massive financial mobilization and prudent management of these resources.

2.5. Influence of marketing strategies on implementation of local poultry projects

There can never be a project intervention that is implemented without a focus on the needs of the customer, a final products that is delivered and as well strategies of placement of the products to the end users, Ondari (2011). Project gains may not be realized, not due to project failure, but some time as a result of use of poor marketing strategies that lead to the exploitation of the project deliverables by the middle men.

Simply defined, Guyan (2006) views marketing strategies as the skilled attempts of ensuring that products of an organization do not just gain popularity with consumers in a wide cross-section of the market, but these products also promise attractive returns. Marketing strategies are well thought out, intelligently designed and neatly packaged procedures of getting command of the widest marked niche; moves which give the highest value for investments, Dawood (2008).

Advising on the application of the principles of project total quality management in project interventions for more value addition on the final products, it is not worth producing commodities with no idea, whatsoever, of the intended user's characteristics, for any products that can stand in the market is that which focuses on specific customer needs. With no suitable strategies put in place to have the consumer informed that what is offered fits their expectations, none will be ready to identify with such products, Amanda (2011).

Farming businessmen will prefer to invest in areas that have adequate information about the present and potential customers as well as safe markets for their products. The presence of cheap imports in the markets will in most cases discourage investors from putting their money in establishing businesses that will eventually have to unfairly compete with them. Investors will prefer to invest in businesses that are free from unfair and un-regulated competition. In Kenya, egg traders have been illegally crossing the border to Uganda to buy cheaper eggs for reselling in Kenya, earning better returns in the market places.

According to Midar (2011), while highlighting the influence of marketing strategies on productivity of local project initiatives in Homa Bay, products must be popularized to connect with consumers, and to achieve this end, marketing strategies must be properly thought of. These tested strategies take the form of advertising, engaging in regular business promotions, taking part in corporate social responsibilities, forming co-operative societies to take charge in marketing products, identifying suitable displaying channels, among others.

Ensuring that products of an enterprise do not just gain into the market, but also fetch attractive returns to the organization, marketing should not be done by isolated individuals, Demn (2010). Middlemen and brokers always take the advantages of low bargaining power of individuals sellers thus exploits them. Formation of cooperatives or selling in groups enhances the bargaining power of the sellers hence receive handsome pay in return, Emilly (2014).

Examining the influence of marketing strategies on business competitiveness in Australia, Andrew (2013) observed that small scale farmers who engaged in production and marketing of raw products faced enormous challenge that ought to be addressed in order to make these initiatives productive. He outlined a range of marketing challenges including, lack of designated places to sell their products, lack of strong cooperatives to bargain for better pay and desperation to dispose products at low cost for bare survival.

As a professional economist at the Harvard school of business in America, Gore (2010) giving business productivity an economic dimension, introduced the concept of scarcity that necessitates choice on the basis of what to produce, how to produce and whom to produce. He advised that before starting a venture, the three pillars of scarcity are critical and should inform the decision to go into a particular business, without which, the entrepreneur is likely to be shocked by business realities.

Shamala (2012) pointed out, in her study on factors influencing viability of brick making project in Busia County, that bricks remained the most popular building materials in Kenya, yet poor marketing strategies had consigned the brick makers to object poverty. This was because the bricks sellers were being exploited by brokers who were paying low prices and later making a kill using the producer's efforts. she recommended that strong co-operatives should be informed to enhance the bargaining power of the bricks makers as well as identifying markets in an attempt to make such business productive.

According to Banda (2010), better marketing strategies are those that create genuine trusty in the products. Genuine branding containing true and reliable information about a given commodity is considered a sound marketing strategy. Packaging that consumers perceive as conveniencing when being handled, environmentally friendly and secure safety of the user is equally a good marketing strategy. Adoption of superior marketing strategies information enhances a firm's competitiveness Dally (2005).

2.6. Influence of stakeholder participation on implementation of local poultry projects

Development can hardly be done for people and identification of project stakeholders before project initiation is critical so that collective views from a broad spectrum of stakeholders may result in ownership for project sustainability, Paelo (2014). Projects undertaken at the community level often encounter challenges of implementation if people participation is not emphasized, whether they support the initiative, or are against it, Olango (2014).

In the light of the need to attain social, economic and political development of the people, this reality features a fundamental dilemma which can only be unlocked by extensive engagement of the efforts of the local communities to take actions through community based development projects. The degree to which community CDF Funded projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making. Participation involves people taking part in decision making relating to

their development and welfare, Adagala (2010). It permits people to take initiatives; mobilize local resources for use in development; and increase a sense of belonging to the community.

According to Owuoth (2011), it is vital to observe that where participation is low, people are rarely consulted, nor given information; they are merely told what to do. The agency plans and implements its programmes which reduces people identification with it as well as poor maintenance and high mortality of projects. Where it is high, people gain control of the process, they are guided by an agency to identify their problems and make key decisions. Otieno (2013) argues that the District Focus for rural Development (DFRD) strategy could not achieve much as most projects were identified, implemented and monitored by the government while local people were only used as “rubber stamps” by assembling them and informing them of their problems.

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

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

Munro (2009) indicated that a main challenge to those in development is the hard realization that any programme working in isolation only delivers up to a certain level. Those on the other hand, who manage to weave together partnerships or programmes that are able to work

in conjunction with other organizations end up delivering much more and eventually end up with broader ownership among the communities being developed. Such programs are the ones that are sustainable in the long run.

In a recent survey showing massive wastage of devolved funds, Oching (2014) blamed the poor handling of devolved fund kitties on incoherent synergy among stakeholders, less community participation, ambiguous governance structures and failure to respect basic constitutional principles of checks and balances.

Gitonga (2011), indicated that the civil leaders in Naivasha called on CDF national board to inspect stalled projects in the area. While addressing a devolution workshop in Naivasha, the civil leaders observed that the CDF Kitty had become personalized leaving locals and stakeholders in the dark on how projects were being identified.

Gitonga's report is a replica of common experiences in several parts of the country, typical of people complaining of the dissatisfying project outcomes. The sustainability of any particular project will depend on its overall impact on participating households, rather than simply on the outcomes of individual activities.

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

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

2.7. Theoretical framework of the study

As its main theoretical framework, this research uses the Sustainable Livelihood Approach (SLA) to review how poultry-based interventions contribute to the livelihood of rural households. The SLA puts the people – the farmers or smallholders – at the centre of the analysis. The framework has been developed to help understand and analyze the livelihoods of the poor, especially in the common situation in which communities and individuals sustain themselves by multiple activities (DFID, 2001; Tao and Wall, 2009).

A livelihood encompasses income, both cash and in-kind, as well as the social institutions; kin, family, compound, village and so on, gender relations, and property rights required to support and to sustain a given standard of living (Ellis, 1998). The framework does not provide an exact representation of reality but provides a more realistic framework to assess the direct and indirect effects of poultry-based interventions on rural dwellers living conditions on productivity or income.

In developing countries where the agricultural sector dominates the economy, growth needs to be agriculture led (Estudillo and Otsuka, 2010; Thirtle et al., 2003). For this purpose, it is critically important to develop improved agricultural technologies and to introduce them to poor areas where agriculture is the dominant source of income for rural households (Estudillo and Otsuka, 2010).

Improved agricultural technology diffusion is seemingly the most effective means of improving agricultural productivity and reducing poverty and increasing food insecurity (Minten and Barrett, 2008). In contrast, some economists claim that just because the agricultural sector is large does not necessarily mean that it is a leading sector for economic growth. Ellis and Harris (2004) assert that policies which facilitate rural-to-urban migration could be more suitable than policies which support agriculture. Dercon (2009) argues that better prospects for reducing rural poverty and stimulating growth might come from non-agricultural sectors, creating additional opportunities for people to exit farming. According to Dercon (2009), because the agricultural sector in most developing countries has very low productivity relative to the rest of the economy, a strategy of exporting non-agricultural goods or cash crops and importing food might prove better than a development strategy based on agriculture. To the extent that policies that target rural areas, should focus on investments in health and education which will make it easier and cheaper for individuals to leave agriculture.

Dercon's view is however rejected by several economists who argue that it will be difficult to realise significant growth or poverty reduction in the absence of agricultural productivity growth as most developing countries have at least one quarter of their workforce employed in agriculture and given the importance of agricultural output in the consumption baskets of the poor (Gollin, 2010). This theory was therefore suitable in supporting this study as it sought to incorporate technology in order to boost agricultural production and poultry farming in particular.

2.8. Conceptual framework of the study

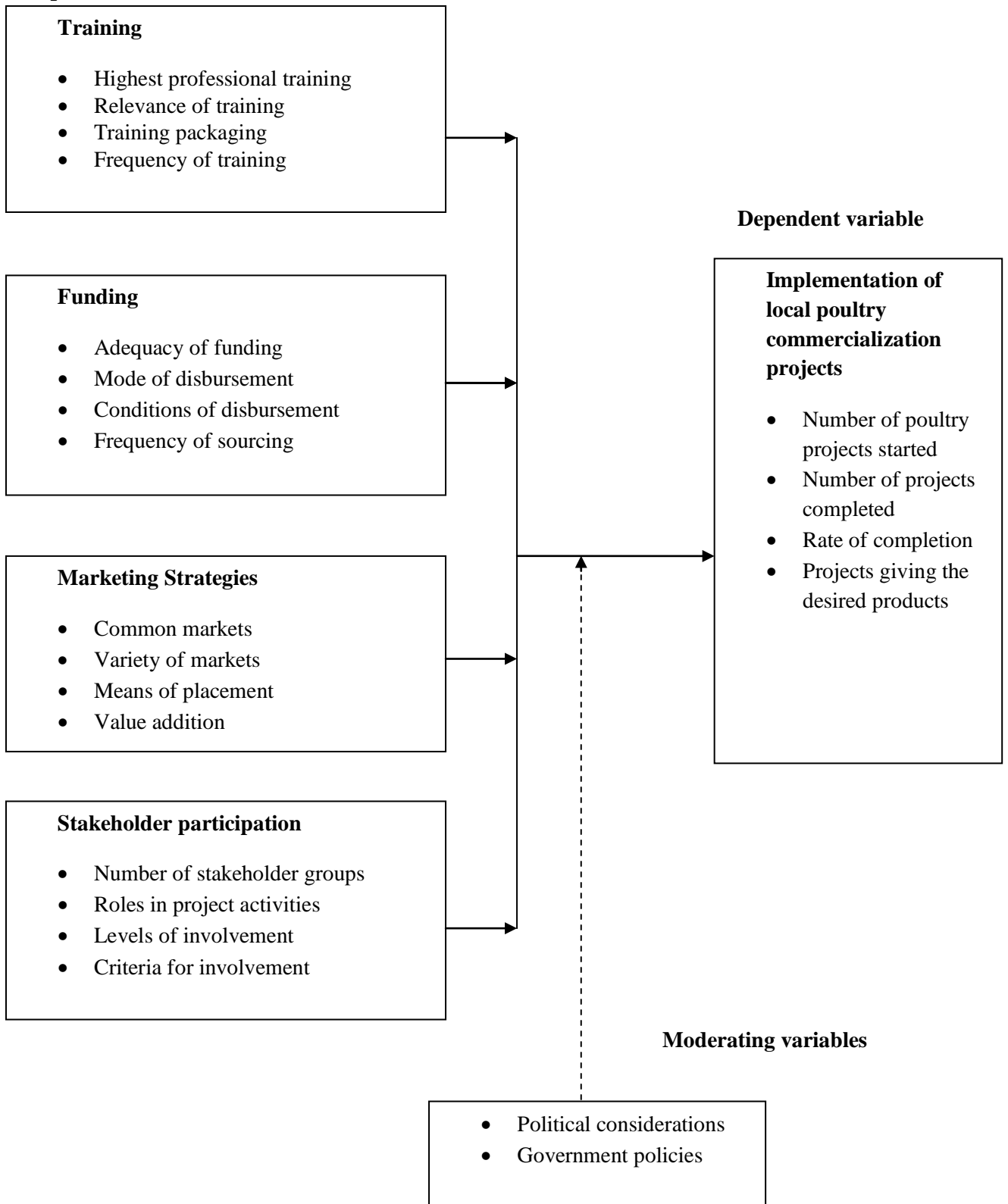
A conceptual framework is a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation, Kothari (2005). The conceptual

framework in figure 2.1 attempts to explain the relationship between the variables in the study.

In the conceptual framework, a number of factors come in force to determine the extent to which poultry commercialization projects can be successfully implemented. These factors include training of project team members to acquire skills in project mangement, provision of adequate funding to ensure that project activities run as scheduled, marketing strategies that eliminate exploitation by middle men and stakeholder participation thatt ensures many people are fully involved in project activities.

Table 2.1 Conceptual framework of the study

Independent variables



2.9. Summary of literature review

From the study, several scholarly works on project implementation point to a number of factors influencing the extent to which local poultry commercialization projects can successfully be implemented. These factors include training of project team members to acquire skills in project management, provision of adequate funding to ensure that project activities run as scheduled, marketing strategies that eliminate exploitation by middle men and stakeholder participation that ensures many people are fully involved in project activities.

In this study training effectiveness depends on the highest professional training, relevance of training, training packaging and frequency of training. Funding was considered in terms of adequacy of funding, mode of disbursement, conditions of disbursement and frequency of sourcing,

Marketing issues revolved on the presence of common markets, variety of markets, means of placement and value addition. Stakeholder participation was measured on the basis of the number of stakeholder groups, roles of each stakeholder in project activities, levels of involvement and criteria for involvement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter puts to focus the research methodology used in study. Aspects of research methodology featured in this chapter include, the research design ,target population, sample size and sample selection. Outlined in this chapter is also data collection instruments, instruments pretesting, instruments validity and instruments reliability. Data collection procedures, operationalization of the variables and methods of data analysis are also captured.

3.2. Research Design

Kothari (2004) defines research design as the arrangement of the conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The study adopted a descriptive survey research design. According to Mugenda and Mugenda (2003), a survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables.

A survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2009). A survey research gathers data at a particular time with the intention of describing the nature of existing conditions, identifying the standards against which existing conditions can be compared, and determining the relationship that exist between specific events (Kerlinges, 2009) . The research design was chosen because it enabled the researcher to interact with a large number of respondents, save on cost and time at the same time able to collect accurate and representative data.

3.3. Target Population

According to Mugenda and Mugenda (2003), a target population is that accessible population from where a study sample is drawn and upon which a researcher wants to generalize the results of the study. This study targeted the PMC members who were implementing local poultry commercialization projects in Homa Bay County. These projects were being implemented in the entire eight Sub Counties of Homa Bay County Government and these PMCs were made up of youth groups and women groups, as well as PLWDs registered by the Department of Agriculture, Livestock and Fisheries.

In the Homa Bay County, Department of Agriculture, Livestock and Fisheries Report (2014), total population of 247 groups comprised of 94 youth groups, 149 women groups and 4 people living with disability groups were targeted and since each group had an average of 10 members, the target population was therefore 2470 beneficiaries.

3.4. Sample Size and Sample Selection

3.4.1. Sample Size

A sample is a subset of a particular population. Generally, the sample size depends on the factors such as the number of variables in the study, the type of research design, the method of data analysis and the size of accessible population, Mugenda and Mugenda (2003), and Gay suggests that for correctional studies, 30 cases or more are required for descriptive studies, 10-30 percent of the accessible population is enough and for experimental design at least 30 cases as required. In this study, a sample size equivalent of 10% of the target population (2470) was drawn giving rise to 247 respondents.

3.4.2. Sample Selection

Sampling in Kothari (2005), is defined as the selection of some part of an aggregate or totally on the basis of which a judgment or influence about the aggregate is made. This study employed probability sampling design; a design in which each item from the target population was given equal chance of being selected into the final sample, hence ascertaining objectivity in sample selection.

Stratified random sampling was employed by dividing the target population into three strata on the basis of the three distinctive groups, such as youth groups, women groups and people living with disability. This process of sample selection is illustrated in table 3.1:

Table 3.1 Sample Size and sample selection

Strutum	Total Population	Sample Percentage	Sample Size
Youth Groups	940	10	094
Women Groups	1490	10	149
PLWDs Groups	40	10	004
Total	2470	10	247

3.5 Data Collection Instruments

In this study, the researcher prepared questionnaire as the main data collection instrument, which was subsequently administered to the respondents. The questionnaire was developed with different questions, such as open ended items, closed ended and matrix items in the form likert type items. The questionnaire was divided into two sections, with section I seeking for data on demographic characteristics of the respondents and section II comprised of questions intended to address the study objectives. The questionnaire was preferred for its ease of administration, suitable with large study population spread in wide geographical space.

3.5.1: Pre- Testing the Instrument

According to (Kothari, 2005), instruments pre- testing, also known as piloting, is a preliminary study conducted on a small scale to ascertain the effectiveness of the research instrument, in the perception of Mugenda and Mugenda (2003), a pre- test sample should be between 1% and 10% depending on the sample size, In this study, a pre- test sample size of 10% of 247, that is 25 respondents was used.

The researcher prepared copies of questionnaire and self- administered to the pre-test sample that was similar to, but not the actual study sample in major characteristics. This was significant as it helped in revealing items that proved unclear to the respondents which were subsequently be reframed to adequately address the study objectives.

3.5.2: Instrument's Validity

According to Kothari (2005), validity is a measure of the degree to which differences found with a measuring instrument depict true differences among the items being measured. According to Mugenda and Mugenda (2003), an instrument is validated by proving that its items are representative of the skills and characteristics to be measured. Validity of the research instrument was ascertained through adequate coverage of research objectives, experts for judgment and peers review. Validity of the instrument was also addressed through randomization that was vital in checking the influence of extraneous variables. Randomization is considered crucial for it is the best technique of ensuring the representatives of the sample to the target population.

3.5.3: Reliability of the Instrument

In Kothari (2005), reliability of a test instrument is a measure of the consistency with which a test instrument produces the same results when administered to the same group over time intervals. According to Mugenda and Mugenda (2003), reliability is a measure of the degree to which a measuring instrument yields consistent results or data after repeated trials. In this study, split-half reliability measure was applied by dividing the questionnaire items into two equal parts on the basis of odd and even appearances.

By administering the first part of the questionnaire and the results obtained, the second part was subsequently administered and the results noted. Pearson's product moment coefficient of correlation (r) was then calculated to compare the two scores obtained and by applying Browns Prophecy formulae, an alpha value of 0.78 was realized indicating that the data collection instruments was reliable.

3.6: Data Collection Procedures

Data collection procedures entail the steps and actions necessary for conducting research effectively and the desired sequencing of these steps, Kothari (2005). Data collection began after preparation of a research proposal and presenting for assessment. Upon making necessary corrections, the researcher applied for a research permit from the Kenya National Council for Science and Technology, authorizing for data collection.

Armed with the research permit, the researcher presented this to the relevant authorities in Homa Bay County, especially the department of Agriculture, Livestock and Fisheries and the groups implementing the poultry projects in the county to collect data. Data collection was undertaken with the help of four well-trained research assistants, while being closely supervised by the researcher.

3.7: Methods of Data Analysis

According to Okombo and Orodho (2005), data analysis refers to the examination of data collected in a study and making deductions and inferences. It also involves uncovering the underlying structures, extracting important variables, detecting anomalies, scrutinizing the acquired information and testing underlying assumptions

Data collected was cleaned to ensure that only relevant data was retained for analysis. Quantitative data was analysed using descriptive statistics such as frequencies and percentages aided by Statistical Packages for Social Scientists (SPSS). Qualitative data was analysed by making inferences from views and opinions of respondents and the overall information obtained presented using frequency distribution tables.

3.8 Operationalization of study variables

Operationalization of the study variables is a technique in research that indicates how each variable is measured, Harnold (1975). In this study training was measured on the basis of highest professional training, relevance of training, training packaging and frequency of training. Funding was measured on the basis of adequacy of funding, mode of disbursement, conditions of disbursement and frequency of sourcing,

Marketing as a variable was measured on the basis of the presence of common markets, variety of markets, means of placement and value addition. Stakeholder participation was measured on the basis of the number of stakeholder groups, roles of each stakeholder in project activities, levels of involvement and criteria for involvement.

Table 3.2. Operationalization Table

Objectives	Variables	Indicators	Measurements Scale	Data Collection Method	Data Analysis
To examine the influence of PMC Training on implementation of local poultry commercialization projects	Independent Training	Highest training Form of training Relevance Frequency of training	Ordinal Interval	Questionnaire	Descriptive Statistics
	Dependant Implementation of local poultry commercialization projects	Number started Number completed Rate of completion Desired products	Nominal Ordinal	Questionnaire	Descriptive Statistics
To investigate the influence of funding on implementation of local poultry commercialization projects	Independent Funding	Adequacy Mode of disbursement Conditions Frequency of sourcing	Nominal	Questionnaire Interview	Descriptive Statistics

	Dependent implementation of local poultry commercialization projects	Number started Number completed Rate of completion Desired products	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics
To assess how marketing influences implementation of local poultry commercialization projects	Independent Marketing	Access to market Variety of markets Means of placement Value addition	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics
	Dependent implementation of local poultry commercialization projects	Number started Number completed Rate of completion Desired products	Nominal Ordinal Interval	Questionnaire	Descriptive Statistics

<p>To investigate influence of stakeholder involvement on implementation of local poultry commercialization projects</p>	<p>Independent Stakeholder involvement</p>	<p>Number of groups Roles Levels of involvement Criteria of involvement</p>	<p>Nominal Ordinal Interval</p>	<p>Questionnaire</p>	<p>Descriptive Statistics</p>
	<p>Dependent implementation of local poultry commercialization projects</p>	<p>Number started Number completed Rate of completion Desired products</p>			

3.9 Ethical Considerations

Resnik (2011) gives several reasons for adhering to ethical norms in research. Norms promote the aims of research, such as knowledge, falsifying or misrepresenting research data promote the truth and avoid error. Moreover, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standard promote the value that are essential to collaborate work, such as trust, accountability, mutual respect and fairness,

In this study, the researcher committed to maintaining confidentiality with the respondents, such that, any information obtained was not disclosed to any other persons whatsoever. All sources of information used in this study were acknowledged through citation and quotation and no form of data forgery allowed to ensure that the findings remain true to the views of the respondents. No minor was allowed to participate in the study at whatever level, no psychological, physical or any form of cruelty meted on the respondents, as there was no coercion and undue influence of the respondents to offer information.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION

4.1: Introduction

This chapter deals with data analysis, interpretation and presentation. Data was analyzed on the platform of the study objectives; influence of PMC training, funding, marketing and stakeholder involvement on implementation of local poultry commercialization projects in Homa Bay County. Data analysis was done using descriptive statistics, such as frequencies and percentages and presented in frequency distribution tables.

4.2: Response rate

Response rate refers to the number of subjects responding to the data collection instruments, a response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good, Mugenda and Mugenda (2003). In this study 247 copies of questionnaire were administered to the respondents by the research assistants and 231 were received back duly filled up, giving a response rate of 93.5%. In the light of this realization, the study is therefore perceived to have returned an excellent questionnaire response rate. The response rate is illustrated in table 4.1

Table 4.1 Response Rate

Strutum	Administerd	Duly filled
Youth Groups	094	094
Women Groups	149	133
PLWDs Groups	004	004
Total	247	231

4.3: Demographics of the Respondents

Demographic features of the respondents describe certain individual dimensions that are likely to influence entry and even participation in a given venture. In this study, the respondent's characteristics that were considered significant include sex, age, marital status, group type, level of education and the component of local poultry commercialization projects engaged in.

4.3.1: Characteristics of the Respondents by Age

The researcher assumed that variations in age of the respondents would be of great significance to the study on grounds that generally agriculture attracts fairly senior members of the community, but disregarded by the young, hence younger people are relatively few in this sector, being members of different community registered groups. The respondents were requested to indicate their ages and their responses noted in table 4.2

Table 4.2 Characteristics of the respondents by age

Age in years	Frequency	Percentage
Below	200	401.70
20-30	23	10.80
30-40	86	37.23
40-50	96	41.56
Above 50	22	09.51
Total	231	100.00

Table 4.2 indicates that of the 231 respondents who were implementing local poultry commercialization projects in Homa Bay County and who responded to the questionnaire, 200 (86.56%) were in the age of 20 years and below, 23 (10.80%) fell in the range of 20- 30 years, 86 (37.23%) fell in the age bracket of 30- 40, 96 (41.56%) indicated being in the age of 40-50 and 22 (09.51%) were above 50 years.

By implication, young persons in the age bracket of 30 years and below were less likely to be involved in local agricultural initiatives as a result of their low opinion on local activities, as young people either still yearn for economic opportunities far away from home, or in some were in schools pursuing education. However, community interventions are a preserve of the elderly who have a lot of burden to provide for family upkeep and have less competitive skills for formal employment opportunities, since majority of the participants were in the ages above 30 years.

4.3.2: Characteristics of Respondents by Gender

This demographic aspect of the respondents was considered crucial to the study for the researcher believed that gender variations would have significant influence on engagement

into different occupations, such that with local community initiatives, women would be more dominant than men.

The study revealed that more women than men took part in these initiatives, yet these projects were highly political and in Homa Bay County, more male faces than female ones make political landscape. On this account, the respondents were requested to complete the questionnaire indicating their gender and their responses captured in table 4.3

Table 4.3 Gender of the Respondents

Gender	Frequency	Percentage
Male	98	42.42
Female	133	57.58
Total	231	100.00

As revealed in table 4.3, 98 (42.42%) of the respondents were males and 133 (57.58%) being females. This implied is that many members of the various PMCs implementing local poultry commercialization projects in Homa Bay County were females, as agricultural sector seems to be a preserve for women. Besides, these projects being politically driven, there could have some male influence behind their establishment, since political activities in this county are dominated by men, save for this.

4.3.3: Marital status of the respondents

Marital status of the respondents was of great importance to the study as it helped to reveal the extent to which it influences choice and composition of the PMCs implementing local poultry commercialization projects in Homa Bay County. These projects being poverty eradication facility, should have attracted widowed and other marital disadvantaged groups.

In the light of this, the respondents were asked to complete the questionnaire indicating their marital status and their responses presented in table 4.4.

Table 4.4: Marital Status of the Respondents

Marital status	Frequency	Percentage
Single	11	04.76
Married	148	64.01
Widowed	62	26.84
Other	21	09.09
Total	147	100.00

In table 4.4, it is revealed that of the 231 respondents who completed the questionnaire, 11 (04.76%) were single, 148 (64.01%) were married, 62 (26.84%) were widowed and 21 (09.09%) represented other marital orientations. Implied by the marital status of the respondents was that many single persons were still young and most likely in schools hence only few of them were involved in the implementation of the poultry projects. It would have been expected that more widowed and other marital orientations such as the divorced and separated would be the target group in these projects, as this category experiences poverty more than any other.

The highest response rate was obtained from married respondents, stable in marriage, having political connections through their spouses and displaying massive public image. This was followed by the widowed, who despite having lost their partners, perhaps due to their influence, also seemed to wield some political clout.

4.3.4: Level of education of the respondents

Level of education was considered to be of great significance to the study, with an underlying assumption that highly educated community members are likely to be engaged in more competitive economic ventures, leaving the less educated ones in simple activities that rarely require sophisticated skills. The respondents were asked to fill the questionnaire stating their level of education and their responses presented in table 4.5.

Table 4.5: Level of education of the respondents

Level of education	Frequency	Percentage
Primary and below	50	21.66
Secondary	76	32.90
Tertiary	78	33.77
University	08	03.45
Other	19	08.22
Total	120	100

Table 4.5 indicates that, of the 231 respondents who completed the questionnaire, 50(21.66%) had primary level education and below, 76(32.90%) obtained secondary education, 78(33.77) had tertiary education and 08 (03.45%) stated having obtained university education, with 19 (08.22) indicating the other category.

The above statistics are indicative that the groups implementing local poultry commercialization projects in Homa Bay County had not attracted the highly education lot,

though displayed substantive education as majority had education level above form four. Worth noting from these findings is that there seems to be an inverse relationship between level of education and engagement in community based projects, such that the higher level of education, the less inclined to community undertakings individuals become.

4.3.5: Length of implementation of local poultry commercialization projects

Effective task performance is realized through regular undertaking of a given activity, such that over time, one accumulates the necessary competence in a given field. In the light of this reality, there is a possibility of gaining knowledge informally through interaction and exposure over a given period of time.

The respondents were asked to fill the questionnaire indicating the length time for engaging in the local poultry commercialization projects and their response noted as indicated in table 4.6

Table4.6: Duration of participation in the projects

No. of years	Frequency	Percentage
1 year and below	12	05.19
1-2	37	16.02
2-3	164	70.80
Above 3	18	07.80
Total	231	100.00

Table 4.6 indicates that , 12(05.19%) had been in the poultry projects for 1 year and below,37 (16.02%) had been in the projects for a period of 1-2 years, 164 (70.80%) indicated participating for 2-3 years and 18 (07.80%) stated having took part for above 3 years. The implication is that poultry project menmbers had not gained substantive experience in the implementation of these projects, due to the fact that these projects were actually a creation of the Devolved Government dispensation, polical considerations and the rush to implement development projects for the people, with little people involvement.

4.3.6: Poultry farming component

Implementation of a project intervention is effectively done when jobs are broken down into individual manageable component parts, assigned to persons and monitored over time to ensure that the envisaged project goals are attained. In this case, the component of the project one engages in determines the level of project implementation, as all these distincive activities build the composite project in a great measure. The respondents were therefore asked to complete the questionnaire stating area of engagement and table 4.8 illustrates their responses.

Table 4.8: Respondents characteristics on the poultry project component

Project component	Frequency	Percentage
Hatching	185	80.09
Sales	23	09.10
Maintenance	05	02.16
Oversight	10	04.33
Other	00	0.00
Total	231	100.00

In table 4.8, of the 231 questionnaire duly completed by the respondents, 185(80.09%) were involved in hatching, 23 (09.10%) were sales persons, 05 (02.16%) were engaged in maintenance of hatcheries and 10 (04.33%) indicated doing oversight of the projects and none indicated the ‘other’ category. By implication, majority of the participants implementing poultry projects in Homa Bay County engaged in hatching, an indication that other aspects of

the project were neglected raising concerns about these projects meeting their intended objectives.

4.4: Influence of PMC training on implementation of poultry commercialization projects

In this study, various literature reviewed indicated that PMC training is among the most crucial factors influencing implementation of projects, in the sense that it equips individuals with skills required in the execution of projects tasks to obtain the desired objectives. In this study, training was measured on the basis of professional qualification, form in which training is packaged, relevance to project work and frequency of training.

4.4.1: Influence of professional training on implementation of poultry projects

Training is a capacity building initiative that promises to build competencies in people so that their abilities in performance is enhanced. Poultry project, like any initiative demands that requisite skills to handle issues of the project be acquired and this is a function of professionalism. The respondents were asked to complete the questionnaire stating their highest professional qualification and their responses recorded as depicted in table 4.9.

Table 4.9: Influence of Level of Training on implementation of projects

Training Level	Frequency	Percentage
Certificate and below	184	79.67
Diploma	28	12.12
Degree	10	04.33
Post Graduate	08	03.46
Other	01	0.04
Total	231	100.00

Table 4.9 reveals that, of the 231 respondents who completed the questionnaire, 184 (79.67%) had acquired professional training at a certificate level, 28(12.12%) had diploma, 10 (04.33%) obtained degree and 8 (03.46%) had post graduate and 01 (o.04%) received other forms of training. The implication was that majority of the groups implementing local poultry commercialization projects in Homa Bay County had relatively low professional training because identification of these groups was more political than professional. It is worth noting that, project implementation takes place in a complex environment constrained by several variables that can only be unlocked by the most competed personnel and disregard of the training component in project implementation is a recipe for project failure.

4.4.2: Relevance of training on implementation of poultry projects

Acquisition of professional training in an area of endeavour is crucial for developing requisite skills and competencies needed for performing tasks. However, not any training is critical to effective task execution, but that which is relevant to a given field of operation. On account of this concern, the respondents were asked to fill the questionnaire indicating areas of professional qualification and their responses noted as depicted in table 4.10.

Table 4.10: Relevance of professional qualification on poultry projects implementation

Training Area	Frequency	Percentage
Project Work	04	01.73
Education	08	03.46
Agriculture	19	08.23
Social Work	16	06.93
Other	186	80.52
Total	231	100.00

Table 4.10 reveals that of the 231 respondents who filled the data collection instrument indicating their areas of training, 4(01.73%) mentioned having trained in project work, 8(03.46%) had training in education, 19(08.23%) trained in Agriculture, 16 (06.93%) received training in social work and 186 indicated the other category. The implication is that the groups who were implementing local poultry commercialization projects in Homa Bay County were not keen on acquiring skills relevant to these projects, and hence were unlikely to effectively implement the initiatives.

4.4.3: Training Package on implementation of local poultry commercialization projects

The package in which training is offered has a significant influence on execution of project tasks, such that if training is formally provided using a comprehensive curriculum, it becomes much more effective as opposed to that offered informally. The respondents were therefore asked to complete the questionnaire stating the package of any training embraced and their responses noted as illustrated in table 4.11

Table 4.11: Training Package on implementation of poultry projects

Package of training	Frequency	Percentage
Formal	124	53.68
Informal	56	24.24
Workshop and Seminars	34	14.72
On jobtraining	15	06.49
Other	02	00.09
Total	231	100.00

Table 4.11 indicates that, out of the 231 respondents who filled the questionnaire, 124 (53.68%) stated having received formal training, 56 (24.24%) engaged in in an informal training,34 (14.72%) trained through workshops and seminars, 15(06.49%) engaged in training on job and 2 (0.09%) chose other aspects of training. The above figures imply that the

various groups implementing local poultry commercialization projects in Homa Bay County have often engaged in formal training at whatever level and hence would be expected to effectively implement community level business ventures. Besides, other training packages are equally adopted to ensure that even with other aspects of engagement, training can still occur in the form of seminars and workshops organized periodically.

4.4.4: Frequency of Training on implementation of poultry commercialization projects

The researcher believed that initial training acquired by PMC members was not effective in addressing emerging challenges in the modern world and hence there was need to embrace continuous training. The respondents were asked to complete the questionnaire on this item and their responses were captured as shown in table 4.12

Table 4.12: Frequency of Training on implementation of poultry projects

Training	Frequency	Percentage
Very regular	12	05.19
Regular	17	07.36
Intermittently	26	11.25
Less often	84	36.36
Other	92	39.82
Total	231	100.00

Table 4.12 indicates that of the 231 respondents who completed the questionnaire, 12 (05.19%) stated training very regularly, 17 (07.36%) attended trainings regularly, 26 (11.25%) acquired trainings intermittently and 84 (36.36%) stated training less often, with 92 (39.82%) indicating other parameters of acquiring trainings. It is evident that most groups that were implementing local poultry commercialization projects in Homa Bay County had not been engaging in regular training to keep abreast with the dynamics of the modern business environment. This reality explains the challenges of effective project implementation in Homa

Bay County, given that training equips people with knowledge and skills needed for effective and efficient performance of project activities.

4.5: Influence of funding on implementation of local poultry commercialization projects

As is applicable in all business ventures, a project intervention being business in nature, demands funds for investment in different activities. It is recognizable that effective project implementation demands, not just funds, but funds in sufficient level, for in the absence of funds, no project activity can be executed successfully. This variable was measured on the bases of, availability of sufficient funds, means of obtaining the funds, mode of disbursing finances and how often the funds are sourced.

4.5.1: Sufficiency of funds on implementation of poultry projects

Since project success depends on the interplay of the tripple constraints of cost,time and schedules, adequate funds should be availed in order to invest in key project activities to obtain the desired project deliverables. In this context, the respondents were asked to complete the questionnaire indicating the extent of their agreement or disagreement that their projects receive adequate funding and their responses noted as presented in table 4.13.

Table 4.13:Sufficiency of funds on implementation of poultry projects

Training	Frequency	Percentage
Strongly Agree	12	05.19
Agree	17	07.36
Neutral	26	11.25
Disagree	84	36.36
Strongly Disagree	92	39.82
Total	231	100.00

Table 4.13 indicates that of the 231 respondents who completed the questionnaire, 12 (05.19%) stated training very regularly, 17 (07.36%) attended trainings regularly, 26 (11.25%) acquired trainings intermittently and 84 (36.36%) stated training less often, with 92 (39.82%) indicating other parameters of acquiring trainings.

By implication, most of the groups implementing local poultry commercialization projects did not have sufficient funds to spend on the project activities and this was a major impediment to effective project implementation. It was therefore just a matter of time before such projects failed after having consumed a lot of public funds, with little feasibility into the project viability and sustainability.

4.5.2: Sources of funding on implementation of local poultry projects

Even in circumstances when initial funds have adequately been provided, subsequent funding arrangements are vital for effective project implementation. In this study, it was believed that the extent to which diverse sources of funds are mobilized and put to use in the different project activities has a great influence on their implementation. On the account of this fact, the respondents completed the questionnaire showing diversity of funding sources and table 4.14 illustrates their responses.

Table 4.14: Diversity of funding sources on implementation of poultry projects

Funding source	Frequency	Percentage
Central Government	216	93.51
County Government	15	06.49
Grant funding	00	00.00
Group funding	00	00.00
Other	00	00.00
Total	231	100.00

Table 4.14 indicates that, of the 231 respondents who completed the questionnaire 216 (93.51%) stated obtaining funds from the central government and 15 (06.49%) indicated receiving project funds from the county government, with none disclosing other sources such as grants, as well as personal group contributions.

The implication is that the local poultry commercialization projects were a creation of the county government of Homa Bay upon reception of initial allocation from the central government, with no strategy whatsoever to offer regular funding for these projects. Besides, even the groups that were funded had little to offer as this was perceived as government initiative, whose establishment was more for political expediency and hardly a poverty eradication strategy.

4.5.3: Mode of disbursement of funds on implementation of local poultry projects

Project activities are often scheduled on the basis of funds available and time of execution of such tasks and should funds be disbursed irregularly, projects tasks fall behind schedules which finally affects completion time leading to cost overruns. In the light of this consideration, the respondents were asked to complete the questionnaire indicating the manner in which the funds are disbursed and their responses noted as illustrated in table 4.15.

Table 4.1.5: Mode of disbursement of funds on implementation of local poultry projects

Mode	Frequency	Percentage
Quarterly	20	08.65
Semi Annually	15	06.50
Annually	196	84.85
Other	00	00.00
Total	231	100.00

Table 4.15 reveals that 20 (08.65%) of the respondents who completed the questionnaire stated that funds were disbursed quarterly, 215 (06.50%) indicated that disbursement was done semi annually and 196 (84.85%) stated annual disbursement, with none stating the other category.

Implied was that these groups were always waiting for project funds from the central government that often come once with no provision to obtain funds elsewhere. It was also evident that the county government appeared to have abandoned these projects, as subsequent budgets lacked the funding provisions for these projects. Moreover, the beneficiaries also abandoned these projects with the hatcheries being turned into cabinets for storing kitchen wares.

4.5.4: Influence of the conditions of disbursement on implementation of poultry projects

Normally business funds are granted upon accomplishment of certain conditions so as to safeguard use and servicing of the same funds. Local poultry commercialization projects, being an initiative for addressing poverty issues in Homa Bay County, should have been perceived in that light and hence questions about ability and the capacity of the beneficiaries in managing these projects must have been considered.

In view of this eventuality, the respondents were asked to complete the questionnaire indicating the conditions upon which the funds were disbursed and their responses noted as illustrated in table 4.16.

Table 4.16: The conditions of disbursement on implementation of poultry projects

Mode	Frequency	Percentage
Prudent management	12	05.19
Political considerations	205	88.75
Project requirements	06	02.59
Profitability	08	03.46
Other	00	00.00
Total	231	100.00

Table 4.16 reveals that of the 231 respondents who completed the questionnaire indicating the conditions of disbursing project funds, 12 (05.19%) stated prudent management, 205 (88.75%) cited political considerations, 06 (02.59%) indicated project requirements and 08 (03.46%) mentioned profitability.

Implied by these statistics is that local poultry commercialization projects in Homa Bay County hardly took into consideration prudent management of the project funds, but was purely based on political issues, and hence it was unlikely that the projects would achieve value for money invested.

4.6: Influence of marketing on implementation of poultry commercialization projects

In business, it is good practice to identify ones customers first so that all design product features fit into the characteristics of specific customers, without which meaningful gains remain a tall order to be realized. In the interest of this phenomenon, strategies of marketing are considered critical, for strategies are means by which products are placed to the customers at their convenience, thereby gaining an edge over rivals.

This variable was measured on the basis of presence of diverse markets for poultry products, strategies of marketing, aspects of value addition, as well as means of product publicity..

4.6.1: Variety of markets on implementation of poultry projects

The extent to which business products fetch attractive returns depends upon access to variety of markets, local and international; for raw and finished products, as well as appeal to new consumers of a given commodity. Achieving these objectives is a function of extensive identification of markets and in view of this the respondents were asked to fill the questionnaire indicating the most common markets they target with their poultry products and their responses noted as indicated in table 4.17.

Table 4.17: Variety of markets on implementation of poultry projects

Market type	Frequency	Percentage
Local community	225	97.40
Regional markets	00	00.00
National markets	06	02.60
International markets	00	00.00
Other	00	00.00
Total	231	100.00

In table 4.17, it is revealed that of the 231 respondents who completed the questionnaire indicating the common types of markets for their poultry products, 225 (97.40%) stated local community and 06 (02.60%) cited national markets, with none stating regional and international markets.

By implication, the groups that were implementing local poultry commercialization projects had hardly identified variety of markets for their products, since majority were targeting the same local community markets. This display of lack of aggressiveness in marketing indicates that once local markets are overused, productivity of these ventures will tend to its lows leading to poor returns on investments.

4.6.2: Marketing strategies on implementation of poultry commercialization projects.

Competition in modern business industry of any nature has intensified so much, such that, only those businesses formulating the most superior marketing strategies remain tall. These superior marketing strategies influence the dominance of a given product in the entire market, leading to higher sales. The respondents were therefore asked to fill the questionnaire stating the most common strategies of marketing the poultry products and their responses recorded as shown in table 4.18.

Table 4.18: Marketing strategies on implementation of poultry projects.

Strategy	Frequency	Percentage
Individuals	216	93.51
Cooperatives	15	06.49
Distribution points	00	00.00
Value Addition	00	00.00
Other	00	00.00
Total	231	100.00

Table 4.18 indicates that, of the 231 respondents who completed the questionnaire 216 (93.51%) stated selling their poultry products as individuals and 15 (06.49%) indicated selling through cooperatives, with none stating other forms of marketing.

These statistics imply that less superior strategies were popularly being used for selling poultry products, as individual selling exposes business persons to the exploitative tendencies of the middle men. Superior marketing strategies such as selling through cooperatives, if adopted would offer more value for the products and ensure these projects are effectively implemented.

4.6.3: Product publicity on implementation of poultry projects

It was assumed that intensive product publicity was crucial in making the poultry products popular among consumers on account that these were high breeds with much more value than pure breeds. Product publicity was also vital in opening up new markets and influencing some consumers feeding habits to include poultry products in their menu..

The respondents were then requested to fill the questionnaire indicating the extent to which they agreed or disagreed that these poultry products were receiving appropriate publicity among the consumers and their responses noted as presented in table 4.19.

Table 4.19: Product publicity on implementation of poultry projects

Publicity	Frequency	Percentage
Strongly Agree	12	05.19
Agree	17	07.36
Neutral	26	11.25
Disagree	84	36.36
Strongly Disagree	92	39.82
Total	231	100.00

Table 4.19 indicates that of the 231 respondents who completed the questionnaire, 12 (05.19%) strongly agreed that these poultry products were receiving publicity, 17 (07.36%) agreed, 26 (11.25%) remained neutral and 84 (36.36%) disagreed, with 92 (39.82%) indicating strong disagreement. These statistics imply that due to poor poultry products publicity, they were unlikely to attract diverse markets and reach as many consumers as possible and this would render these projects less effective in achieving the intended objectives.

4.6.4: Influence of value addition on implementation of poultry projects

The extent to which a project intervention can deliver products that gain acceptance in a wide market, is determined by the degree to which value is added as opposed to selling in simple raw forms. In view of this, the respondents were asked to state the different forms in which their products are sold to consumers and their responses noted as illustrated in table 4.20.

Table 4.20: Influence of value addition on implementation of poultry projects

Product form	Frequency	Percentage
Raw form	92	39.82
Cooked form	84	36.36
Value added	26	11.25
Processed form	17	7.36
Other	12	05.19
Total	231	100.00

Table 4.20 indicates that of the 231 respondents who completed the questionnaire, 92 (39.82%) stated selling products in raw form, 84 (36.36%) stated cooked form, 26 (11.25%) indicated value addition, 17 (7.36%) cited processed forms and 12 (5.19%) stated the other category.

Implied is that these poultry products were being undertaken in basic forms, with little to add value through processing into different and varied usable products that would attract more consumers and open up new markets.

4.7: Influence of stakeholder involvement on implementation of poultry projects

It is envisaged that when stakeholders are involved in a project initiative, impressive project deliverables are realized through building strong work teams committed to tasks and gaining support from a wide base of different groups. This variable was measured on the basis of the number of stakeholder groups taking part in the projects, roles played in project implementation, levels of stakeholder involvement and the criteria of involving stakeholders in the projects.

4.7.1: Influence of stakeholder groups on implementation of poultry projects

Stakeholders have a significant role to perform in a project intervention regardless of whether they participate in the actual project activities or indirectly influence the project in any form. It is therefore good project management practice to take stock of the emerging stakeholder groups, involve them in key activities to consolidate their support for the project. In view of this, copies of questionnaire were administered to the respondents in which they were asked to indicate the dominant stakeholder groups working closely with their projects and table 4.21 displays their responses.

Table 4.21: Influence of stakeholder groups on implementation of poultry projects

Stakeholder	Frequency	Percentage
Departmental Heads	214	92.64
Civil Society	17	07.36
Donnor Agency	00	00.00
General public	00	00.00
Other	00	00.00
Total	231	100.00

Table 4.21 indicates that of the 231 respondents who completed the questionnaire indicating the stakeholder groups in contact with their local poultry commercialization projects, 214(92.64%) stated involvement of departmental heads and 17 (07.36%) mentioned participation of civil society organizations, yet no respondent indicated donor agency and general public.

Implied by these statistics was insufficient participation of key stakeholders in the project activities, as the only dominant group identified with the project activities came from the County Government of Homa Bay. This disregard to the principle of participation in project implementation was a clear indicator of failure to realize the desired objectives.

4.7.2: Stakeholder roles on implementation of local poultry projects

In this study, the researcher operated on the assumption that when diverse stakeholder groups are engaged in several project activities, then impressive project outputs are attained. On this account, the respondents were requested to fill questionnaire stating the activities they often undertake in the implementation of local poultry commercialization projects and their responses captured as illustrated in table 4.22.

Table 4.22: Stakeholder roles on implementation of local poultry projects

Role	Frequency	Percentage
Contribution of funds	14	06.06
Implementation	217	94.94
Monitoring and evaluation	00	00.00
Decision making	00	00.00
Other	00	00.00
Total	231	100.00

Table 4.22 shows that of the 231 respondents who completed the questionnaire indicating the various activities they performed in the local poultry commercialization projects, 14 (06.06%) stated they engaged in contribution of funds for the projects and 217 (94.94%) mentioned

involved in project implementation, none took part in project monitoring and evaluation, as well as other key project functions like decision making. Implied is that most of the groups implementing local poultry commercialization projects in Homa Bay County did not recognize the significance of stakeholder participation in project interventions, as the vast majority were only implementing the projects with less personal financial contributions, no monitoring and evaluation of these activities and decisions on projects made by the county government officers of Agriculture, Livestock and Fisheries.

4.7.3: Levels of stakeholder involvement on implementation of local poultry projects

Participation in project work entails several dimensions, ranging from identification of common felt needs of a community, feasibility study, project planning, design, contribution of initial poroject capital and general integrated project tasks. Normally, aspects of project ownership and sustainability are either consolidated or lost at the very initial stages of a project intervention, and hence it is crucial to address these concerns early enough so as not to compromise project objectives.

In the light of this, the respondents were asked to complete the questionnaire stating agreement or disagreement that key stakeholders are involved at all stages of the project and their responses noted as illustrated in table 4.23.

Table 4.23: Levels of stakeholder involvement on implementation of poultry projects

Rating	Frequency	Percentage
Strongly Agree	22	09.52
Agree	14	06.06
Neutral	26	11.26
Disagree	27	11.67
Strongly Disagree	142	61.47
Total	231	100.00

Table 4.23 indicates that of the 231 respondents who completed the questionnaire disclosing agreement or disagreement that stakeholders were involved at all levels of the projects, 22 (09.52%) strongly agreed, 14 (06.06%) agreed, 26 (11.25%) were neutral , 27 (11.67%) disagreed and 142 (61.47%) strongly disagreed.

From the staistics in the table, it is evident that effective participation of stakeholders was vehemently ignored by the initiators of the local poultry commercialization projects and chances that these projects would realize value for public funds put in them are quiet low. Besides, aspects of poverty eradication through these interventions may not be addressed adequately, as project ownership and transfer of learning for project sustainability would hardly be achieved.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter outlines summary of findings on the basis of the key study objectives and their influence on implementation of local poultry commercialization projects in Homa Bay County. Besides, this section also features conclusions drawn from the study, in addition to recommendations, both for policy formulation and further research.

5.2: Summary of the study findings.

5.2.1: Response rate

In this study 247 copies of questionnaire were administered to the respondents by the research assistants and 231 were received back duly filled up, giving a response rate of 93.5%. In the light of this realization, the study is therefore perceived to have returned an excellent questionnaire response rate.

5.2.2: Demographics of the Respondents

The researcher assumed that variations in age of the respondents would be of great significance to the study on grounds that generally, Agriculture attracts fairly senior members of the community, but disregarded by the young, hence younger people are relatively few in this sector, being members of different community registered groups.

Young persons in the age bracket of 30 years and below were less likely to be involved in local agricultural initiatives as a result of their low opinion on local activities, as young people either still yearn for economic opportunities far away from home, or in were in schools pursuing education. However, community interventions are a preserve of the elderly who

have a lot of burden to provide for family upkeep and have less competitive skills for formal employment opportunities, since majority of the participants were in the ages above 30 years.

On gender, the study revealed that more women than men took part in these initiatives, yet these projects were highly political and in Homa Bay County, more male faces than female ones make political landscape. This implied is that many members of the various PMCs implementing local poultry commercialization projects in Homa Bay County were females, as agricultural sector seems to be a preserve for women.

On marital status, the study revealed that many single persons were still young and most likely in schools hence only few of them were involved in the implementation of the poultry projects. It would have been expected that more widowed and other marital orients such as the divorced and separated would be the target group in these projects, as this category experiences poverty more than any other.

The highest response rate was obtained from married respondents, stable in marriage, having political connections through their spouses and displaying massive public image. This was followed by the widowed, who despite having lost their partners, perhaps due to their influence, also seemed to wield some political clout.

It was established that the groups implementing local poultry commercialization projects in Homa Bay County had not attracted the highly educated lot, though displayed substantive education as majority had education level above form four. Worth noting from these findings is that there seems to be an inverse relationship between level of education and engagement in community based projects, such that the higher level of education, the less inclined to community undertakings individuals become. On the project component, majority of the participants implementing poultry projects in Homa Bay County engaged in hatching, an

indication that other aspects of the project were neglected raising concerns about these projects meeting their intended objectives.

5.2.3: PMC training on implementation of poultry commercialization projects

In this study, training was measured on the basis of professional qualification, form in which training is packaged, relevance to project work and frequency of training.

It was noted that majority of the groups implementing local poultry commercialization projects in Homa Bay County had relatively low professional training because identification of these groups was more political than professional.

Acquisition of professional training in an area of endeavour is crucial for developing requisite skills and competencies needed for performing tasks. However, not any training is critical to effective task execution, but that which is relevant to a given field of operation. The groups that were implementing local poultry commercialization projects in Homa Bay County were not keen on acquiring skills relevant to these projects, and hence were unlikely to effectively implement the initiatives.

The package in which training is offered has a significant influence on execution of project tasks, such that if training is formally provided using a comprehensive curriculum, it becomes much more effective as opposed to that offered informally. It was observed that the various groups implementing local poultry commercialization projects in Homa Bay County have often engaged in formal training at whatever level and hence would be expected to effectively implement community level business ventures

The researcher believed that initial training acquired by PMC members was not effective in addressing emerging challenges in the modern world and hence there was need to embrace continuous training. It was evident that most groups that were implementing local poultry

commercialization projects in Homa Bay County had not been engaging in regular training to keep abreast with the dynamics of the modern business environment. This reality explains the challenges of effective project implementation in Homa Bay County, given that training equips people with knowledge and skills needed for effective and efficient performance of project activities.

5.2.4: Funding on implementation of local poultry commercialization projects

It is recognizable that effective project implementation demands, not just funds, but funds in sufficient level, for in the absence of funds, no project activity can be executed successfully. This variable was measured on the basis of, availability of sufficient funds, means of obtaining the funds, mode of disbursing finances and how often the funds are sourced.

It was realized that most of the groups implementing local poultry commercialization projects did not have sufficient funds to spend on the project activities and this was a major impediment to effective project implementation. It was therefore just a matter of time before such projects failed after having consumed a lot of public funds, with little feasibility into the project viability and sustenance.

In this study, it was believed that the extent to which diverse sources of funds are mobilized and put to use in the different project activities has a great influence on their implementation. It was established that the local poultry commercialization projects were a creation of the county government of Homa Bay upon reception of initial allocation from the central government, with no strategy whatsoever to offer regular funding for these projects. Besides, even the groups that were funded had little to offer as this was perceived as government initiative, whose establishment was more for political expediency and hardly a poverty eradication strategy.

Project activities are often scheduled on the basis of funds available and time of execution of such tasks and should funds be disbursed irregularly, projects tasks fall behind schedules which finally affects completion time leading to cost overruns. These groups were always waiting for project funds from the central government that often come once with no provision to obtain funds elsewhere. It was also evident that the county government appeared to have abandoned these projects, as subsequent budgets lacked the funding provisions for these projects. Moreover, the beneficiaries also abandoned these projects with the hatcheries being turned into cabinets for storing kitchen wares.

Local poultry commercialization projects, being an initiative for addressing poverty issues in Homa Bay County, should have been perceived in that light and hence questions about ability and the capacity of the beneficiaries in managing these projects must have been considered.

Implied by the findings is that local poultry commercialization projects in Homa Bay County hardly took into consideration prudent management of the project funds, but was purely based on political issues, and hence it was unlikely that the projects would achieve value for money invested.

5.2.5: Influence of marketing on implementation of poultry commercialization projects

Strategies of marketing are considered critical, for strategies are means by which products are placed to the customers at their convenience, thereby gaining an edge over rivals. This variable was measured on the basis of presence of diverse markets for poultry products, strategies of marketing, aspects of value addition, as well as means of product publicity..

The extent to which business products fetch attractive returns depends upon access to variety of markets, local and international; for raw and finished products, as well as appeal to new consumers of a given commodity.

The study noted that the groups that were implementing local poultry commercialization projects had hardly identified variety of markets for their products, since majority were targeting the same local community markets.

Competition in modern business industry of any nature has intensified so much, such that, only those businesses formulating the most superior marketing strategies remain tall. These superior marketing strategies influence the dominance of a given product in the entire market, leading to higher sales.

The study established that less superior strategies were popularly being used for selling poultry products, as individual selling exposes business persons to the exploitative tendencies of the middle men. Superior marketing strategies such as selling through cooperatives, if adopted would offer more value for the products and ensure these projects are effectively implemented.

It was assumed that intensive product publicity was crucial in making the poultry products popular among consumers on account that these were high breeds with much more value than pure breeds. Product publicity was also vital in opening up new markets and influencing some consumers feeding habits to include poultry products in their menu..

The extent to which a project intervention can deliver products that gain acceptance in a wide market, is determined by the degree to which value is added as opposed to selling in simple raw forms. It was realized that poultry products were being undertaken in basic forms, with little to add value through processing into different and varied usable products that would attract more consumers and open up new markets.

5.2.6: Influence of stakeholder involvement on implementation of poultry projects

This variable was measured on the basis of the number of stakeholder groups taking part in the projects, roles played in project implementation, levels of stakeholder involvement and the criteria of involving stakeholders in the projects. Stakeholders have a significant role to perform in a project intervention regardless of whether they participate in the actual project activities or indirectly influence the project in any form.

It was realized in the study that there was insufficient participation of key stakeholders in the project activities, as the only dominant group identified with the project activities came from the County Government of Homa Bay.

In this study, the researcher operated on the assumption that when diverse stakeholder groups are engaged in several project activities, then impressive project outputs are attained. Most of the groups implementing local poultry commercialization projects in Homa Bay County did not recognize the significance of stakeholder participation in project interventions, as the vast majority were only implementing the projects with less personal financial contributions, no monitoring and evaluation of these activities and decisions on projects made by the county government officers of Agriculture, Livestock and Fisheries.

Participation in project work entails several dimensions, ranging from identification of common felt needs of a community, feasibility study, project planning, design, contribution of initial project capital and general integrated project tasks. Normally, aspects of project ownership and sustainability are either consolidated or lost at the very initial stages of a project intervention, and hence it is crucial to address these concerns early enough so as not to compromise project objectives. It was evident that effective participation of stakeholders was vehemently ignored by the initiators of the local poultry commercialization projects and chances that these projects would realize value for public funds put in them are quite low. Besides, aspects of poverty eradication through these interventions may not be addressed

adequately, as project ownership and transfer of learning for project sustainability would hardly be achieved.

5.3: Conclusions

From the study, a number of factors come in force to determine the extent to which local poultry commercialization projects can be successfully implemented. These factors include training of project team members to acquire skills in project management, provision of adequate funding to ensure that project activities run as scheduled, marketing strategies that eliminate exploitation by middle men and stakeholder participation that ensures many people are fully involved in project activities.

In Homa County, the study established that these project management best practices were vehemently ignored and this explains why the local poultry commercialization projects, being a noble idea, are likely to flop, as many beneficiaries were reportedly using the incubators as cabinets for keeping clothes rather than breeding chicken.

5.4. Recommendations.

From findings of the study, recommendations suggested are twofolds; recommendations for policy formation and further research.

5.4.1: Recommendations for policy formulation

1. Influence of PMC training on implementation of local poultry commercialization projects; the study revealed that various groups in local poultry commercialization projects had insufficient project management competencies. Individuals in these projects did not have substantial training to equip them with required knowledge and skills to innovatively enrich such initiatives. The researcher recommends that the County Government of Homa Bay,

through its line departments, should formulate policies that emphasize special training for teams implementing projects.

2. Influence of funding on implementation of local poultry commercialization projects; the study revealed that mobilization of funds was poorly done in such manner that most project teams wholly depended on Central Government funding, paying less attention on personal contribution for ownership and sustainability of the projects. The researcher recommends that the county government should develop policies on adequate funding and aggressive mobilization of funds prior to initiating a project intervention.

3. Influence of marketing on implementation of local poultry commercialization projects; the study revealed that the project teams implementing local poultry commercialization projects in Homa Bay County had no idea of how the poultry products would be disposed off to the consumers and other superior marketing strategies to adopt in order to obtain attractive returns. The study recommends that intensive marketing strategies be formulated so that the poultry products may fetch better prices.

4. Influence of stakeholder involvement on implementation of local poultry commercialization projects; the study established that diverse stakeholders were hardly involved in the undertaking of integrated project activities, but often it is the county governments prerogative to initiate projects for the people with little public participation. The study recommends that before a project is initiated, stakeholder analysis should be conducted thoroughly to ensure wide participation of stakeholders in project interventions.

5.4.2: Recommendations for further research

As no one individual can effectively offer solutions to all challenges in a given field, the researcher recommends that the following areas be considered for further research:

1. What is the influence of leadership on implementation of local poultry commercialization projects in Homa Bay County?
2. How do cultural practices influence implementation of local poultry commercialization projects in Homa Bay County?
3. A comparative study should be commissioned to establish the difference in levels of implementation of local poultry commercialization projects in other regions in Kenya.
4. Which all modern project management best practices should project managers, teams and stakeholders customize to obtain maximum project outcomes?

REFERENCE

- Adagata Herrism (2010), Influence of project financing on effective project implementation: a course of community irrigation project in Budalangi constituency.
- Alliany Horrace (2014), The determinants of project implementation for maximum realization of the objections. The human capital approach and the project approach to development, German consortium of project consultants.
- Amanda Walter (201), Strategic dimensions of project implementation for community development: the role of fundraising in community project implementation in bureti constituency.
- Anita c.s (2015), The strategies for effective projects implementation at community ferel : a case of community poultry projects in kwale county.
- Birmingham G.E (2014), Factors influencing viability of local community agricultural projects. The place of value addition in local initiatives in India.
- Chomaz Zhan (2012), An investigative survey of the implantation of community agriculture development interventions: The Chiles approach to community involvement in implementation of local initiatives.
- Community integration and participation in project implementation, Kano
- Community-based poverty projects in Jaralpur India, Jarapur
- Dawood E.F(2005), Factors influencing implementation of community based irreigation projects in SierraLleon, Lameto publishing.
- Dometo Domino Jaus (2011), the functions of effective project implementation: a case of

- Hajnati netty dol (2013) Factors influencing implementation of community based interventions in Brisbane Australia, Brismal publishing press, Brisbane Australia.
- Kabela Gordon (2010), Factors influencing implementation of community based development projects: the concept of participatory approaches to development in Rwanda.
- Karir nelson (2013), Factors influencing implementation of community based poultry project in Burundi sub-county, university of Nairobi.
- Kelly Humphrey (2012), The influence of long term economic policies for addressing issues of sustainableDevelopment: strategies of the youths for rapid economic gains UN report USA.
- Khoder Khane (2012), Factors influencing implementation of the manufacturing project in the Chinese informal sector.
- Laban Domnic (2012), Influence of project management best practice on effective community projects implementation: a case of community agricultural interactions in Uganda.
- Lampar Yelly (2010),influence of funding on implementation of community based projects: a case of community forest development in Germany.
- Lavender purity (2012), Factors influencing implementation of community based development projects in Australia Dominic publishing.
- Me Donald J.A (2010), The influence of project team training on the implementation of community water projects in Ghana university of Accra.

Moris Delma (2011), Factors influencing implementation of reconstruction projects for rapid economic take off in Rwanda, Rhenon publishing.

Njeri Caroline (2014), Factors influencing implementation of pineapple processing in Juja. Modern approaches to community involvement in development
Kenyatta university.

Ochieng Eliakim (2014), The influence of devolved funds on implementation of community based development project in Karachuonyo constituency,
University of Nairobi.

Odhambo George (2015), Influence of the delivered governments dispensation on effects project implementation on effects project implementation for job creation. Effects strategies for community participant on developed interventions.

Odili David Golly (2012), Factors influencing implements of infrastructure project in the construction industry in South Africa, government supported community initiatives.

Odwar Edwin (2014), The status of implementation of poultry projects in Migori County, a case of the Wawida community poultry project.

Oguda Samuel (2015), The status of the implementation of local poultry commercialization project in Homa Bay County. A survey of the Homa/Bay county government's community based projects.

Omar Vei (2012), Influence of project team empowerment on project implementation for sustained gains in reconstruction efforts in southern Sudan an ADCP programme.

Ondari James (2011), Factors influencing implementation of poultry projects in Vihiga County: community involvement for gainful development.

Orleaus Jean (2012), Effective project implementation: the strategies and practices of

Otieno Noel (2013), Factors influencing sustainability of gold mining projects among the local communities in Migori county: a community capacity building strategy for sustainable resources application.

Owuoth J.M (2011), Factors influencing implementation of community based project in Transmara: The role of agency factors in community development.

Pado Jomena (2012), Factors influencing of community water projects: various project implementation strategies in Moseno community water project Mosano press.

ToundeAally (2012), Factors influencing implementation of community based poultry project in guinea Bissau: local approaches to community developments, Bissau publishing press.

Zuarez kann khan (2013), Factors influencing effective project implementation of community based development projects in different parts of the world; a world vision survey Monaco.

APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

Agnes Adhiambo Odongo

University of Nairobi

P.O BOX 30197

Nairobi

12th. June, 2015

Dear Sir/Madam

**RE: FACTORS INFLUENCING IMPLEMENTATION OF LOCAL POULTRY
COMMERCIALIZATION PROJECT IN HOMA BAY COUNTY**

I am a post graduate student of the University of Nairobi carrying out a research project for the masters of Arts in project planning and management on the above stated topic. I kindly request you to assist me by filling the designed questionnaire. Try to be as accurate as possible. The information obtained will be treated with utmost confidentiality and will only be used for purposes of this research study.

Please do not disclose your identity in the document

Thank you

Yours faithfully

Agnes AdhiamboOdongo

APPENDIX II: RESEARCH QUESTIONNAIRE

QUESTIONNAIRE

The aim of this research was to examine factors which influenced the implementation of local poultry commercialization project within Homa-Bay County. The information that shall be given will be treated with the exceptional confidentiality and for the intended purpose. This research is for academic purpose only.

DEMOGRAPHIC OF THE RESPONDENTS

1. Indicate Age (Years)

- a) Bellow 20 years
- b) 20-30
- c) 30-40
- d) 40-50
- e) Above 50

2. State your gender?

- a) Male
- b) Female

3. Give your marital status?

- a) Married
- b) Single
- c) Widowed
- d) Other marital orientations

4. Indicate your level of education?

- a) Primary and below
- b) Secondary
- c) Tertiary
- d) University

5. For how long have you implemented the poultry project?

- a) 1 year and below
- b) 1-2
- c) 2-3
- d) Above 3 years

6. In which poultry farming component do you commonly participate?

- a) Hatching

- b) Selling poultry products
 - c) Maintaining hatcheries and other poultry hatching structures
 - d) General poultry project oversight
 - e) Others (specify)
-

SECTION B: STUDY VARIABLES.

7. Indicate your highest level of training. (Please tick one)

- a) Certificate and below
- b) Diploma
- c) Degree
- d) Post graduate

e) Others
(Specify).....

8. In which area have you trained? (Please tick one)

- a) Project work
- b) Education
- c) Agriculture
- d) Social work and community development

e) Others
(Specify).....

9. Indicate the form in which your trainings are often packaged. (Please tick one)

- a) Formal
- b) Informal
- c) Workshops and seminars
-

d) Use of training software

e) On the job training

f) Others
(Specify).....
.....

10. Indicate the frequency of training. (Please tick one)

a) Very Regular

b) Regular

c) Intermittently

d) Less often

e) Others
(specify).....
.....

11. In your own opinion explain how training influences implementation of poultry commercialization project.....
.....
.....
.....
.....

12. Indicate the extent to which you agree or disagree that local poultry commercialization project have attracted adequate funding. (Please tick one)

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

13. State the mode of disbursement of the funds for the project. (Please tick one)

a) Quarterly disbursement

b) Biannually

c) Annually

d) Others
(Specify).....
.....

14. What are the conditions upon which funds are disbursed? (Please tick one)

a) Prudent management

b) Political Considerations

c) Project funds requirement

d) Profitability

e) Others
(Specify).....
.....

15. Indicate the management arrangement of the project. (Please tick one)

a) Professionals

b) Political appointees

c) Civil organizations

d) General public

e) Others
(Specify).....
.....

16. In your own view explain how funding influences implementation of local poultry commercialization project in Homa-Bay county.....
.....
.....
.....
.....

17. Indicate the available markets for the poultry products. (Please tick one)

a) Local community

b) Regional markets

c) National markets

d) International markets

e) Others
(Specify).....
.....

18. To what extent do you agree or disagree that there are diverse markets for your poultry products? (Please tick one)

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

19. State the marketing strategies you adopt in selling your poultry products. (Please tick one)

a) Individual selling

b) Cooperative selling

c) Value addition

d) Distribution points

e) Others
(Specify).....
.....

20. Explain the influence of marketing on implementation of local poultry commercialization project in Homa-Bay

County.....
.....
.....
.....
.....
.....

21. State the stakeholder groups involved in the implementation of local poultry commercialization projects in Homa-Bay County. (Please tick one)

a) Departmental heads

b) Civil society

c) Donor Agency

d) General public

e) Others
(Specify).....
.....

22. Indicate the role that you often play in the poultry project implementation. (Please tick one)

a) Project conceptualization

b) Project implementation

c) Project monitoring and evaluation

d) Decision making

e) Contribution of materials

f) Others
(Specify).....
.....

23. To what extent do you agree or disagree that key products stakeholders are involved at all levels of project implementation? (Please tick one)

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

24. State the criteria used to involve key stakeholders. (Please tick one)

a) Political considerations

b) Regional balancing

c) Need

d) Capacity to implement

e) Others
(Specify).....
.....
.....

25) In your own opinion explain stakeholder involvement influence on the implementation of local poultry community project in Homa- Bay County.

.....
.....
.....
.....
.....