FACTORS AFFECTING SUCCESSFUL COMPLETION OF COMMUNITY BASED PROJECTS IN KENYA: A CASE STUDY OF RONGAI SUB-COUNTY, NAKURU COUNTY

BY

Ezekiel Rop

This Dissertation is submitted in partial fulfillment of the requirements for the award of a Master of Development Studies (MDS) from St. Paul's University

September 2016

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Supervisors:

Dr. Peter Koome

Dr. David Gichui

September 2016

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DECLARATION

This dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

EZEKIEL ROP

MDS/NKR/4195/15

SIGNATURE OF STUDENT _____ DATE _____

1/we confirm that the work reported in this dissertation has been done by the student under my/our supervision.

DR. PETER KOOME

SIGNATURE OF SUPERVISOR _____ DATE _____

DR. DAVID GICHUHI

SIGNATURE OF SUPERVISOR _____ DATE _____

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DEDICATION

I dedicate this research proposal to my father Charles Rop and my brothers Cornelius, Herbert, Mark and Joseph for always standing by my side for their support and care in life and more so throughout my studies.

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ACKNOWLEDGEMENT

I thank God for good health, strength and courage that I had to complete this work. The collaboration of many willing hands has led to the success of it. I express my deep gratitude to my supervisors Dr. Peter Koome and Dr. David Gichuhi for their guidance and accompanying this work from the very beginning to its completion. Their vast knowledge and experience in scientific research has really enriched my work. Their readiness, availability, commitment and valuable contribution towards this work has always been amazing.

I owe hearty thanks to my family for their support, love, care and constant prayers. I am grateful to all my father and brothers for encouraging, supporting and motivating me to pursue my Master Studies.

Lastly, I thank my entire classmates in our Nakuru Campus for providing a wonderful atmosphere necessary and conducive for studies. They made my life in campus fun and worthwhile. I appreciate their advice and provision of materials necessary for my studies and their friendly encouragement while writing this work. And to many other supportive hands that I cannot remember, I warmly and deeply say thanks. Your kind gesture enabled me to finish this work within a reasonable space of time.

May God bless you all.

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ABSTRACT

In Kenya, the developmental scope is not narrow but a very wide one, considering that it not only includes just the economic development but also the growth on social front, empowerment, the living standards, women and child development, education and awareness of its citizens. Community Based projects have come in handy to compliment governments efforts in meeting communities development goals. This study aimed at bringing into perspective the factors that affect successful completion of Community Based Projects. The objectives of this study were to investigate the influence of stakeholders' participation, project management skills and political influence in successful completion of projects. Three research questions were formulated to guide the study. The study used both qualitative and quantitative approaches. The research design that was used in this study was a descriptive survey that seeks to examine the factors that influence the successful completion of community based projects. For this study, the target population was the project managers of 150 CBOs based in Rongai sub-county according to the department of social services.The five wards in Rongai sub-county served as clusters. From each ward, eight community based projects were randomly selected using simple random sampling technique.The sample therefore comprised of 40 project managers from each of the project.Primary data was collected for the study using self-administered questionnaire. This study used a quantitative method of data analysis. Descriptive statistics such as the simple frequency distributions was used.The data was collected summarized and categorized in a frequency distribution table out of which graphical and chart presentations was generated to give visual image of respondent responses. The study found that (50%) 0f the respondents agreed that the successfully completed projects serve their intended purpose, 42% strongly agreed, 45% disagreed and 7.5% disagreed with that. On whether community based projects completed within the scheduled time, 5% strongly agreed, 42.5% agreed, 45% disagreed and 7.5% strongly disagreed. Finally, the opinion of respondents on whether the projects met the required quality 50% and 32.5% were of the same opinion on the projects' completion within the budget. However 10% of the respondents strongly disagree that the projects were completed within budget and another 10% held a similar opinion on scheduled project time. The study concluded that stakeholders' involvement, project management skills and political goodwill affect successful completion of community based projects. The study recommended that there should be a more inclusive and consultative process with stakeholders for initiation, implementation and completion of community based projects.

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ACCRONYMS

CBO	CommunityBased Organization
CBP	Community Based Projects
CDF	Constituency Development Fund (CDF)
GOK	Government of Kenya
MCA	Member of the County Assembly
MDGs	Millennium Development Goals
NCCBO	National Council of Community Based Organizations
NGO	Non- Governmental Organization
UN	United Nations

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DEFINITION OF TERMS

Community Based Organizations- are non-profit organizations on both local and national level that facilitate community efforts of development in the community.

Community Based Projects-These are projects undertaken within communities.

Stakeholders- Are those who can affect or be affected by the organization's actions, objectives and policies.

Political Goodwill- This is a kind of invisible currency used by in order tomobilize the voting public or cover policy reform expenses.

Management skills- The ability to make viable decisions, control, give directions and also lead an organization on a project.

Successful Project Completion- Is the realization of a community based project within the projected time and with all the envisaged component.

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CHAPTER ONE: INTRODUCTION

1.0: Introduction

This chapter contains eight sections. These are background of the study, problem statement, purpose of the study, objectives of the research questions, scope of the study, justification of the study, and assumptions of the study.

1.1: Background of the Study

Development is considered an inherent goal for all individuals and societies. Economic development in particular has been the goal of most societies since the ancient times as exemplified by the works of pre-classical economists such as David Hume, Richard Cantillon and Jacques Turgot (Alderman, 2001). Throughout the eras of the pre-classical, the classical and the neo-classical, individuals, societies and governments and other stakeholders in the economies have steadily pursued economic development (Fafchamps, 2004).

A project is a temporary endeavor which is run by individuals working as a team to create a unique product or service given a specific period of time using an established budget to come up with deliverables that are identifiable (Filicetti, 2009). Project success is defined based on the criteria of time, budget and deliverables, (Flaman and Gallagher, 2001). Antill (2004) says that the success of a project heavily rely on budget, schedule , as well as the fact that it achieves the deliverables that were originally set for it then received positively by the clients for whom the project was intended.

Community-based organizations (CBOs) are non - profit organizations both on a local and national level that facilitate community efforts of community development. CBOs function through developmental modes that are people centered e.g. the presence of micro-finance, the participation of the community members in development to ensure improvement in infrastructure and health education in the long run. (Clark, 1999). Cooke-Davies (2000) observes that for projects to perform well there is need for a close cooperation between the CBOs and the community. They ought to work towards the same goal and share the same interests. He also adds that mean performance against budget (4%cost escalation) is generally better than mean performance against schedule

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(16% late); and when the adequacy of specific project management practices, and the maturity of specific project management processes are compared with performance against each of these two criteria, then different practices are found to correlate significantly.

According to Kerzner, (2000), this implies a workable means that provides lessons from experience on particular projects that combine both tacit and explicit knowledge to extend that people embed the attained lessons to continued improvement of project management processes and practices. Successful development projects enhances one's competitive position, improve time to market, and increases product sales or product margins among other merits. Findings from the 2006 National Council of Community Based Organizations (NCCBO) survey, showed that there were a total of 26027 registered CBOs in Kenya implementing the Millennium Development Goals and key implementation organs of the national vision (GoK's Vision 2030 and the objective of industrialization) deploying some 0.8 million people and contributed over 1.4 % of all new jobs created in the country. It is good to understand that, in Kenya, the scope of development is not narrow but very wide, as it includes not just the economic development but the growth on social front, quality of life, empowerment, women and child development, education and awareness of its citizens. To achieve this, a holistic vision and collaborative efforts involving various departments, agencies and even Community Based Organizations (CBOs) is required. Owing to such a great need, the number of CBOs in Kenya is increasing rapidly.

Tanzania, the full potential of the CBOs is yet to be tapped due to the existence of a number of constraints such as lack of planning, improper financing and poor management (Longenecker, et al., 2006). Poor governance was also identified as one of the most serious constraints facing CBO projects and hindering their profitability (Oketch, 2000).CBOs have projects that are supposed to generate income to fund their operations and also meet the needs of their beneficiaries. Most do not meet this requirement due to challenges in their financial management practices, governance, project management practices and community participation. The purpose of Community Based Organizations

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is to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities. CBOs serve as a link between citizens and the government and are often thought to be more responsive to community concerns than government agencies or private businesses. They provide services to a specific community area (Edwards, 2002) It is important to note that Community-based organizations (CBOs) are not for profit, organizations on a local and national level, facilitating community efforts for community development. These organizations work through people centered modes of development such as availability of micro-finance; community participation in development ensuring community health education and infrastructure improves over time (Clark, 1999).

According to Cooke-Davies (2000), there must be cooperation between the CBOs and the community so as to bring about a successful project. They ought to work towards the same goal and share the same interests. He also adds that mean performance against budget (4%cost escalation) is generally better than mean performance against schedule (16% late); and when the adequacy of specific project management practices, and the maturity of specific project management processes are compared with performance against each of these two criteria, then different practices are found to correlate significantly.

For a long time, Community Based Organizations (CBOs) are commendable for playing a major role in complementing government's efforts to meet the primary needs of her citizens in Kenya and the larger sub-saharan Africa. Community-based projects bank on the fundamental premise that they legitimate, credible and intimate understandings of the concerns, assets, values and activities of their constituents and communities. Such projects carried out by CBOs include health, education, water, sanitation and hygiene, income generation, recreational activities and environmental projects to mention but a few (Charamba, 2002). Most social economic challenges facing developing countries have been well handled through Non-Governmental Organizations (NGOs), Faith Based Organizations (FBOs) and CBOs.

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Wanjohi (2010) cites that CBOs in Africa have contributed to disease prevention and control through ensuring the existence of43a broad and multi- sectoral approach to national disease management programs. In his study, Fisher (2002) concluded that CBOs fill service delivery gaps at the community level and are an appropriate channel for taking vital health services to communities. Fishers conclusions were later echoed by Speer and Perkins (2006) in their work on CBOs, which found out that strong, sustainable community-based organization, are an important constituent for ensuring program impact, sustainability at community level.

According to Kerzner, (2000), this implies a workable means that provides lessons from experience on particular projects that combine both tacit and explicit knowledge to extend that people embed the attained lessons to continued improvement of project management processes and practices. Successful development projects enhances one's competitive position, improve time to market, and increases product sales or product margins among other meritsSuccessful development projects improve time to market, enhances one's competitive position, and increases product sales or product margins.

Findings from the 2006 National Council of Community Based Organizations (NCCBO) survey, showed that there were a total of 26027 registered CBOs in Kenya implementing the Millennium Development Goals and key implementation organs of the national vision(GoK's Vision 2030 and industrialization objective)employing some 0.8 million people and contributed over 1.4 % of all new jobs created in the country. CBOs have increasingly become the key target group for implementing development projects at the grass root level which meets people's needs hence the birth of Community Based Projects (CBPs). With this in mind then, it follows that the provision of access to services is both a pre-condition for alleviating poverty as well a strategy for community empowerment (Karanja, 1996). The expectation is that by the year 2030, Kenya will be counted among the industrialized nations. If the country has to make this leap, then the CBOs and other87non-governmental organizations are expected to play a key role in this transformation. In Kenya, community based projects have positively impacted many lives. The focus of these projects has been in education, community empowerment,

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water, sanitation, agriculture, health care, spiritual nurture, as well as micro-enterprise development (Kenya National Profile, 2001).

Community based development projects are planned for a certain period of time called gestation period or life-span after which they come to an end and the community is expected to reap the benefits of the completed projects. Successful projects for development improve time to market, enhance one's competitive position, and increases product sales or product margins. However, Lopes (2002) states that CBPs contribution to the economic development have been problematic because these projects have challenges in their organizational structures, management of their financial resources and staff motivation.

Alesina and La Ferrara (2002) reviewed CBPs implemented by CBOs in U.S.A localities and found they were performing poorly due to low participation by community members. Kleemeier (2000) examined water projects managed by CBOs in South Africa and found 63% of them are performing poorly due to financial mismanagement. In a case based evaluation of CBPs in Jamaica and Nicaragua conducted by World Bank (2002) Operations and Evaluation Department found poor governance lead to failure of 38% of the projects.

Mkutu (2011) views CBOs as a counter activity by members in the given residence to an adverse situation arising in the community. The urge to exploit the need in the community is what leads to the success. Pathfinder International (2007) report states that successful CBOs provide Home Based Care utilizing community Implement package of orphans services including psychosocial support, school fees and clothing, food, linkages vocational or life skills training older youth, and food security caregivers, perform advocacy activities community facilitate support groups parents, guardians, and teachers. The community psychology perspective of forming reciprocal, non-exploitative partnerships with community members is the overriding motivation for development of collaborative partnerships with community-based organizations (CBOs) is based on. This will lead to the success of CBOs (Okumu, 2012).

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According to the Ministry of Health report (2010), CBOs have bridged the gap in providing Home Based Care for HIV/Aids patients which has reduced death rates by 7%. United States Agency International Development (USAid) CBO impact assessment report (2011), states that households participating in the CBO program were significantly more likely to participate regularly in savings groups and borrow money than households in the other study groups. CBPs are usually established to meet the community needs as well also in line with the National government's objectives i.e. to reduce poverty, such as the Millennium Development Goals (MDGs), developed by the General Assembly of the United Nations in 2000, Wanjohi (2010). According to Okumu (2012), the MDGs defined and set specific targets and timetables for reducing poverty by 50% by 2015. Therefore, every sector's contribution to economic development in Africa is crucial. Therefore, the factors affecting the successful completion of CBPs in this endeavor, call for scholarly investigation.

1.2: Statement of the Problem

Families live among other families and together make up a community with shared interests which in turn create communal needs. These communal needs required communal approach to change and therefore Community Based Projects (CBPs). These projects were initiated by people within or from without the community through the Community Based Organizations (CBOs).

Project completion was one of the most crucial challenges for all development agencies worldwide. Globally, a lot of money has been channeled into community development project to improve the living standards of people. The major concern of the donor community is the effectiveness of the aid on its target group. In the recent past, development practitioners have been focusing on efficient aid delivery (Adhiambo, 2012). According to Ababa (2013), development aid to Kenya stood at $770m in 2005, supporting several projects all geared towards development. One of the most crucial obstacles is the sustainability of the projects after the exit of donors, while the

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stakeholders reap the benefits. The success or failure of any project largely relies on its sustainability.

Despite the enormous funding that is directed towards community based projects, most of them have remained incomplete. As a result the residents have been unable to benefit from unfinished infrastructure in schools, hospitals, water, as well as roads. In fact, an assessment of funded community projects by Robert(2013) showed that only a small number of fundedcommunity based projects were partially active, while the rest had become defunct and could not be traced after cessation of funding.

Whereas successful completion of CBPs is very critical, much of the scholarly attention seems to be dedicated to sustainability of the projects. For instance, Githinji (2009) conducted a study on factors affecting sustainability of community based projects in Kitui County where attention was paid to the role played by the community in the sustainability of CBPs; geographical factors affecting the sustainability of CBPs and the role of project controllers and implementers on the sustainability of CBPs. On the other hand, Oino et al (2015) focused on the dilemma in sustainability of community-based projects in Kenya.

Although sustainability of community based projects is importantthis study argues that focus can only be shifted to sustainability after projects are successfully completed. It is against this background that it became necessary to investigate the stakeholder's participation in the projects, management skills of the project managers and the influence of political goodwill in successful completion of community based projects

1.3: Purpose of the Study

The purpose of the study is to identify the factors influencing successful completion of community-based projects in Kenya. Successful project completion is very key since its only after they are completed that the intended benefits. However, much of the scholarly attention has been dedicated to project sustainability. It is against this background that it became necessary to investigate the stakeholder’s participation in the projects,

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management skills of the project managers and the influence of political goodwill in successful completion of community based projects.

1.4: Objectives of the Study

1.4.1: General Objective

The goal of this study is to find out factors affecting successful completion of community base projects in Kenya.

1.4.2: Specific objectives

i. To investigate how stakeholder's participation influences the successful completion of community based projects in Kenya.
ii. To establish how project management skills of project managers influence the successful completion of community based projects in Kenya.
iii. To investigate how political goodwill influences the successful completion of community based projects in Kenya.

1.5: Research Questions

The study is guided by the following research questions.

i. To what extent does stakeholders' participation influences the successful completion of community based projects?
ii. How do project management skills influence successful the completion of community based projects?
iii. How does the political goodwill influence the successful completion of community based projects?

1.6: Significance of the Study

The major aim of this study is to investigate factors influencing successful completion of community-based projects in Rongai. This will enhance new thinking so that a different strategy is employed to cut down wastage occasioned by incomplete projects. Recommendations from the study will help to ensure proper stakeholders' involvement,

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competent management and winning the political goodwill for the purpose of improving the quality of life of the community through income generating activities.

The study also provides useful information to members of community development projects drawn from both National and County governments e.g. ward administrators, Constituency Development Fund managers, Non-Governmental Organizations' officials among other community workers. It provides relevant information to Government's policy makers to set up guidelines and implementation frameworks for the management of community-based development projects.

Additionally, this study aims to contribute to the existing knowledge, address and provide the background information to research organizations, individual researchers and scholars who want to carry out further research in this area. The study will help researchers to expand their research into the factors influencing successful completion of community-based projects in Rongai Sub-County which can as well be the case all throughout Kenya.

1.7: Scope of the study

This study aims at investigating the factors that lead to unsuccessful completion of community based projects in Rongai sub-county. Community based projects make up to about 50% of all the projects being undertaken in Rongai. They also receive about the same percentage of all development funds allocated to Rongai. They therefore make the best target population for such a study that wants to investigate the factors that contribute to unsuccessful completion of community engaged projects.

1.8: Assumptions of the study

The study assumed that all respondents gave correct and valuable information that gave the researcher valid data. The study also assumed that each respondent targeted was available and cooperated during data collection. It was common knowledge that a number of factors affected the success of every project. However, for the purposes the study, it

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was assumed that all other factors were held constant except; stakeholders' involvement, project management skills and political goodwill.

1.9: Summary

This chapter dwelt on the background of the study and also the problem statement whereby it brought to the fore the reason why this research was carried out. The chapter also was guided by three research questions. There was also a justification as to why the research was carried out.

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CHAPTER TWO: LITERATURE REVIEW

2.1: Introduction

This chapter looks at what has already been published by some accredited scholars and researchers, on the management of Community Based Projects (CBPs). This section examined the following theories; Theory of change, Freirean theory of dialogue and society, Systems theory and governance, financial distress theory and stakeholders' theory. It will also look at the influence of the stakeholder's involvement in the projects, management skills and political goodwill in successful completion of community based projects.

2.2: Theoretical Framework

This study is based on the theory of change, Freirean theory of dialogue and society, Systems Theory and Governance, stakeholders' theory and the financial distress theory. These are discussed in the following sections

2.2.1: Theory of Change

The first Theory examined in this study was the Theory of Change. It outlines all the components that are essential in the attainment of specific long range goals. This assortment of interconnected components are made reference to as outcomes, final product, achievements, or of connected building blocks–interchangeably referred to as outcomes, results, accomplishments, or prerequisites is presented on a chart which is commonly referred to as pathway of change or change. This involves presenting the change process graphically.

According to Brest (2010), the theory of change clarifies the progression of change by highlighting causal associations in a proposal that is its short run, medium term, and long run outcomes. The highlighted changes are outlined as the "outcomes pathway" – demonstrating each result in coherent association with all the other variables, as well as organizing the in the order of date of occurrence. The connections between results are expounded by "rationales" or an account of why one result is considered to be a precondition for another.

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The advancement of Theory of Change is anchored on ensuring the dissimilarity between anticipated and real results, and in demanding that stakeholders fashion their expected outcomes in advance before a decision is made regarding types of intervention to attain the particular results (Clark and Taplin, 2012). Theory of Change is an alternative type of serious theory that makes sure an apparent allocation of power dynamics. In addition, the process is unavoidably all-inclusive of diverse viewpoints and those who participate in coming up with solutions (Taplin, Clark, Collins, & Colby, 2013).

Theory of Change can start on at any phase of a proposal, depending on the planned use. Stachowiak (2010) argues that a theory proposed at the beginning is most excellent at contributing to the planning of an initiative. After working out a model of change, experts are able to arrive at informed choices concerning the suitable course of action. As information become obtainable, the theory of change can be revised from time to time by the stakeholders as information become obtainable and as the evidence directs. According to Austin and Bartunek (2004), it is possible to develop a change theory with hindsight by making reference to various documents, conversing with different stakeholders, and conducting data analysis. This is usually done at the time of evaluations looking back at what has been achieved and as a result, stakeholders are able to gain understanding regarding previous occurrences which are useful in planning the future.

The theory of change is formulated about the pathway of change, and it is useful in describing various modes of involvement; that is whether it is a simple community project, or an all-inclusive collection of community programs that may bring on board the results predicted in the pathway of an initiative road map. Each of the results depicted by the pathway of intervention is associated to an initiative, making manifest the time and again complicated web of activities that is supposed to ensure the desired outcomes are realized as envisioned by community based projects

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2.2.2: Freirean Theory of Dialogue and Society

This project is based on the third theory under review that is the Freirean theory of dialogue and society, and the major economics models of project assignment. The Paolo Freire's theory of dialogue (Freire, 1970) states that dialogue, especially between leaders and community members, is key to the liberation and education of the people by challenging historically held methods via the use of critical thought. Critical thought raises consciousness and questions the assumption that people should fall into established routines or systems, rather than help to form new systems that better address their needs especially concerning projects intended to better their lives. This emphasis on conscious, collaborative action gives power to community members motivated to redefine aspects of their cognitive systems. Whether by negligence, lack of budget, lack of motivation, or simple ignorance, there are disparities in implementation of community based projects.

Freire's emphasis on dialogue is reflected in this project by advocacy for community involvement with the development and management of CBPs in order to ensure continuity and provision of basic amenities even after phase out. This study will be anchored on this theory and serve as a bridge from the inaccessible and often intimidating language of development agencies to the people most affected by the discussion: communities.

2.2.3: Systems Theory and Governance

Bertalanffy (1962) defines systems theory as a working hypothesis, the main function of which is to provide a theoretical model for explaining, predicting and controlling phenomenon. Hartman (2010) also observes that all organizations consists of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. CBOs need a functional system to manage their projects well. Kuhn (1974) states that systems need to be controlled as failure in one system leads to failure in other. CBOs need good governance systems in order to ensure there is transparency and accountability. This theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products. Good governance of CBOs will ensure efficient and effective management of their projects and

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other resources for maxim outputs. While this theory addresses research question one (which seeks to unpack the effects of good (or poor) governance in the performance of the CBOs projects, the theory will explain the importance role that governance play as part of the overall system that makes up CBOs.

2.2.4: Financial Distress Theory

This theory is characterized by decline in the firm's performance, value and failure (Opler and Titman, 1994). Organizations with projects that are supposed to yield profits have to ensure their projects perform as per expectations. Projects for profits should first recoup the initial capital invested then yield profits. This theory is important when addressing financial challenges affecting the successful performance of organizations. The CBOs financial management practices have a gap as they do not operate within budgets have weak internal controls; they do not follow their financial policies and audit their accounts. The major challenge of this theory is it cannot recognize symptoms of failure early enough in order to make corrections. The performance of CBO projects has been declining and there is need to track and ensure they improve. This theory is focused on the performance of firms which leads to the second research question which focuses on how financial management practices affect the successful performance of the CBOs projects. This theory will therefore guide in the understanding of the important role that financial management plays in the survival and persistence of organizations.

2.2.5: Stakeholder Theory

Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson, and Preston, 1995). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

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Community participation enhances social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion. CBOs must ensure the community members voluntarily and actively participate in the projects from the start. This theory also emphasizes that the community members also benefit from their participations. CBOs need to ensure the community members also participate in the decision making, their staffs are trained on handling the community members and also the community members' interests are considered. This theory therefore leads to research question three which inquires on how community participation affect the successful performance of the CBOs projects. This theory will therefore assist in the better understanding of the importance of community participation in the success of community projects.

2.3: Empirical Literature Review

2.3.1: General Project Management Overview

According to Gary (2007), project management is vital in realization of any project. Experienced companies use project management routinely, however many of these companies do not achieve success in meeting project purposes (John, 2004). Project management is a discipline for planning, leading, organizing, and controlling a well-defined collection of work (Harvey, 2003).

According to Harvey, the discipline of project management must be repeated and explainable. It is not an art form invented by each practitioner, nor is it a science with explicit formulas and rules. Despite these restrictions, organizational approach to project management must be consistent so that knowledge and experience may be shared across project boundaries (Charles, 2009).

A typical project management life cycle consists of initiation, planning, executing, and completing phases (Maylor, 1999). In the typical project management life cycle, the

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phases of initiating and planning may include similar activities conducted in prediction phase in disaster related public project management. Similar to activities conducted in executing phase in the project management, warning, emergency relief, and rehabilitation (short-term) activities as well as reconstruction (long-term) activities are carried out in the disaster related public project management. Therefore, a private-public project management includes project life cycle phases of prediction, which includes the initiation and planning which are required for the predication phase. After onset of occurrence, executing involves warning, emergency relief, rehabilitation, and reconstruction. Completion tasks are done when completing and transferring reconstruction outputs to stakeholders or clients (Rosario, 2000).

Project management was found to be the most important factor that contributes to failure of projects in areas where budget and cost overrun were seriously noted: (KPMG, 1997). According to Martin and Tate (2001) There is need to use effective techniques and the relevant set of tools together with knowledge which helps one to produce the results that are good for the projects. They liken a project without project management to playing football without game plan (ibid). The role of the manager is to plan and delegate the tasks to the team-players then make follow-ups to be sure that the tasks are completed on time (Martin and Tate, 2001). The need to plan as well as coordinate complex and large multifunctional efforts is the root core of project management (Richman, 2012). Routinely, management is said to be effective when the expenditure of resources is done with efficiency in accomplishing a goal. Richman (2012) outlined the classic functions of project management as planning, directing, organizing, staffing, controlling, and coordinating. The project manager should have the ability to mobilize and lead an aggressive and motivated team. S/he must be people-oriented, one who is observant on the individual and group behaviors of the team as well as knowing how to handle their reactions (Pieterse, 2001). Basic management skills is a prerequisite for a project manager just as it is paramount for one to be well versed in the subject at hand (Pieterse, 2001).

Martin and Tate (2001) stipulate the following approach to project management: Directive project management- Under this, the project manager plans and controls the

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project. The project manager plans and delegates the tasks to the team-players then makes follow-ups to be sure that the tasks are completed on time. Martin and Tate (2001) reveal the demerits of this approach as follows:-misunderstanding and complex network make the project take longer time than when other approaches are followed. Secondly, since the project is planned and controlled centrally, the team members often have very minimal understanding the whole idea thus little commitment. The second approach involves participation in the project management. The project leader in this case is a facilitator. S/he shows the team what to do right from the planning. The team then is responsible for monitoring the project's progress as directed by the manager.

Martin and Tate (2001), state that the pros of participating in project management i.e. the second approach are that:-everyone in the team gets to know His or Her individual section fits into the whole project. They assert that the results of this approach are exemplary. Poor project planning was rated as accounts significantly for project failure (Pieterse, 2001) Pieterse (2001) notes that there is need to have a clear picture of tasks to be completed for achievement of objectives. This also allows for drafting of the plan.. Another cause of failure is notably poor people management by the manager. This includes the team as well as communication (Piterse, 2001).

Magano (2008) States the following aspects while reinstating the fact planning should spearhead everything i.e. developing clear objectives that act as source of reference as well as keeping the team updated with the organizational goals. Additionally, for control measure purposes, a project should have a constitutional reference. A study by Magano (2008) further showed that commitment is a leadership role on its own in the management of community development projects thus the chairperson assumes the manager's seat. A study of Ravhura (2010) highlights the need for good management in order to help in the fight against poverty in rural areas as well as creating jobs. He argues that poor management has escalated to unbearable proportions.

Providing control and direction over the development ofa new product or desired outcome is the focal point of project management. Unwillingness to manage is an obstacle in the management of Community-Based Solid Waste Management and Water Supply Project. In the same vein, successful community-based water supply projects have

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shown a pattern of leadership that shifts to those most interested in project outcome Anschutz (1996)

2.3.2: Successful vs. Failed Projects

It is important to internalize the reasons of project failure but without a common definition of "success", there is no clear ground for differentiating a success from a failure.

Nokes (2007) classified the different definitions into five tiers after having several discussions with various participants in different project:

The project is successful if it delivers;

- Tier 1 –On its scope, regardless of time and budget
- Tier 2 – What it said it would, on schedule and/or within the agreed budget
- Tier 3 – What it said it would, on schedule, within the agreed budget and to the expected quality standards
- Tier 4 –On all agreed project objectives, be they scope, schedule, budget, quality or outcomes based (i.e. goals to be achieved or strategic positions to be attained)
- Tier 5 –The product by the project, creating significant net value for the organization after the project is completed.

Bjarne (2007) says that a project is a success if it meets the agreed objectives (i.e. the tier 4 definition). On the other handLock (2007) argues that perhaps because time and budget are the most key aspects in a project, people act as if either tier 2 or 3 were the definitive answer that defines success of a project. After project completion, the view sometimes changes and people (especially the Sponsor, members of the public and the media) often turn to the tier 5 definition when making their final retrospective judgment.

According to David and Ronald (2006), one reason people have difficulty in reaching consensus on a definition is because there are two interconnected dimensions in which project success or failure is judged. There is "project management success" (i.e. delivering in accordance with the agreed project objectives) and there is "product success" (i.e. the amount of value the project's deliverables bring once the project is over). Those two would equate to the tier 4 and 5 definitions respectively.

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According to Harrison and Lock (2004), reaching on one definition of success is difficult. Project Sponsors usually view a projects in terms of value created, while Project Managers disagree on any definition of success the same view, simply because they don't want to be held accountable for things over which they have no control.Therefore, some in the Project Management community prefer the tier 3 or 4 definitions. Fundamental decisions that influence the value created are out of the Project Manager's direct control. However, Robert (2013) argues that the definition of success or failure should be from the customer's perspective rather than from the project manager.

The following figure illustrates the layers in project success.

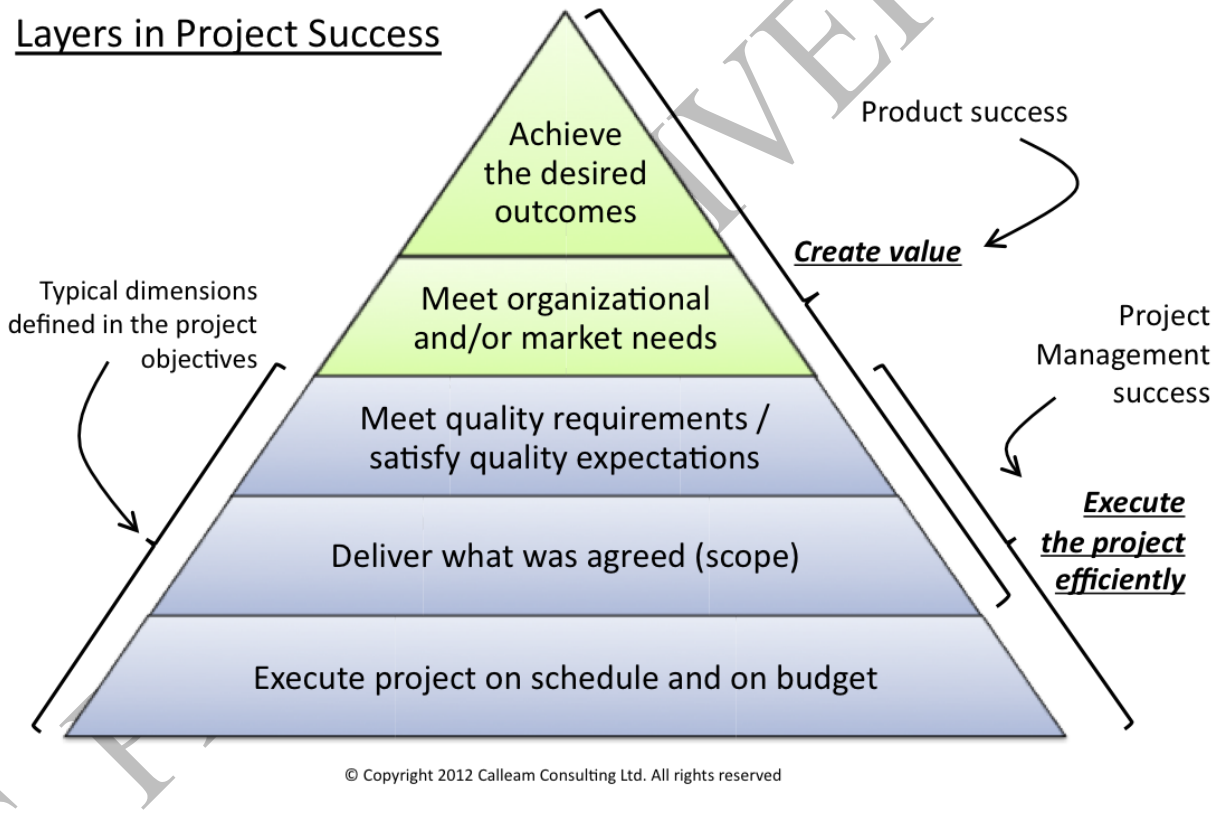


Figure 1: Layers of project success
Source: David and Ronald (2006)

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2.3.3: Influence of Stakeholders Participation on Successful Project Completion

The traditional definition of a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman, 1984). They play a key role in project and programme activities and serve as key links with the general beneficiary population and also with donors and project facilitators. Project or programme stakeholders are those who have an interest in or are affected by a project or programme decisions.

The sustainability of any community based project depends of the active participation of the community members where their involvement in planning and implementation are intrinsic to the success of the project. Many scholars suggest that active participation by the community member i.e in project design and implementation is very vital (Boschetti, 2007). (Miller, 2002), postulates that, the sustainability of community based projects solely depends of establishing local institutional building.

Participation of all stakeholders in community based projects i.e the community, its leaders and agencies facilitates sustaining programs (Graham, 2007). Needs assessment is important for any project kicks off, it is therefore important that the locals be involved.
The success of a project cannot be realized without the participation and support by all stakeholders therefore stakeholder's analysis is paramount at every level of the project life cycle.

The management of every stakeholder in any project is very key to the success of every project. The degree of influence varies in both directions because of the numerous stakeholders in a project environment. Mitchell, Agle and Wood (2007) suggest that power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment.

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The governance process is defined, stake holders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. The third stage is implementation stage which ensures projects' activities are properly executed and controlled. The planned solution is implemented to solve the problem specified in the project's requirements. The most common tools or methodologies used in the implementation phase are an update of Risk Analysis and Score Cards, in addition to project Plan and Milestones Reviews. The final stage (commissioning), project manager ensures that the project is brought to its proper completion (Graham, 1997).

Stakeholder management is critical to the success of every project in every organization. Freeman (1984) defined stakeholders as any people who individually or collectively can affect or be affected by the attainment of the project goals and objectives. Within the environment in which the project is being implemented, these stakeholders are generally many, and may be different from each other in the extent of influence in either the direction of affecting or being affected. According to Mitchell, Agle and Wood (1997), control, legality and exigency are chief stakeholder distinctiveness. Therefore, a project administrator is supposed to develop adequate understanding of such properties, which are much of the time changing factors within the diverse stakeholders in a project location.

The number and nature of stakeholders will vary with the life of the project, it would therefore make sense to carry out the review of identification throughout the project (Moodley 2002). Stake holder participation is a dynamic element as it can be at diferrent sections of the project cycle, different society levels as well as varied forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision making, partnership and empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, participation is a process that empowers people and

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communities through acquiring skills, knowledge and experience, leading to greater self-reliance and self-management.

Creating a sense of interdependence and lowered imbalances in power are not just achieved by bringing stake holders together per se. In this regard therefore, it is paramount for the CBOs to enhance their capacity for relating to and networking with the current and more powerful stakeholders. One of the most successful ways of creating a deeper understanding of interdependence and underscoring the rationale for collaboration in overcoming societal power asymmetries is dialogue (UNDP, 2006). On the contrary, without either or both parties' willingness to open up to each other as well as risking individual power base change cannot happen unless by contestation. Hence, all these approaches need to entail a political understanding, enabling each organization to analyze the context in which it operates and therefore decide where to position itself and whether and how to act upon contextual issues (Fisher 2002).

Locally, well harnessed community resources among which are talents are powerful tools to ensure sustainability in community development. There is need to also ensure that the benefits of development are equitably distributed (Elizabeth, 2006). On the same Ismail and Richard (1995) also cited the essence of a movement from improving living standards to improved quality of life. This can only happen if development becomes decentralized fully in the sense that it is people driven and guided by spiritual values which embrace care for one another

However, a clear line has to be drawn between the development of natural resources and the change in the social welfare of the human being. Also, it can't be truly development if the poor cannot attest to it. With regards to this argument, development to be defined I a way that incorporates the poof if not then an assumption is made that material growth does enough to play the role of conducive environment for an ambiguous human life improvement (Hall, 2003). Development, described differently related to the making better, increase, growth, increments are the different phases of development. It generally shows a positive change at the first stages from state that is not desirable to that which is

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good or desirable in any stage of living in the society. This is what causes the sphere of the economic status regardless of where the application is done. This could be socially, economically or any other way, but it has to be maintained in the long run to benefit the people in the area of need. The members of the community strengthen cooperation in CBPs. Before the starting of the idea of jointly working together to develop their community; the challenge has been to get the commitment or guarantee and participation of the locals in community service in development work.

Cooperation can be said to be a social order. This is one of the ways in development in communities. This can be compared to integration in the sense that the different units get enjoined together practically resulting in the increase in number of cooperative societies with different values. Some of those values involve people the local's agreement to initiate, own and run a business in manufacturing or production, sales and marketing or consumption. For the community to develop it requires joint efforts as there is no community development with no synergy between locals and project managers cooperating (McPherson, 2002). For any development in any community it is important for organizations to cooperate with members of the community for the successful implementation of the project. A great number of the projects among locals are full of social problems, including lack enough resources or poverty, lack of employment and other social evils. In this regard of the many prevailing socio-economic problems and geo-physical characteristics, members of these communities have a few limited options for their development needs. These leads to people remaining behind and the mass living in these backward pockets are affected socially and physically. This has brought about the changing of their behavior to fit into the currently experience conditions.

Different individuals define community action differently however, in this research project, the Poplin's (2009) dissection of community action is made reference to. There are three assessments of actions and occurrences that Poplin (2009) considered to be part and parcel of all that comprise community action. As far as this research project is concerned, two of these submissions will be given a critical look. In the first place, an action or occurrence is considered part of the collection of community action if those

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taking part in the action or occurrence have an intention of bringing a solution to some issues within their area of residence. An excellent example of this would be an instance where the native communities join up hands to construct a medical clinic within their locality. These communities could even go ahead to construct a residence for the staff serving at the clinic in order to make sure that the delivery of health care to the people is not hindered in any way. However, Poplin warns that community action efforts must be devoid of any interference from people with vested interests and their motive is selfish. He recommends that all stakeholders must be involved in the formulation of goals and objectives of the programs so as to make sure that the benefits accrue to all. As such, the major task of the organization is in the facilitation rather than directing the community action. The second practice presented by Poplin regards partnership or assimilation. In this case, it has been used to illustrate a wholesome community, functioning like the human body, in that the different parts work together in a unified coordinated manner in order to achieve the envisioned goals and objectives; resulting in an equitable and balance society. Ssengendo (2008) recommends that the institutions need to be informed in as far as the necessary segregation in collection of individuals or the group that is dealing with the community project is concerned. After carrying out the necessary assessment, the organization is now able to gauge the level of involvement that is paramount and cooperation between diverse stakeholders. To ensure partnership, the concerned organization is supposed to make sure that the different stakeholders have unity of purpose and work on it together. This implies that the goals are interconnected and as a result improved partnerships are achieved.

Gil (2006) submits that anyone engaging in activities that are supposed to give birth to sustainable development must bring on board various stakeholders to design and actualize action plans. These have been observed to include native communities, partners from diverse organizations as well as key interest groups. The initiation of a project plan is expected to involve everyone who will be affected by the project or their representatives. The same needs to be organized in such a way that they are a representative of the aspirations, norms and values that are a reflection of stakeholders within the locality. A critical look of published work presents an absence of a consensus

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in as far as that definition of community participation is concerned. Whereas there seems to be a common ground with regard to the area, purpose and procedures of policy as cited by Gil (2006), different researchers still present diverging opinions regarding the definition. Miller and Roby (2000) are of the opinion that policy is any action that is aimed at reducing inequality by ensuring equitable distribution of resources. Freeman and Sherwood (2001) opine that policy has got everything to do with principles related to individuals and organizations who are working together to solve collective setbacks..

A study was conducted by Maina (2013) to investigate whether stakeholders can be able to influence the success of Economic Stimulus Programs through their participation. The findings of the study was that, it was important that there be an establishment of a relationship between stakeholder participation in project identification, planning, implementation, monitoring and evaluation and the success of the Economic Stimulus Programs. From the study findings conclusions drawn included the need for the government and other project facilitators to ensure full participation of key identified stakeholders' in future similar programs and the need to clearly identify and train stakeholders before initiation of similar programs as this aided in the success of the overall program. Among the suggestions for further research in this study included the need for comparative study of the influence of stakeholders' participation on the success of similar program. Thus, inclusion of the influence of stakeholders' participation as one of the objectives of this study is timely.

2.3.4: Project Management Skills and its Influence on Successful Completion of Community Based Projects

Management is defined as accomplishing work by using available resources in an effective and effective manner so as to a desired outcome. Richman (2012) postulates that planning, directing, organizing, staffing, controlling, and coordinating are the key and fundamental principles of management. The manager in charge of a project should be well versed and equipped with basic management skills (Pieterse, 2001).

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Project management was ranked as one of the crucial and fundamental factor leading to the failures of projects especially where there were issues of budget and cost overrun: (KPMG, 1997). Martin and Tate (2001) postulates that project management is a set of tool, techniques, and knowledge that when utilized, they help produce desired outcomes for the projects. The project manager does the planning, assign tasks to the project team members and makes assessment to ensure that they carry out their tasks within the stipulated time (Martin and Tate, 2001).

Project failure is also attributed to poor project planning (Pieterse, 2001).Pieterse (2001) further note that planning the project consists of prioritizing certain task which crucial and fundamental in realizing the objectives of the projects and allows the project manager to develop the project plan. Poor human resource management and poor communication to the project customer by the project manager was rated also the cause of project failure (Piterse, 2001).

Magano (2008) notes that planning is very key and fundamental to every activity and stresses that the following aspects are vital with regard to planning: clear objectives, to act as a form of reference and further indicated that the project must have a constitution which serves as a reference with regard to control measures.

A study of Ravhura (2010) shows that poor management of community development projects, has gone to unbearable heights and insists that good management would immensely lead to job creation resulting to improved living standards translating to poverty alleviation.

According to Kerzener (1992) the project manager must have the following project management skills in order to manage a project successfully: Producing the desires outcomes within the means of available resources and performance management. This requires a global view of project objectives and precise planning of how success will be attained. Leadership factor of directing, Decision making, Negotiation and resolution of conflicting demand on those resources is key.

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According to Shonhiwa (2006), lack of management skills leads to inefficiency in management which triggers itself low staff motivation, lack of team effort, sabotage and absenteeism. If there is no consensus among employees, managers become rigid and disinterested, as they are forced to become arbitrators between warring groups.

Managing people in the community development projects requires the project manager or the project teams internalize the project management skills. Chambers (1983) stipulates that project management focuses on spending budgets, timely project completion, sustainability in terms of improvement and performance.

Shonhiwa (2006) observes that technical training in project management does not prepare one in as far as dealing with such nuanced circumstances is concerned. As a project management professional, one is a change agent working with teams that are made up of complex individuals in many different roles. Somehow one is supposed to be a leader, and know how to read body language, negotiate, and be a master at myriad other skills. Literature has revealed a number of project management skills that are must-have for project managers. They are discussed in the following sections:

2.3.4.1: Communication Skills

The first skill that a project manager must possess is communication. Kerzener (1992) submits that up to 90 percent of the manager of a project's time is spent on communication. It is very important that these managers effectively pass to other workers their goals, vision, ideas, and other matters regarding production of reports and presentations, and other skills. This topic (here in referred to communication) is a broad topic, so it is not easy to discuss it from every angle and touching on it fully. It will be to start with making one's presentation skills much better, which makes it very important to everything regarding to a project, from the starting meeting to a pitch to clients and stakeholders. Further, communication is an action involving at least two people, where information or messages are brought, received and acted on to the parties. During the

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process of management of projects, communication must be seen in two ways; first as a resource and secondly, as a tool (Ruuska, Project Communication 1996).

When we look at communication as a resource it be compared with people, time, money and equipment. In the same way you use your time at work, same efforts should be used in communicating the plan and targets for the project. This needs good communication of the same kind of good and proper allocation of resources. Communication of projects is also a very important tool that helps in effectively exploit other resources. If you have a challenge with communication, you will most likely have a challenge as well with the project. The importance of communication in regard to project management mostly personifies. This can be demonstrated all through the implementation of by a project manager.

Such a person's communication skills have a major impact on how one is able to" sell "the project to the stakeholders, and how you to manage their expectations. The project manager should also not forget how his or her communication skills help in managing the project team, bringing down conflicts which are not necessary and even getting" forgiveness" because of communicating effectively (Horine, 2005). Communication can also be described as an activity which we constantly perform and without putting a lot of thought on it. This can be one reason why we many are times we take it as given and leave it without specific planning in project management. On another front, repeatedly, the lack of, or poorly ran, communication is many are times stated as an area requiring improvement in the sessions of assessment of finished projects (Project Management Communication 2002).

The communication of a project should be organized in a systematic, continuous, well planned and informative in the right way. It is very likely to slide aside from the golden mean if the communication activities are not planned thoroughly enough; either you give too little or too much of information. With a well planned and implemented communication plan, project management can bring in people to work for the project and this way ensuring smooth attainment of overall project operations. Gould &Joyce (2009)

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also put to focus the need of the quality of communication. They bring us to the attention that communication is not one-way but two ways and therefore have to be both delivered and received. Anybody who wants to communicate in an effective manner any information must pay attention to the receiver. In normal circumstances this refers to, for example, a leader needs to carefully choose the time to, for example, critique somebody.

2.3.4.2: Planning Skills

Planning is an important phase in project management cycle. It must be strategically prepared to provide a more focused goal and greater satisfaction in fulfilling the common vision. A project plan must have: work breakdown structure, team structure, effort and duration estimates, task schedule, and details of resources, budget allocation, and contingency plans, which are necessary in implementing the project plan (Munns et al, 2009). The production of a project plan, or schedule, is a key part of the development of any project. The schedule will set out the key stages to be completed during the project, with their starting and finishing dates, and the resources that need to be allocated. Progress can be monitored against each stage and completion readily reported on (Burke, 2011).

Planning brings other more subtle benefits. Planning can help the team to meet deadlines and stay organized. Good planning not only keeps the project team focused and on track, but also keeps stakeholders aware of project progress. There are many benefits to planning. This is the first step in the project process that allows for a reliable and realistic time-scale to be created, assuring accurate time for cost estimates to be produced and for clear documentation of milestones and deliverables will make things much easier as the project progresses. A proficient plan details all resource requirements and doubles as a warning system. If task slippage is at risk, then a warning system will provide clear visibility of what to expect (Sandoe et al, 2001).

Managers need to support and engage in effective learning processes. The routine “act, find out what works, reflect and retain desirable behaviors’” needs to permeate all levels of organizations at both individual and group level. This does not mean learning for the sake of learning or permanently engaging in one experiment or other. Follow the simple

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routine -experiment, learn, reflect, do more of what works (Maylor, 2011). Experimentation, reflection and learning will assume greater importance as the future becomes more complex and unpredictable. In short, the challenge is to strike the right balance between learning and control, change and stability, thought and action.

2.3.4.3: Leadership Skills

In addition, leadership skills have also been regarded highly within project managers' circles. Ravhura (2010) observes that leadership is the current buzzword in the project management industry, and with good reason: If one can lead, one can deliver. He observes that most importantly, leadership is often what is missing in the project manager's arsenal of highly developed technical skills. Team management is another important skill that every project manager must possess. Shonhiwa (2006) argues that besides leading a team from a strategic perspective, project managers also need to manage from an operational point of view. An effective team manager excels at administering and coordinating groups of individuals by promoting teamwork, delegating tasks, resolving conflict, setting goals, and evaluating performance. Leadership is about inspiring others to walk with you; team management makes sure your team has the right shoes. Another skill that leads us back to the communication skill is negation. A lot of this communication has to do with negotiating the use of resources, budgets, schedules, scope creep, and a variety of other compromises that are unavoidable. Knowing how to negotiate well so that all parties are satisfied is a key skill for the successful project manager.

2.3.4.4: Project risk management skills

Risk is part of every project, Pinto, (2007). A project is: "a temporary endeavor undertaken to create a unique product, service or result" (Project Management Institute, 2008:5), and project management is: "The application of knowledge, skills, tools and techniques to project activities to meet the project requirements" (Project Management Institute, 2008:6). Planning and scheduling are key aspects of project management (Söderlund, 2004b), and risks are all events and situations that threaten the undisturbed execution of the project plan. Risk therefore relates to expectations of stakeholders

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regarding when and how the project will deliver, what the project will deliver and at what cost.

Project risks are therefore important factors determining whether the project will be a success. Project risk management is considered in project management handbooks to be an example of rational problem solving (Kutsch& Hall,2005). According to these handbooks (Association for Project Management, 2004 &Project Management Institute, 2008a), this problem solving approach indicates that actors in the risk management process, based on an information collection and analysis process, decide upon measures which are taken in order to lower the probability of risks occurring, or minimize the impact of the risks that occur, stakeholder experience with risks in similar situations in the past and other historical information, play important roles in the process of information collection, analysis and decision making. The risk management process as a problem solving process assumes that actors are well informed and behave rationally when making a decision. In addition it is assumed that actors demonstrate instrumental behavior, meaning that they invest their resources in mitigating the risks identified, not in a discourse on the meaning of these risks for the projects charter, deliverables or success. Risk management is therefore considered to be a "clean" decision making process.

Risk management comprises the processes concerned with identifying, analyzing, and responding to project risk (Chamoun, 2011). It includes maximizing the results of positive events and minimizing the consequences of adverse events. The processes include determining which risks are likely to affect the project and documenting the characteristics of each; evaluating the risks and risk interactions to assess the range of possible project outcomes; defining enhancement steps for opportunities and responses to threats; and responding to changes in risk over the course of the project (Frascer, 2011).

2.3.5.5: Monitoring and Control skills

Monitoring and controlling according to Horner &Yong, (2006), are procedures that oversees the project execution procedures, punctually recognizes setbacks that occur during the implementation process, identifies the most appropriate corrective action and ensures control of all program administration procedures. These procedures continually

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observe the execution of the project, recognize the divergence from the program management plan and avail timely rectifications. They also execute the controlling procedure in the direction of changes and setbacks, so as to avail the most needed corrective actions. Monitoring and controlling procedures are processes that are carried out on a day to day basis. These processes are aimed at providing the stakeholders with up to date information concerning how the project is fairing on and bring to their attention any areas that may call for review, revision, and added attention. These procedures ensure day to day supervision of the project as well period assessment to ensure that the project is on course with regard to time, budget and quality.

The major aim of project control is to ensure that the project remains on track, within schedule as well as the budget as envisioned by the various stakeholders at the planning stage of project management. According to Grant (2006) project control is expected to start at the initial stages of the project and comes to an end late after the project has been implemented to ensure a proper review of the entire project management process. This does not negate the fact that control goes on within every step of project management. Grant further observes that auditing of the projects also takes place while the project implementation is going on. Majority of these control processes are formalized and are aimed at militating against risks as well as ensuring compliance with the relevant authorities. These auditing procedures normally consist of carrying out a comparative assessment of the outlined project management procedures against the actual project management process. Each one of the projects are supposed to be assessed and the appropriate level of control determined because control that is excess leads to time wastage while dismal control is extremely risky. Where the control process fails to be implemented appropriately, it has serious implications as far as the monetary outlays for the businesses are concerned.

Investment in control systems is very critical in terms of cost implications, risks suffered, value, communication, time related costs, change management, purchasing and supplies management as well as human resources. Added to this is the fact that auditors are expected to take into consideration the importance of the projects to the financial

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statements of the organization, and the extent to which the stakeholders rely on controls, and number of controls that exist within the organization. Pinto, (2007) submitted that those charged with the control responsibility are expected to conduct a review of the project development process and whether the implementation is on course. The final product developmental process and also the quality of the same may require an assessment on a need basis or upon request. The enterprise or organization may require the firm that is carrying out the audit to get involved from the beginning to the end to ensure ease in ensuring timely corrective actions. The auditor could also serve as a consultants in matters control for the particular organization or as a member of the audit team who is somewhat independent.

Kerzner (2011) identified monitoring and controlling competencies to be inclusive of: assessing the project activities that are going on the project; examining the project costs and efforts indicators and comparing them with the initial project management plan and the envisioned project performance; following it up with timely corrective actions in order to ensure that all the issues raised and risks are attended to satisfactorily; taking care of the variables that have the potential of circumventing incorporated change control in order to make sure that only the implementation of the approved changes takes place. Kerzner observed further that in projects involving a number of phases, monitoring and controlling helps to ensure provision of feedback in between the phases so as to make sure that corrective actions are taken thus ensuring that the project is completed on course, schedule and budget; thus ensuring compliance with the laid down project management plan.

2.3.5: Political Goodwill and its Influence on Successful Project Completion

In regard to political factors, these are issues at the national and regional level including contradicting policies, laws and regulations, and lack of political stability. From projects' development view, these factors add to an environment of lack of certainty on return of investment of capital. Lack of political stability in any country or region usually affects the achievement of successful project development objectives. An analysis of the future of the duty of the project manager will only be made by carefully studying the

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environment in which he/she will be operating. It is most likely that the result of how government is run reflects on the lives of the citizens and its impact will continue to increase, with environmental regulations increasing sharply. The government can become very involved in the enforcement of recycling of non-renewable resources wherever it is possible (Kerzner: 1992).

From the international scene, there is a possibility that democracy will continue to come down in the world and the remaining democracies will become very socialized. A lot has been said about pollution of air and water, but these are somewhat easy to clean up compared to the pollution of the land that has taken place. There is a possibility that huge project teams will be needed to clean up the damage that has been done to the land, and that these teams will use the resources of business people and government together (Kerzner: 1992).

Apart from the repeated analysis on the economy, an evaluation of the government's ability to give support to community driven development in line those up or in charge being committed as while those implementing being accountable, there is need for critically looking into the social, political and historical dimensions of the country (Mansuri and Rao, 2004). The State should be give support to change in culture in terms of creating an institutional environment by moving to embrace accountability during implementation, being responsible and transparent as well as being more involving of the people because is not avoidable (Mansuri and Rao, 2004).

In Ravhura (2010), he notes that it is crucial for the Municipality to take part in community based projects in order to better the sustainability of the Mutale Municipality projects. In addition to that, Rayhura states that a Local Economic Development (LED) manager requires to be hired by the municipality to do the development projects of the community without necessarily stripping the community of the ownership.

The example of Tanzania is worth looking at, how low income settlement was kick started by the government before the World Bank gave them support on that program. An

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Urban Management policy framework for, investment in infrastructure was developed in order to improve service delivery and implementation strategy by the country. On the other hand, the urban sector engineering project got support from the World Bank (The World Bank, 2002). In the evaluation report of the country, the responsibilities of the central and city government was defined a new thus: With properly lead strategy implementation procedure, the Tanzanian government came up with a National Program Document which has the following elements which are related: Beginning with, focus on improving the capacity of the institution of the public sector for implementation of a sustainable program of human settlement by using human resource development organization. Secondly, the government has tried to improve urban land management, help in making easy access to urban services that are affordable as well as the living environment. In addition to that, the other aspect was to add the quantity together with quality improvement of affordable shelter. The government's motivation lastly, was to stimulate employment and stir up economic growth.

The responsibility of donor partnerships for initiative support and initiative upgrading implementation was generally bestowed upon the city council of the capital city- Dar es Salaam which is the general agency. In order to prepare and implement the upgrading schemes effectively, the government works with three authorities in the city while in city councils in other cities are the implementing agencies which work in liaison with other service providers as required e.g. the ministry of water (World Bank, 2002).

In order to carry out a futuristic analysis, must not separate the project manager's role from the environment in which s/he will be operating. As environmental regulations increase sharply, it is likely that the government's impact on its citizens will continue rising. In such a scenario then the government becomes considerably and to a large extend involved in enforced recycling of non-renewable resources (Kerzner: 1992).

Internationally, democracy tends to decline forcing civilization into the remaining democracy. There is a lot of literature on pollution of air and water, but these are relatively easy to clean up compared to the pollution of the land that has taken place. There is a great need therefore for large project teams in order to right the wrongs done

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on land. The governments will require adequate preparation, finances from the business and the government as well (Kerzner: 1992).

Haider (2009) observes that there are benefits that accrue from government involvement in the management of community based projects. These include: making contribution towards the much needed success of community based approaches; in instances where native leaders or government agencies have been left out in the implementation of community based projects, they are highly likely to become stumbling blocks to the successful execution. Ensuring that government authorities are not left out ensures that resistance is dampened and the much needed support is accorded to the project. A link between community based approaches to institutions and policies of the government can go a long way in ensuring that the reach of CBOs as well as their sustainability is extended.

In addition, Haider (2009) observes that there are a number of risks associated with government involvement. He submits that there is the danger of community based projects becoming part of the bureaucratic processes of government at the expense of the much desired community participation approach. In addition, empowerment of the community may be destabilized by the meddling of the government in the making of decisions.

According to Nyamu (2015), in some regions, in particular South Rift and North Eastern in Kenya, CBO leaders have cited the interference of local politicians and civic leaders as a major hindrance to their work. Where CBOs are involved in sensitive issues, such as land disputes, local leaders can threaten CBOs with de-registration. CBOs are not aware that the Ministry of Gender, Sports, Culture and Social Services of Kenya - and potentially the NGO Council - are there to protect them from such intimidation. The influence of political leaders affects the running of CBOs, funding and the entire implementation of projects. In Kenya, the political leaders may influence the funding from Constituency Development Fund (CDF) and other donors in and outside the locality. This in turn affects ongoing projects and future projects (Wanjohi, 2010)

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A study on Factors affecting the management of women groups in Kakamega District, Kenya by Wawire and Nafukho (2009) revealed that many groups had experienced leadership wrangles. These resulted to meetingsand elections not being held and project records remained undisclosed to the stakeholders. These problems have been attributed to interference by the local administration and the politicians leading to the collapse of many women groups.

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2.4: Conceptual Framework

The conceptual framework includes both independent variables and dependent variables as summarized in the following figure. The independent variables are stakeholders' participation, project management skills, and political goodwill while the dependent variable is successful completion of community based projects.

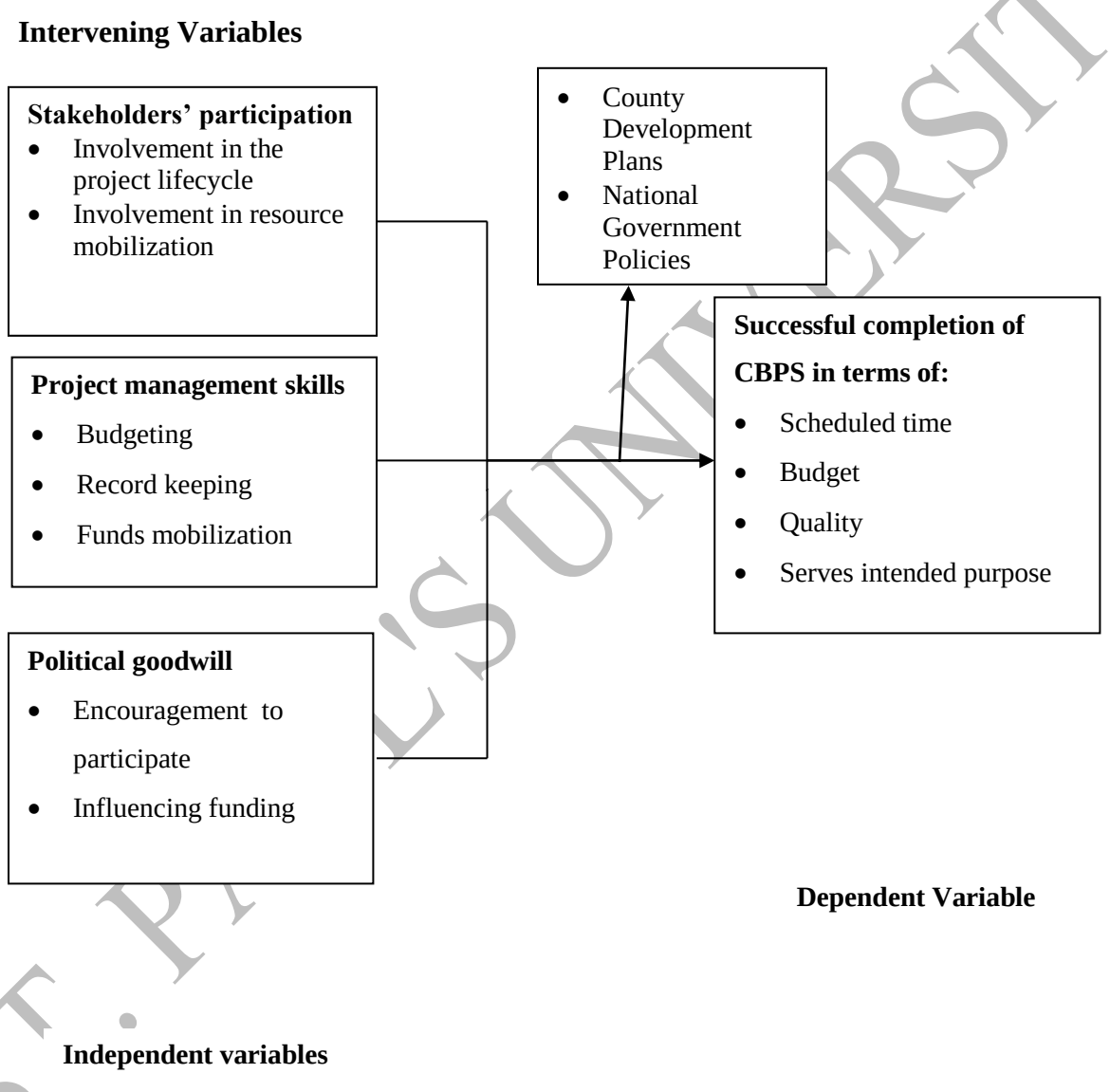


Figure 2: Conceptual Framework

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Figure 2 shows how the study is conceptualized. Stakeholders participation, project management skills, and political goodwill are the independent variables. Stakeholders participation is operationalized by looking at stakeholders involvement in the project life cycle as well as participation in resource mobilization. Project management skills are operationalized by looking at the project managers record keeping, budgeting and funds mobilization skills. Political goodwill is operationalized by looking at the extent to which politicians get involved in providing encouragement to stakeholders to participate as well as their influence in the funding of the projects. On the other hand, the dependent variable is successful completion of CBPs and this is measured in terms of the number of CBPs completed within scheduled time, budget, quality, and serves the intended purpose.

2.5: Research Gap

Community-based organizations (CBOs) are not for profit, organizations on a local and national level, facilitating community efforts for community development. Cooke-Davies (2000) observes that for projects to perform well there is need for a close cooperation between the CBOs and the community. They ought to work towards the same goal and share the same interests. This indicates the relevance of stakeholders' participation. However, the reviewed literature revealed a bias among scholars, where their focus seems to be more on the role of stakeholders in project sustainability. There is therefore need to understand the role of stakeholders participation throughout the project lifecycle.

CBOs CBOs function through developmental modes that are people centered e.g. the presence of micro-finance, the participation of the community members in development to ensure improvementin infrastructure and health education in the long run (Mwaura & Ngugi, 2014). Despite their uniqueness, the role of a project manager has been assumed to be the same even in community based projects. This study aims to establish the effect of project management skills on successful completion of community based projects.

The influence of political goodwill on successful completion of community based projects is also an area that researchers seem to shy away from. Oino et al (2015) focused on the dilemma in sustainability of community-based projects in Kenya. The authors

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concentrated on socio-cultural, political, economic and technical factors and how they affect sustainability of community-based projects. Despite it being mentioned as part of objectives of a number of studies, political goodwill and its influence on successful completion of community based projects is still an area that requires scholarly attention.

2.6: Summary of Reviewed Literature

The major aim of this study is to establish the factors affecting successful completion of community base projects. The major focus of the literature review in this study is the theoretical framework upon which the study is based. This study is based on the theory of change, Freirean theory of dialogue and society, systems theory, financial distress theory and the stakeholders' theory. It also includes a review of literature on the influence of stakeholders'participation in successful project completion where it is clear that there is need for a delicate balance in stakeholders' participation to ensure successful project completion. Literature has also revealed that project management skills are positively correlated with successful project completion. A keen look was also done on the various project management skills required to ensure successful completion of community based projects. It is also clear that political goodwill has a positive effect on successful completion of community based projects.

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CHAPTER 3: RESEARCH METHODOLOGY

3.1: Introduction

This chapter examines in detail the methodology adopted in carrying out the study. It covers the following aspects; research design, target population, sampling procedure, methods of data collection, validity and reliability, operational definition of variables, and methods of data analysis.

3.2: Research Design

The study employed descriptive survey design to assess the factors affecting cancer screening in Nakuru North Sub-County. Orodho (2004) defines descriptive survey as a method of collecting information by interviewing or administrating a questionnaire to a sample of individuals. The descriptive survey design was relevant to this study as the researcher sought to examine the factors that influence the successful completion of community based projects. Descriptive research design is used to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately (Richey & Klein, 2007). Descriptive studies involve collecting data that test the validity of the hypotheses regarding the present status of the subject. Kotzab, Seuring, Muller and Reiner (2005) remark that a descriptive design is used to determine the 'who, what, when, where, and the how' of a research topic. From a project management research point of view, Christou (2012) asserts that descriptive research is a predominant method that has been consistently validated by past studies. This underscores the choice of a descriptive survey design in conducting this study.

3.3: Target Population

A population is defined as the total collection of elements about which we wish to make some inferences (Stillwell &Clarke, 2011). According to Engelhardt, Kohler, and Prskawetz (2009), a population element is the subject such as a person an organization, customer database, or the amount of quantitative data on which the measurement is being taken. For this study, the target population was the 150 CBOs based in Rongai sub-county according to the department of social services. Each of these CBOs has

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community projects running within the sub-county. The study therefore targeted the project managers in these projects.

3.4: Sample Size and Sampling Procedure

Sampling procedure may be defined as a systematic process of individuals for a study to represent the larger group from which they are selected (Singh, 2008). According to Mugenda and Mugenda (2003) a sample size of 10% - 30% of the total population is adequate for a study in descriptive research. This study applied cluster sampling technique as well as simple random sampling technique. According to Kothari (2004) cluster sampling is also referred to as area sampling where the population is divided into mutually exclusive groups such as geographical regions, and the researcher draws a sample from the different clusters. In this study, the five wards in Rongai sub-county served as clusters. From each ward, eight community based projects were randomly selected using simple random sampling technique.

Table 1: Sample Size

Ward	**No. of CBOs**	**Sample**
Menengai west	27	8
Soin	34	8
Visoi	32	8
Mosop	28	8
Solai	29	8
Total	**150**	**40**

Source: RongaiConsituency Office

Table one shows that eight community based projects were randomly selected. As earlier noted, the respondents were the project managers in each of the project. The sample therefore comprised of 40 project managers from each of the project. This sample is 27% of the population and is therefore in conformity with Mugenda and Mugenda (2003) who argued that a sample size of 10% - 30% of the total population is adequate for a study in descriptive research.

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3.5: Sampling Frame

Sampling frame or "sample frame" has been defined as the actual set of units from which a sample has been drawn (Kothari, 2004). For this study, the sampling frame came from the list of registered CBOs listed in the Gender and Social Development office. According to the social services department in Rongai, there are 150 registered CBOs in Rongai sub-county.

3.6: Data Collection instrument

Primary data was collected for the study using self-administered questionnaire. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Silver et al., 2012). Richey and Klein (2007) define a structured questionnaire as a formal list of questions designed so as to get the facts. The questionnaires had both open ended and closed ended questions. The questionnaires were dropped and picked later from respondents. In extreme cases, some of the respondents filled the questionnaire with the help experienced research assistants. Alikert scale was adopted by the researcher since the researcher needs the respondents to give an opinion on particular items of the study. The likert scale is selected for aesthetic quality and ease of use (Silver et al., 2012).

3.7 Methods of Data Analysis

This study used quantitative methods of data analysis. To ensure easy analysis the questionnaires were coded according to each of the research questions to ensure accuracy during the analysis process. Descriptive statistics such as the frequency distributions were used. The data collected was summarized and categorized in a frequency distribution tables.Data presentation was done by use of tables and pie charts. MS Excel spreadsheet, was used for the initial tabulation, analysis and drawing of charts based on the respondents responses. Statistical Package for Social Science (SPSS) Student Version 17.0 which is a unified and comprehensive package was used to analyze the collected data thoroughly and conveniently for the likert scale questions.

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3.8 Validity and Reliability

To ensure of credibility of the instruments, the researcher conducted a pilot exercise of the tools to be used before the actual research was undertaken. 10 individuals who are employees from other CBOs were involved in filling the questionnaires. Piloting was conducted while the concerned were in their annual meeting at the Sub-County headquarters. Questionnaires were distributed to the respondents.

3.9: Ethical Considerations

All key informants and respondents were informed of the purpose of the research and how the information gathered was to be used. Adequate and clear explanation on the purpose of the study to each respondent was provided. The study also sought the respondent's permission to participate in the study while assuring them that their participation was going to be voluntary. All the participants were assured of total confidentiality and that the information they provided will be used for research purposes only.

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CHAPTER FOUR: RESULTS AND DISCUSSION

4.1: Introduction

The study aimed at evaluating the factors affecting successful completion of community based projects in Kenya with a major aim of proposing measures that can help in improving the completion rate of community based projects. To accomplish this, questionnaires were administered to the respondents who were community leaders drawn from CBOs within Rongai Sub-county. The findings were presented according to research questions and objectives. The quantitative data collected was analyzed, interpreted and presented in frequency tables, pie charts, and bar graphs.

4.2: Response Rate

Out of the 40 questionnaires that were distributed, all of them were returned, interpreted and analyzed. According to Mugenda and Mugenda, 2003, the response rate can be rated as very good. The rates of 60% is good, 50% is adequate for reporting and analysis, and 70% and over is very good.

4.3: Personal Information

This section sought to find out the general information about the respondents. These included gender, and the number of years they had been in the school.

4.3.1: Gender of the Respondents

The following figure shows the gender of the respondents in Rongai Sub-county

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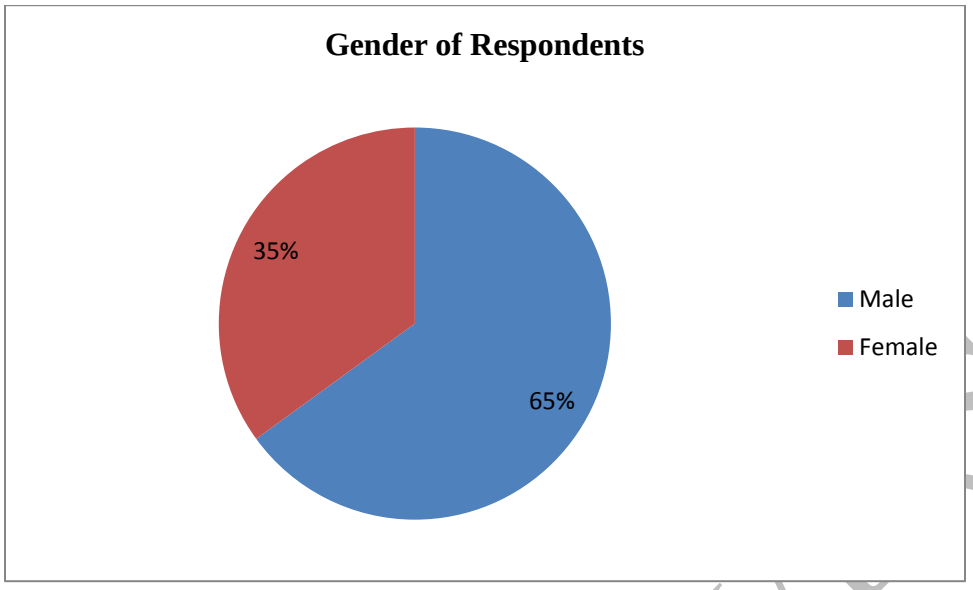


Figure 3: Gender of the Respondents

Source:Own (2016)

Majority of the respondents (65%) were male whereas (35%) were female as shown in figure 3. Although the one third gender rule has been observed according to these findings, it is still evident that women seem to be shying away from certain jobs. The community based organization should therefore encourage women to participate in all community roles in order to match with their male counterparts.

4.3.2: Level of education of the respondents

The respondents' education level was sought. The results are presented in table 2.

Table 2: Level of education of the respondents

KCPE	None
KCSE	15%
Diploma	35%
Degree	50%

Table 2shows that majority of the respondents (50%) had university degree, followed by 35% with college diplomas. 15% of the respondents were high school graduates and none

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had only primary education. The findings show that at least 85% of the respondents had at least a college diploma. The post-secondary training of project managers is very important in the project life cycle. This is expected to have an effect on how the projects are managed and as a result, successful project completion.

4.4: Stakeholder's participation

This section presents the findings on the research question, "To what extent does stakeholders' participation influences the successful completion of community based projects?" The respondents were presented with various questions on the extent to which stakeholders' participation influences the successful completion of community based projects. The results are presented in the following sections.

4.4.1: Stakeholder's participation in Project activities

The following table shows the extent of participation of stakeholders involved in following project activities (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

Table 3: Stakeholder's participation in project activities

Project activity	**1**	**2**	**3**	**4**	**5**
Initiation	None	25%	17.5%	37.5%	20%
Planning	None	None	62.5%	22.5%	15%
Execution	None	15%	55%	32.5%	2.5%
Monitoring and Evaluation	2.5%	42.5%	35%	17.5%	2.5%

According to table 3, at initiation 25% of the respondents' opinion was stakeholders are involved to the least extent, 17.5% said to the little, 37.5% great extend and 20% very great extent. Majority of respondents (62.5%) said that stakeholders participate to a little extent during planning, 22.5% to a great extent and 15% to a very great extend. During

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the project execution, 55% of the respondents held that stakeholders participation was to a little extent, 15% to least extent, 32.5% great extent and 2.5% to very great extent. Finally on monitoring and evaluation of community based projects, 2.5% of the respondents' opinion was that stakeholders' participation was none at all, 42.5% to the least extent, 35% to little extent, 17.5% to a great extent 2.5% to a very great extent. Noteworthy though is that none of the respondents denied the stakeholders participation during initiation, planning and execution of community based projects in Rongai Sub-County.

Many scholars suggest encouraging active community participation at all levels of project design and implementation (Boschetti, 2007) for sustaining those programs. Locally initiated programs may be more sustainable (Miller, 2002), so it might be necessary to develop some level of local institutional building. Involving all relevant community leaders and agencies facilitates sustaining programs (Graham, 2007). The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. This support is low. It is therefore important that involving local communities" starts at the identification phase, when decisions are being made about what type of project is required to address their priority need. Sustainability cannot be achieved without their involvement and support and thus, stakeholder analysis is paramount to be able to identify the key actors who should be involved in every stage of project management cycle.

Stakeholders, both men and women, should actively participate, hence having the opportunity to influence the direction and detail of design and implementation. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve participation. Bamberger &Cheema (1990) asserts that community participation is one of the major contributing factors for sustained community project because without the community, the project cannot stand on its own. While other factors that can be seen to make the community development project sustainable include, planning, programme operations, fact finding and research, budget

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allocation and analysis, public relation, human commitment, team work, location etc, all these come from the implementing organization.

Stakeholder management is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives, (Freeman, 2004). In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence in both directions. Mitchell, Agle and Wood (2007) suggest that power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment.

A study was conducted by Maina (2013) to investigate whether stakeholders can be able to influence the success of Economic Stimulus Programmes through their participation. The findings of the study was that, it was important that there be an establishment of a relationship between stakeholder participation in project identification, planning, implementation, monitoring and evaluation and the success of the Economic Stimulus Programmes. From the study findings conclusions drawn included the need for the government and other project facilitators to ensure full participation of key identified stakeholders in future similar programmes and the need to clearly identify and train stakeholders before initiation of similar programmes as this aided in the success of the overall programme. Among the suggestions for further research in this study included the need for comparative study of the influence of stakeholders' participation on the success of similar programmes. Thus, inclusion of the influence of stakeholders' participation as one of the objectives of this study is timely.

4.4.2. Stakeholders' involvement in resource mobilization activities.

The following table 4 shows the extent of stakeholders involvement in resource mobilization activities (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

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Table 4: Extent of Stakeholders' involvement in resource mobilization activities

	1	2	3	4	5
Call to make financial contributions	2.5%	40%	22.5%	20%	15%
Call to provide labour	None	12.5%	47.5%	30%	10%
Call to provide tools	None	20%	42.5%	32.5%	5%

From table 4 we see that,40% of the respondents held that of Stakeholders' involvement making financial contributions for projects was to the least extent, 22.5% to a little extent, 20% to a great extent, 15% to a very great extent and 2.5% not all. On stakeholders' involvement to provide labour in community based projects, 12.5% of the respondents' opinion was to the least extent, 47.5% to a little extent, 30% to a great extent and 10% to a very great extent. Finally on stakeholders' involvement to provide tools in community based projects, 20% of the respondents' opinion was to the least extent, 42.5% to a little extent, 32.5% to a great extent and 5% to a very great extent. The number and nature of stakeholders will vary with the life of the project, it would therefore make sense to carry out the review of identification throughout the project (Moodley, 2002).This agrees with the findings of (Moodly, 2002) that participation can take place in different places of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs to predetermined projects and programmes, to information sharing, consultation, decision making, partnership and empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, participation is a process that empowers people and communities through acquiring skills, knowledge and experience, leading to greater self-reliance and self-management.

4.5: Projects Management Skills

This section presents the findings on the second research question, "How do project management skills influence successful the completion of community based projects?"

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the respondents were presented with various questions on the extent to which project management skills influence the successful completion of community based projects. The findings are presented in the following sections.

4.5.1: Project management skills of managers

The respondents' opinion was sought regarding the project management skills of the managers. The results are shown on table 5

Table 5: Project management skills of the managers

	1	2	3	4	5
Budgeting	None	22.5%	30%	18%	2.5%
Record keeping	None	12.5%	50%	37.5%	None
Fund mobilization	2.5%	25%	35%	30%	7.5%

Table 5 shows that majority of the respondents (30%) opinion was that budgeting skills are employed to the little extent while none said budgeting is not done at all. On record keeping however half of the respondents (50%) opinion is that it was only done to little extend. 37.5% on the other hand held the view that record keeping skills are employed to a great extent. On fund mobilization 7.5% of the respondents held that stakeholders are involved to a very great extend but 35% on the contrary think it is only to a small extend. This agrees with Kerzener (1992) that the project manager must have the following project management skills in order to manage a project successfully: Producing the desires outcomes within the means of available resources and performance management. This requires a global view of project objectives and precise planning of how success will be attained. Leadership factor of directing, Decision making, Negotiation and resolution of conflicting demand on those resources is key.

For community management to be effective, Chambers (1983) maintains that management focuses on spending budgets, completing projects on time, sustaining improvement and performance.

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4.5.2: Skills of the project managers influence on completion of projects

The respondents' opinion was sought regarding the extent to which the skills of project managers influence completion of projects. The results are presented on table 6.

Table 6: Skills of project managers influence on completion of projects

Not at all	None
Least extent	2.5%
Little extent	22.5%
Great extent	55%
Very great extent	20%

Table 6 shows that majority of the respondents (55%) believe the skills of project managers influence the completion of projects to a great extent, 22.5% little extend, 2.5% not all and 20% held that skills of project managers will influence to a very great extent the completion of projects. This agrees with Shonhiwa (2006), deficiency in management is as a result of inadequacy management skills. Without managerial skills, the management may be unable to discover low productivity for a long time. It is generally true that a manager cannot manage what s/he does not know. Manifestation of an unskilled manger in the face of turmoil is in staff de-motivation, sabotage, disintegrated team work and absenteeism. Since they are compelled to be all-time referees between warring parties, managers find themselves being rigid whenever cohesion lacks among their juniors.

4.6: Political Goodwill

This section presents the results on the research question "How political goodwill influence successful completion of community does based projects?" The respondents were presented with various questions regarding the extent to which political goodwill influences successful completion of community based projects. The findings are presented in the following sections.

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4.6.1: Respondents' touch with politicians

On political goodwill, the respondents were asked whether as project leaders, they have ever been in touch with the local politicians in the course of project management. The results are presented on figure

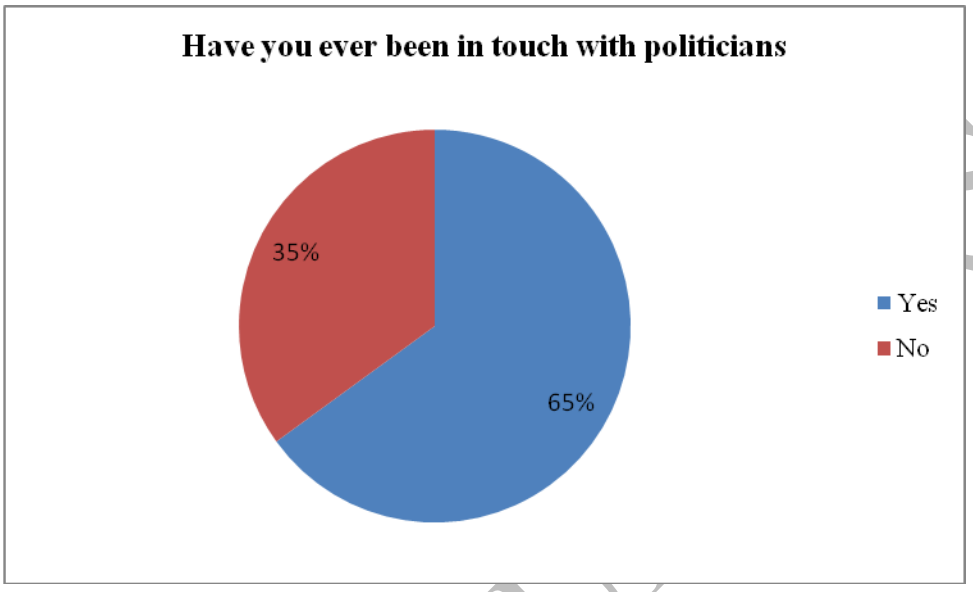


Figure 4: Respondent's touch with politicians

The results show that 65% of the respondents have ever been in touch with the local politicians while 35% reported that they have never been in touch.

4.6.2 Influence of Political goodwill on successful completion of community based projects

The respondents were also required to rate various actions by politicians in relation to completion of community based projects. Key: 1 = Very Low, 2 = Low, 3= High, 4 = Very High)

Table 7: Influence of Political goodwill

	1	2	3	4
Politicians Encouraging stakeholders to	22.5%	40%	32.5%	5%

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participate				
Influencing the funding	25%	35%	25%	15%

Table 7 reveals that 62.5% of the respondents rated politicians'encouragement to stakeholders to participate to participate in the project as low. Additionally, 32.5% of the respondents rated it as high while only 5% rated it as very high. On the other hand, 60% of the respondents rated politicians' influence on funding of community based projects as low. In addition, 25% of the respondents rated it as high, while 15% rated it as very high. These findings are in agreement with Haider (2009) who observes that there are benefits that accrue from government involvement in the management of community based projects. These include: making contribution towards the much needed success of community based approaches; in instances where native leaders or government agencies have been left out in the implementation of community based projects, they are highly likely to become stumbling blocks to the successful execution. Ensuring that government authorities are not left out ensures that resistance is dampened and the much needed support is accorded to the project. A link between community based approaches to institutions and policies of the government can go a long way in ensuring that the reach of CBOs as well as their sustainability is extended.

4.6.3. Political goodwill impact on implementation of the projects

The respondents' opinion on the extent to which political goodwill influence successful completion of community based projects was sought. The results are shown on table 8.

Table 8: The extent to which political goodwill influence project completion

Not at all	5%
Least extent	30%
Little extent	7.5%
Great extent	55%
Very great extent	2.5%

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Table 8 shows that a majority of the respondents (55%) held that political goodwill influence project completion to a great extent while 30% held that it was to the least extent, 7.5% little extent and 2.5% very great extend. But 5% of the respondents had contrary view that political goodwill had no influence at all community projects. This agrees with Nyamu (2015), in some regions, in particular South Rift and North Eastern in Kenya, CBO leaders have cited the interference of local politicians and civic leaders as a major hindrance to their work. Where CBOs are involved in sensitive issues, such as land disputes, local leaders can threaten CBOs with de-registration. CBOs are not aware that the Ministry of Gender, Sports, Culture and Social Services of Kenya - and potentially the NGO Council - are there to protect them from such intimidation. The influence of political leaders affects the running of CBOs, funding and the entire implementation of projects. In Kenya, the political leaders may influence the funding from Constituency Development Fund (CDF) and other donors in and outside the locality. This in turn affects ongoing projects and future projects (Wanjohi, 2010)

4.6.4: Respondents' explanation on the influence of political goodwill on projects completion

The respondents explained that their politicians were keen to gain political mileage through any community based project and will therefore undermine through their influence any project that does not have them at the centre stage. Others believed that the politicians have the final say on any issues involving development that ordinary citizens have little or no say at all in influencing the initiation, implementation and completion of community based projects. Some of the respondents held the view that politicians influence is to the least extent because they mostly make false promises. However, the influence of members of parliament through their constituency development fund and members of the county assembly county allocation funds are viewed as the backbone of successful completion of community based projects. Therefore from this view the politicians influence become critical in determining what projects are successfully completed. Some respondents brought to the fore the ghost of corruption perpetuated by politicians as the main reason for unsuccessful completion of projects under politicians

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patronage. With nepotism, tribalism and outright theft of public resources by those entrusted in their management of those funds

4.7: Successful project completion

In this section the respondents' opinion on the successful project completion of projects within scheduled time, budget and quality is captured.

4.7.1: Measures of successful project completion

Table 9 shows the respondents opinion regarding measures of successful project completion.

Table 9: Measure of successful project completion

Measure of successful completion	Most commonly	Commonly	Rarely	Very rarely	Not at all
Scheduled time	None	47.5%	27.5%	25%	None
Budget	5%	25%	57.5%	12.5%	None
Quality	15%	20%	52.5%	12.5%	None
Serves the intended purpose	45%	42.5%	10%	2.5%	None

From Table 9 we see a majority (57.5%) of the respondents rarely thought that budgets influence successful completion of projects, 12.5% very rarely, 25% commonly and 5% most commonly. The respondents on the issue of quality opinion were varied. 52.5% of the respondents were of the opinion that successfully completed projects rarely are of good quality, 12.5% rarely, but 20% commonly and 15% most commonly respectively. On whether projects were completed successfully within scheduled time, the opinions were varied. 47.5% opinion was commonly, 27.5% rarely and 25% very rarely. None of the respondents on the other hand thought that scheduled time, budget, quality of the work done and the projects intended purpose were not necessary.

4.7.2: Respondents view on successful completion of projects

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In this section the respondents were kindly required to indicate whether they agreed or not with the following statements concerning successful project completion:

Table 10: Respondents view on successful completion of projects

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
The project was completed within the scheduled time	5%	42.5%	45%	7.5%	None
The project was completed within the budget	5%	32.5%	42.5%	10%	10%
The project met the required quality standard	12.5%	47.5%	30%	7.5%	2.5%
The project serves the intended purpose	42.5%	50%	7.5%	None	None

Table 10 shows that half (50%) 0f the respondents agreed that the successfully completed projects serve their intended purpose, 42% strongly agreed, 45% disagreed and 7.5% disagreed with that. On whether community based projects completed within the scheduled time, 5% strongly agreed, 42.5% agreed, 45% disagreed and 7.5% strongly disagreed. Finally, the opinion of respondents on whether the projects met the required quality 50% and 32.5% were of the same opinion on the projects' completion within the budget. However 10% of the respondents strongly disagree that the projects were completed within budget and another 10% held a similar opinion on scheduled project time. Based on these findings it is clear that different people define projects success differently. This is agreement with Nokes (2007) who argued that different people will define project success differently. In one way, the project can be termed successful if it delivers all or most of what it said it would (the scope), regardless of schedule or budget performance. In another way, the project can be termed successful if it delivers what it said it would, on schedule and/or within the agreed budget. Thirdly a project can be termed successful if it delivers what it said it would, on schedule, within the agreed budget and to the expected quality standards. Fourthly, a project can be said to be

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successful if it delivers on all agreed project objectives, be they scope, schedule, budget, quality or outcomes based (i.e. goals to be achieved or strategic positions to be attained). Fifthly, a project can be termed successful if the product produced by the project creates significant net value for the organization after the project is completed.

Bjarne (2007) also in the classic textbook says that a project is a success if it achieves all of the agreed "project objectives" (i.e. the tier 4 definition). However, Lock (20007) argues that perhaps because schedule and budget are the most visible dimension, in the midst of a project many people behave as if either tier 2 or 3 were the definitive answer. Once a project is over and once the product produced by the project has time to be used, the perspective sometimes changes and people (especially the Sponsor, members of the public and the media) often look to the tier 5 definition when making their final retrospective judgment.

According to David and Ronald (2006), one reason people have difficulty agreeing on a definition is because there are two interconnected dimensions in which project success or failure is judged. There is "project management success" (i.e. delivering in accordance with the agreed project objectives) and there is "product success" (i.e. the amount of value the project's deliverables bring once the project is over). Those two would equate to the tier 4 and 5 definitions respectively.

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CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1: Introduction

This chapter gives the summary, conclusion and recommendations on the factors affecting successful completion of community projects in Rongai sub-county.

5.2: Summary of Findings

This study sought to find out factors affecting successful completion of community based projects in Kenya with a major aim of proposing measures that can help in completion of community based projects. This research done in Rongai sub-county brought out the following findings

5.2.1: Stakeholders' participation

It was revealed that a great number of respondents (62.5%) were of the opinion that stakeholders participate to a little extent during planning and 55% on execution. Then 37.5% of the respondents agree that stakeholders participate to a great extend in the initiation of community based projects in Rongai sub-county. While 25% thought that stakeholders only participate to a little extend. Noteworthy though is that none of the respondents denied the stakeholders participation during initiation, planning and execution of community based projects in Rongai Sub-County. On monitoring and evaluation, the great majority (42.5%) of the respondents said stakeholders' participation is to the least extent. On theextent at which stakeholders are involved in resource mobilization activities**,** none of respondents held that stakeholders either provide labor or tools for any projects while 30% of the respondents held that stakeholders in to a great extent to provide labor in community projects. 40% on the hand said that stakeholders are involved to the least extent in financial contributions.

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5.2.2: Projects Management Skills

The study revealed that,majority of the respondents (30%) held the opinion that budgeting skills were employed to the little extent while none said budgeting is not done at all. On record keeping however half of the respondents (50%) opinion was that it was only done to little extend. 37.5% on the other hand held the view that record keeping skills were employed to a great extent. The extent to which skills of project managers influence completion of projects also showed that majority of the respondents (55%) believe the skills of project managers influenced the completion of projects to a great extent. 20% held that skills of project managers influenced to a very great extent the completion of projects.

5.2.3: Political goodwill impact on implementation of the projects

Majority of the respondents (55%) held that political goodwill influence project completion to a great extent while 30% held that it was to the least extent. But 5% of the respondents had contrary view that political goodwill had no influence at all community projects. The respondents' explained thattheir politicians were keen to gain political mileage through any community based project and will therefore undermine through their influence any project that does not have them at the centre stage. Others believed that the politicians have the final say on any issues involving development that ordinary citizens have little or no say at all in influencing the initiation, implementation and completion of community based projects. Some of the respondents held the view that politicians influence is to the least extent because they mostly make false promises. However, the influence of members of parliament through their constituency development fund and members of the county assembly county allocation funds are viewed as the backbone of successful completion of community based projects. Therefore from this view the politicians influence become critical in determining what projects are successfully completed. Some respondents brought to the fore the ghost of corruption perpetuated by politicians as the main reason for unsuccessful completion of projects under politicians patronage. With nepotism, tribalism and outright theft of public resources by those entrusted in their management of those funds

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5.3: Conclusions from the Study

Based on the findings of this study, the researcher made the following conclusions:

The first is stakeholder's participation influences the successful completion of community based projects in Kenya. The study has brought to the fore the fact that stakeholder participation is very limited in most of the projects leading to stagnation or collapse of the project. Therefore it is from this study abundantly clear that stakeholders' participation cannot be wished away whether for contribution in kind or money or in project planning, implementation and completion. Secondly, Project management skills of project managers influence the successful completion of community based projects in Rongai sub-county. Lastly, Political goodwill influences the successful completion of community based projects in Kenya by promoting or undermining projects based on whether they gain political ground or otherwise.

5.4: Recommendations

The following are the recommendations based on the findings and conclusions of this study: First and foremost, there should be a more inclusive and consultative process with stakeholders for initiation, implementation and completion of community based projects.

Secondly, Sponsors of various community based projects should ensure that highly competent project managers are hired as it is evident that project management skills influence successful completion of community based projects. Thirdly, there is need for the politicians to support projects development projects unreservedly to avoid waste of resources for the improvement of the lives of the citizens within their jurisdiction. Finally, the authorities' i.e national and county government should take an audit of the stalled projects with the view of allocating funds towards their completion instead of starting new similar projects.

5.5: Recommendations for Further Research

Based on the findings of the study the researcher suggests the following for further research. These include other factors besides stakeholders' participation, project management skills and political goodwill should be studied to check if they have an

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effect on successful completion of community based projects. On Political influence, specific studies should be carried out to find out how it has affected development.

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APPENDIX 1: QUESTIONNAIRE

Section A: Background Information

1. Name of the Project ……

2. Respondent's Gender

a) Male [ ]
b) Female [ ]

3. Level of education

a) KCPE [ ]
b) KCSE [ ]
c) Diploma [ ]
d) Degree [ ]

Section B: Stakeholders' Participation

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

Project activity	1	2	3	4	5
Initiation					
Planning					
Execution					
Monitoring and Evaluation					

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

	1	2	3	4	5
Call to make financial contributions					
Call to provide labour					
Call to provide tools					

Section C: Projects Management Skills

6. In your opinion to what extent are following project management skills employed in projects (Key: 1 = Not at all,
2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Budgeting					
Record keeping					
Fund mobilization					

7. To what extent do you think the skills of project managers influence completion of projects?

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

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Section D: Political Goodwill

8. As a project leader, have you been in touch with the local politicians in the course of project management process?

a) Yes [ ]

b) No [ ]

9. Rate effects of the following areas of political goodwill in project implementation according to the scale given Key: 1 = Very Low, 2 = Low, 3 = High, 4 = Very High)

	1	2	3	4
Politicians Encouraging stakeholders to participate				
Influencing the funding				

10. To what extent has the political goodwill impact on implementation of the projects?

a) Not at all [ ]

b) Least Extent [ ]

c) Little Extent [ ]

d) Great Extent [ ]

e) Very Great Extent [ ]

Explain your answer above

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Section E: Successful project completion

11. Which of the following are measures of successful project completion is commonly used in this project?

Measure of successful completion	Most commonly	Commonly	Rarely	Very rarely	Not at all
Scheduled time					
Budget					
Quality					
Serves the intended purpose					

12: Kindly indicate whether you agree or not with the following statements concerning successful project completion:

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
The project was completed within the scheduled time					
The project was completed within the budget					
The project met the required quality standard					
The project serves the intended purpose					

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