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Factors Influencing Performance of Community Development Projects in Kenya: A Case Study of KISII Central District, Kenya

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Abstract:

Success factors are inputs to management system which can lead directly or indirectly to project success. This paper aimed to investigate the critical factors influencing project performance of community development projects in Kisii Central District. The objectives were to identify factors existing in projects and also to examine the important index of these factors on project performance in the county. The project performance factors that were considered in this study include planning, monitoring and evaluation framework, implementation strategies, sources of finance and stakeholder involvement which have an overall influence to the project performance indicators, time, budget and scope. This study employed stratified random sampling. The research was conducted using primary and secondary data that is both qualitative and quantitative. Semi-structured questionnaires were used to collect secondary data. To test reliability and validity for questionnaires, a pilot study was conducted. Two statistical methods; descriptive and inferential analysis were applied to measure and determine the relationship that existed among the collected data. From the findings, the study concludes that planning, monitoring and evaluation, implementation, sources of finance and stakeholder involvement have an influence on the performance of community development projects in Kisii Central. The study recommended that for project success all stakeholders should take part in the planning process of community development projects. It was also concluded that all planning procedures should be adhered to in order to achieve timely projection completion and objectives. The study found out teamwork with all parties involved, client, project team, financials for the government funded projects, gives a higher success factor. The project also recommended that project cycle, initiation, planning, implementation and closure be given more consideration as they impact on general outcome of the projects. The study findings showed that project planning appraisal is a continuous process and should be applied in every phase of the project to ensure the project is being undertaken as planned earlier and in case of unseen eventualities changes be made early enough to avoid community development project stalling.

1. Introduction

1.1. Background of the Study

Project management plays a key role in National development and reconstruction. The pace of modernization and standards of living is accelerated through community development projects. For this reason, organizations endeavor to complete projects within the given constraints of time, cost and performance (Goel & Khan, 2004). Developing and developed nations invest huge resources in public as well as private enterprises which range in scope from local to national and even international levels. Launching of e.g. vision 2030, Millennium Development Goals (MDGS) in Kenya is geared towards improved social-economic conditions in the country whereby Kenyans are being empowered to become self-reliant.

Different Nations have set up large of industrial, commercial and financial enterprises, irrigation projects increased agricultural production programs aiming at economic betterment of the poorest among the poor (Goel & Khan, 2004). Project management is relatively modern, characterized by methods of restructuring management and adapting special management techniques with the purpose of obtaining better control and use of existing resources (Harold, 2009). According to Lock (2007), excellence in project management is defined as a continuous stream of successfully managed projects. The management of projects has shifted from the use of hard system approach to soft factors (Litsikakis, 2008).

1.2. Community Development Projects

Regional Partnership for Resource Development (2009) says that Development projects are often the constituent of activities of programs. For instance, in the case of water supply, the construction of a well for a village community constitute a project, as would the construction of a dam and a pipeline for an urban supply. The pace of modernization and standards of living is accelerated through community development projects. For this reason, therefore organizations endeavor to complete projects within the given constraints of time, cost and performance. (Goel & Khan 2004). Community development (CD) is a development initiative that provides control of the

development process, resources and decision-making authority to community groups. The assumption underlying CD is that communities are in charge of how their lives and livelihoods can be improved and, if provided with resources and adequate information they are capable of organizing themselves to provide their immediate needs. According to Naidoo & Finn (2001) community development projects are motivated by the trust in people.

Community-based and -driven development projects have become an important form of development assistance, with the World Bank's portfolio alone approximating \$7 billion. The evidence suggests that community-based and -driven development projects are best undertaken in a context-specific manner, with a long-time horizon and with careful and well-designed monitoring and evaluation systems. Different Nations have set up large of industrial, commercial and financial enterprises, irrigation projects increased agricultural production programmes aiming at economic betterment of the poorest among the poor (Goel & Khan, 2004). A participatory planning approach is therefore significant for the success of community development projects. Community based projects are responsible for improvement of socio-economic welfare especially among developing countries (Larkin, 2006). Success or failure of these projects depends highly on the management.

By conservative calculations, the World Bank's lending for such projects has risen from US \$325 million in 1996 to \$2 billion in 2003 or \$3 billion in 1996 to \$7 billion in 2003 when lending for an enabling environment for such projects is included. The world Bank poverty reduction Strategy Paper Sourcebook (Dongier et al 2001), views community driven development as a mechanism for enhancing sustainability, improving efficiency, and effectiveness, allowing poverty reduction efforts to be taken to scale, making development more inclusive, empowering poor people, building social capital, strengthening governance, and complementing market and public-sector activities. Community development is said to achieve all this by reducing information problems by eliciting development priorities directly from target communities and allowing communities to identify projects and eligible recipients of private benefits, expanding the resources available to the poor through credit, social funds, capacity building and occupational training, and strengthening the civic capacities of communities by nurturing organizations that represent them.

The potential gains from community driven development are large. It has the explicit objective of reversing power relations in a manner that creates agency and voice for the poor people, allowing them to have more control over development assistance. This is expected to make the allocation of development funds more responsive to their needs, improve the targeting of poverty programs, make government more responsive, improve the delivery of public goods and services and strengthen the capabilities of citizenry to undertake self-initiated development activities.

This vision has become one of the cornerstones of the World Bank's comprehensive development framework, with its increasing emphasis on empowerment (Dongier 2001, Narayan 2002). Hariss (2001), Mosse (2001), Cooke and Kothari (2001), and others have focused on what happens when complex and contextual concepts like community, empowerment and capacity for collective action are applied to the needs of large development projects on tight timelines. Project implementers whose incentives are often poorly aligned with the needs of the project, may choose to gloss over differences within the target groups that underscore local power structures and to short change the more difficult task of institution building in favor of more easily deliverable and measurable outcomes.

Various organizations have initiated projects in Kisii with the aim of improving the people livelihoods. Japan International Agency (JICA) in 2010 constructed four community water points in Mwechobori Village in order to curb the problem of water shortage and villagers having to walk long distances in such of the precious commodity. The project was successfully completed. The Kisii Walter Filter project initiated in 2003 in collaboration with Rural Water Development (RWD) came in place so as to provide clean drinking water to the residents. Due to pollution and the expensive nature of acquiring water through boiling using charcoal or firework, the project was started. Inadequate financial support has since decreased the use of this low technology equipment therefore not being accessed by all.

Non-Governmental Organizations in Kisii have identified corruption and fraud as the greatest challenge facing projects in the District. Management of the funds provided for the projects has been made difficult by project officials who divert the funds for their own interests. These have hindered the success of a greater percentage of community development projects in the District leading to termination and lack of sustainability. In October 2011, Makini one of the members running a One Hen campaign initiated in 2009 said that the challenges they face in running the project include having little knowledge and lack sound financial management practices (kisii.com). Makini says most rural entrepreneurs get loans from microfinance institutions but are unable to service their loans, as they lack skills to steer their projects to profitability.

A review carried out by Forum for Women Development (2008) in Kisii shows that most of the projects carried out within the District lack documentation therefore making it difficult to assess the success and sustainability of the projects. The report further says that the project management has been weak with regards to a holistic planning of the project with weak financial structures used in accounting for the funds used in implementing the projects. An evaluation carried out also by Young Women's Christian Association (2008) points out the importance of involving all stakeholders in the planning process to avoid project delays and also build their capacity in the implementation of the projects.

1.3. Statement of the Problem

There are many projects being undertaken in the rural areas with the aim of improved living conditions of the people (World Bank 2002). The government of Kenya through the various ministries and especially the ministry of Gender and social programs in collaboration with private sector (donors) has initiated several projects countrywide including improving infrastructure, education, economic growth, food security, health care, livelihoods among others. These projects are faced with management challenges which affect their completion and they fail to achieve the set objectives. Chikati (2009), explains that over the past ten years, both in Europe and developing countries; analysis has shown that the failure rate for projects achieving their stated objectives is extremely high, 60⁰ in

some cases. Some of these projects have gone to full implementation but without much benefit to the communities. Others projects prove to be unsustainable, whereas some prematurely terminated due to lack of finances, low stakeholder involvement in the planning and implementation processes, inadequate skills and empowerment of the communities involved and poor M & E framework (Summer 2001). Therefore, due to poor planning at the initial stages of these projects, inadequate implementation skills, weak monitoring and evaluation framework, inadequate funds and limited stakeholder involvement, these fail to reach completion and also fail to meet the required quality standards of the users.

Previous research done by Agency for International Development (1989) reveals that in many infrastructure projects, such as irrigation, rural roads, electricity and water systems, the active involvement of local community organizations in infrastructure planning, construction, and maintenance decisions was found to be critical to project success and sustainability. Though there are many community based projects in Kisii Central District with varied success levels, there have been no documented studies about the factors influencing project performance. This study aimed at bridging this information gap. The generated information would be vital for successive implementation of projects. It would enable project managers to come up with prudent strategies aimed at improved project performance for sustainable management of community development projects in Kisii Central District. In the light of the discussion above, the study therefore aimed at identifying the factors influencing project performance of projects in Kisii Central District.

1.4. General Objective

The general objective of the study was to find out the factors influencing project performance of community development projects in Kenya.

1.5. Specific Objectives

- a. To find out the effects of planning on performance of community development projects in Kenya.
- b. To determine the effects of monitoring and evaluation on performance of community development projects in Kenya.
- c. Assess how implementation of community a development project affects performance in Kenya.
- d. To examine how financing of community development projects affects performance in Kenya.
- e. To identify the effects of stakeholder involvement on performance of community development projects in Kenya.

1.6. Research Questions

- a. How does planning affect performance of community development projects in Kenya?
- b. How does monitoring and evaluation affect performance of community development projects in Kenya?
- c. How does implementation affect performance of community development projects in Kenya?
- d. How does financing affect performance of community development projects in Kenya?
- e. How does stakeholder involvement influence performance of community development projects in Kenya?

1.7. Scope of the Study

The study is about the factors influencing project performance of community development projects in Kisii Municipality. It is located to the south east of Lake Victoria occupying an area of 1317.4km². The County has two rainfall seasons; Short (September – November) and Long (February – June), of over 1,500mm per annum with temperatures ranging from 16⁰C to 27 ⁰C. It has a population of 1,15M 48% being male and 52% female. The main economic activities in this region include subsistence agriculture, vegetable farming, small-scale trade, dairy farming, tea and coffee growing, commercial businesses and soapstone carvings. The region has several community development projects, the main focus of this paper being identifying the factors influencing project performance in the Kisii Central District.

1.8. Limitations of the Study

Community development projects in Kisii Central District are quite many; therefore, collecting the information required within the limited amount of time given may be a challenge to the researcher. The researcher will use questionnaires to collect information project officers and users in the County.

2. Literature Review

2.1. Factors Influencing Project Performance

In the early 1990s a project was considered successful when it was completed within time, cost, achieved the desired performance utilizing the resources effectively and was accepted by the client. Time, cost and quality are the basic criteria to project success, and are discussed in almost every article on project success, such as that of Belassi and Tukel (1996), Walker (1995, 1996) and Atkinson (1999). Project performance is influenced by both internal and external factors. Some of the factors that influence project performance include:

2.2. Project Planning

Project planning is an integral part of project management. Through effective planning, the project manager along with project team and key stakeholders (such as partners and project participants) agree on what will be done, who will do it, when and how. A good

plan helps optimize the use of project resources and limits the time spent on resolving problems during implementation. Project Planning is the endeavor in which human, material and financial solutions are organized in a better way to undertake a unique scope of work of given specifications within constraints of time, cost and quality so as to achieve some intended objectives (Nyandemo& Tom, 2010). An imperfect plan is better than none at all (Barker&Cole, 2009). Effective project management involves putting a robust and credible plan as the foundation by the project manager. Many reasons have been put forward as to why projects fail, the root because being in the early planning and design phase. A good plan captures in details what the project manager is asked to do and how to deliver. This includes the project objectives, deliverables, key milestones and resource requirement to achieve the desired output. In the planning process, ideas from all the stakeholders are welcome to give a variety of options that would be used to make the project a success.

Project managers are involved with planning of a more complex kind, which is a fundamental part of management. Without a plan, there can be no management, since it provides the direction and framework against which management takes place (REPARED 2009). Planning involves understanding what is required to be done to establish the project and drawing up a schedule when the tasks are to be carried out.

Graphical presentation through the use of network diagrams like PERT, CPM, Gantt charts are vital in planning to portray precedence relationships of activities to be accomplished in a project. The project team comes up with WBS and the Responsibility matrix indicating the list of activities and individuals responsible for each of them.

2.3. Monitoring and Evaluation of Project Progress

One feature of development projects is that they are undertaken across large areas with poor communications, so that information flows and control over the project activities is not easily established. Community based monitoring and evaluation is intended to fit into participatory rural approaches whether the village Level Participatory Approach (VLPA) or other participatory approaches (Ben M, 2002). Monitoring and evaluation (M&E) of development projects is increasingly recognized as indispensable management functions. Monitoring and evaluation are two different management tools that are closely related, interactive and mutually supportive. Through routine tracking of project progress, monitoring can provide quantitative and qualitative data useful for designing and implementing project evaluation exercises. On the other hand, evaluations support project monitoring. Evaluation according to American Evaluation Association is the process of assessing the strengths and weaknesses of the programs policies, personnel, products and organizations. Project evaluation is a step by step process of collecting, recording and organizing information about projects results including short term outputs, immediate and longer-term project outcome.

Through the results of periodic evaluations, monitoring tools and strategies can be refined and further developed. Therefore, through continuous monitoring and evaluation of community based projects, management is able to plan, schedule and control all activities in the project and thus complete the project within the budgeted time and cost. Managers should be able to monitor project activities sufficiently to ensure that they are being implemented according to plan and are achieving project objectives.

2.4. Implementation Framework of the Project

Project implementation accounts for the greatest level of effort where majority of the expenses are incurred. Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers (spearheaded by the project committee or executive) should identify their strength and weaknesses (internal forces), opportunities and threats (external forces). The strength and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation. The implementers should ensure that they devise means of overcoming them.

Monitoring is important at this implementation phase to ensure that the project is implemented as per the schedule. This is a continuous process that should be put in place before project implementation starts. As such, the monitoring activities should appear on the work plan and should involve all stake holders. If activities are not going on well, arrangements should be made to identify the problem so that they can be corrected. Monitoring is also important to ensure that activities are implemented as planned. This helps the implementers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is implemented has a lot of effect on its use, operation and maintenance. When implementation of the project is not on target, there is a need for the project managers to ask themselves and answer the question, "How best do we get there?"

2.5. Sources of Financing for Projects

The sources from which the project directors acquire funds from has a great influence on the completion of the project. Funds are given out to a particular project after assessing the returns a cash flows from the investment. Depending on the size of the project, long term or short-term sources of financing can be used. Risk identification and allocation is a key component of project finance. A project may be subject to a number of technical, environmental, economic and political risks, particularly in developing countries and emerging markets. Financial institutions and project sponsors may conclude that the risks inherent in project development and operation are unacceptable. To cope with these risks, project sponsors in these industries (such as power plants or railway lines) are generally completed by a number of specialist companies operating in a contractual network with each other that allocates risk in a way that allows financing to take place.

Project Financing includes understanding the rationale of how to prepare the financial plan, assess the risks, design the financing mix, and raise the funds. In addition, one must understand the cogent analyses of why some project financing plans have succeeded while others have failed. A knowledge-base is required regarding the design of contractual arrangements to support project financing; issues

for the host government legislative provisions, public/private infrastructure partnerships, public/private financing structures; credit requirements of lenders, and how to determine the project's borrowing capacity; how to prepare cash flow projections and use them to measure expected rates of return; tax and accounting considerations; and analytical techniques to validate the project's feasibility.

2.6. Stakeholder Participation/Involvement

Chikati (2009) says that involving stakeholders in a participatory analysis and decision making around community and project development issues is an important operational method. Stakeholders may have varied level of interest, involvement, and influence on the project. It is extremely important to identify all the stakeholders and manage them as they can have negative and positive influence on the project. The stakeholders can include Customer, End Users, Sponsor, Program manager, Portfolio Manager, PMO, Project manager, Project Team, Functional Managers, Operation Managers, Sellers, Vendors, Legal department.

2.7. Conceptual Framework

Serakan, (2003) says that conceptual frame work is a logically developed network of interrelationships among variables deemed to be the integral part of the dynamics of the situation being investigated. The study relates planning, monitoring and evaluation, implementation, sources of finance and stakeholder involvement as the independent variables, project performance being the dependent variables.

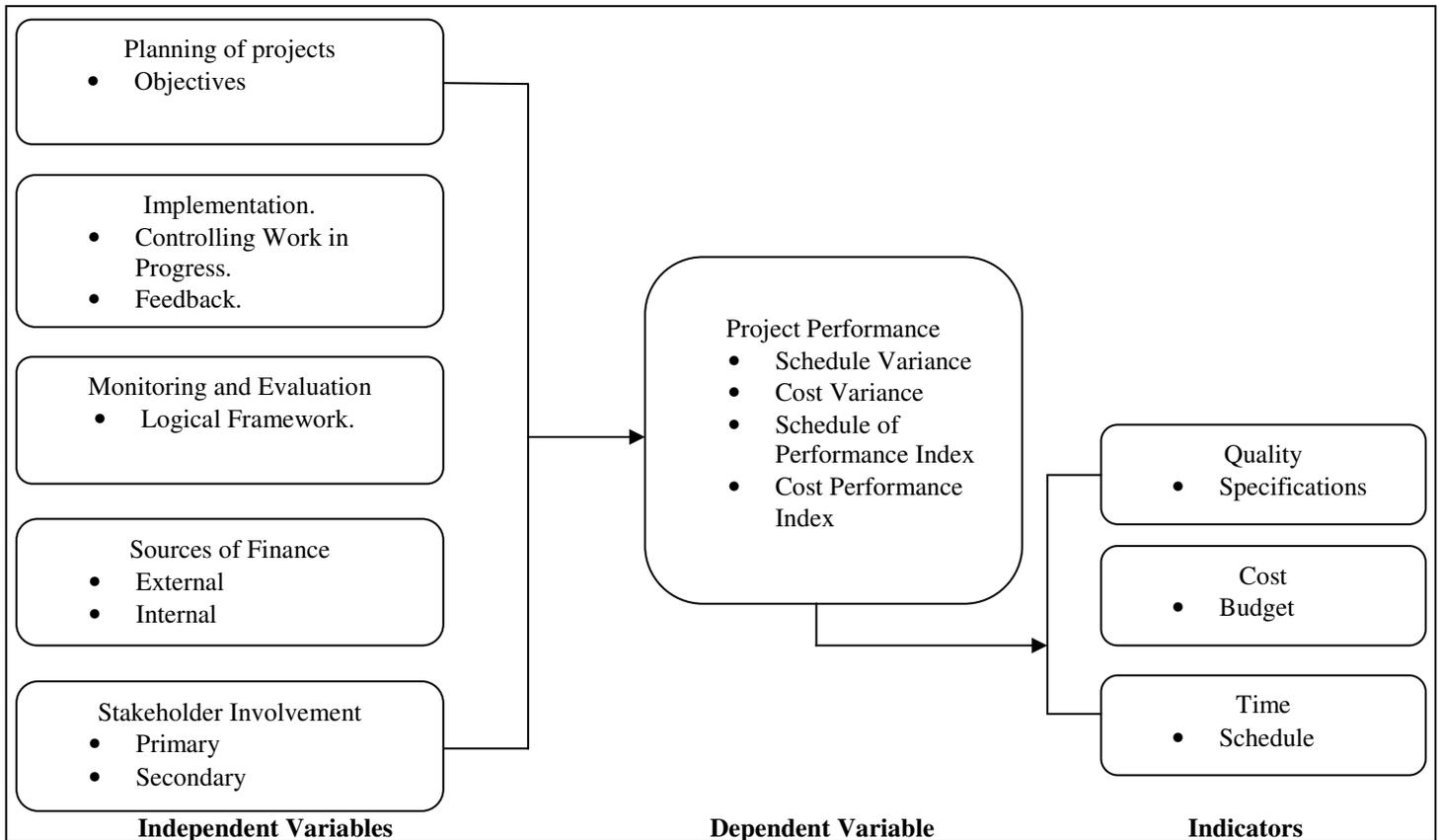


Figure 1: Research Objectives

3. Research Methodology

3.1. Study Design

This study was to establish the factors influencing project performance of community development projects Kenya. The study adopted descriptive research designs. Robson, (2002) states that descriptive research describes the existing conditions and attitudes through observation and interpretation techniques. According to Mugenda (2003), descriptive research determines and reports the way things are. Descriptive research design is rated as one of the best methods for conducting research in human contexts because of portraying accurate facts through data collection for testing hypothesis or answering questions to conclude the study.

3.2. Target Population

The study targeted community based projects in Kisii Central District. The target population for this study is the Ministry of Gender and Social Services Kisii Central District on ongoing projects for the period (2007-2012). There were 40 community development projects registered by the ministry of Gender and Social services.

3.3. Data Collection Tools and Techniques

According to Mugenda (2003), there are three data collection methods in social science research. To carry out this research, questionnaires and observation schedules were used. The questionnaires were completed by project officials and user clients in Kisii Central District. Questionnaires provide a high degree of data standardization and adoption of generalized information amongst any population (Chandran 2003). Chandran explains that they are useful in a descriptive survey study where there is need to quickly and easily get information from people in a non-threatening way. This study used both structured and non-structured questionnaires to collect data in order to investigate factors influencing project performance of community development projects in Kenya. The questionnaires had items aimed at answering the study questions and meeting the research objectives. The questionnaires were dropped to the respondents and picked later for analysis. The information collected by observation was used to confirm the data obtained through questionnaires. The choice of these tools of data collection was guided by the time and funds available and the objectives of the study.

3.4. Data Analyses

The Statistical Package for Social Sciences (SPSS-Version 19.0) was used to aid in analyzing the data producing descriptive statistics and identifying the importance of different factors affecting project performance. The data was analyzed both quantitatively and qualitatively. The factors' relative importance was ranked using Likert scale analysis. Cross tabulations were used to establish the number of respondents in different socio-economic clusters grouped by their bio-data. Other aspects will be presented graphically or tabulated.

4. Data Analysis and Presentation of Findings

4.1. Analysis of Response Rate and Background Information

4.1.1. Response Rate

The study achieved a 94.11% response rate since out of 85 questionnaires administered to respondents only 80 were returned dully filled. Table 1 provides a summary of the response rate. SPSS was used to generate the descriptive statistics and establish the relation between the dependent and the independent variables of the study.

Administered Questionnaires	Valid Response	Response Rate (%)
85	80	94.11%

Table 1: Analysis of Response Rate
Source: Survey Data (2012)

4.1.2. Gender of the Respondents

On the gender of the respondents the distributions below were observed;

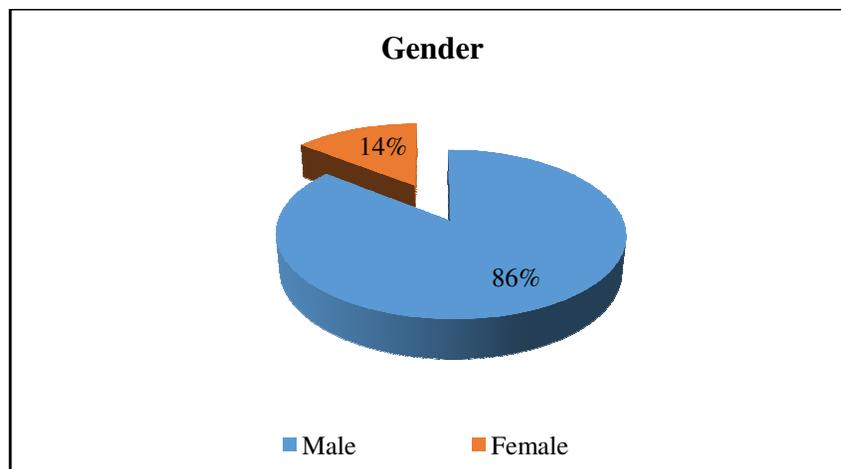


Figure 2: Gender of the Respondent
Source: Survey Data (2012)

Figure 2 above shows that majority (86%) of the respondents were male while the rest, 14% were female. This shows that male gender dominates community development projects in Kisii Central District.

4.1.3. Age of the Respondents

The findings were gathered from the project officials, user client and ministry officials. The respondents were required by the study to give the category under which their ages fell.

Age of respondent	Frequency	Percent
18-25	9	11.25
26-35	36	45
36-45	17	21.25
46-55	15	18.75
56 and above	3	3.75
Total	80	100.00

Table 2: Age of the Respondent
Source: Survey Data (2012)

According to the Table 2 above, 3.75% of the respondents' age was 56 and above while another small proportion of the respondents 11.25% were aged between 18 and 25 years. It then shows that majority (45%) of people working with community development projects were above 26 years depicting maturity and their ability to give reliable information as sought by the study.

4.1.4. Project Respondents' Category

On the involvement of the project respondents involved, the respondent's findings are as below presented.

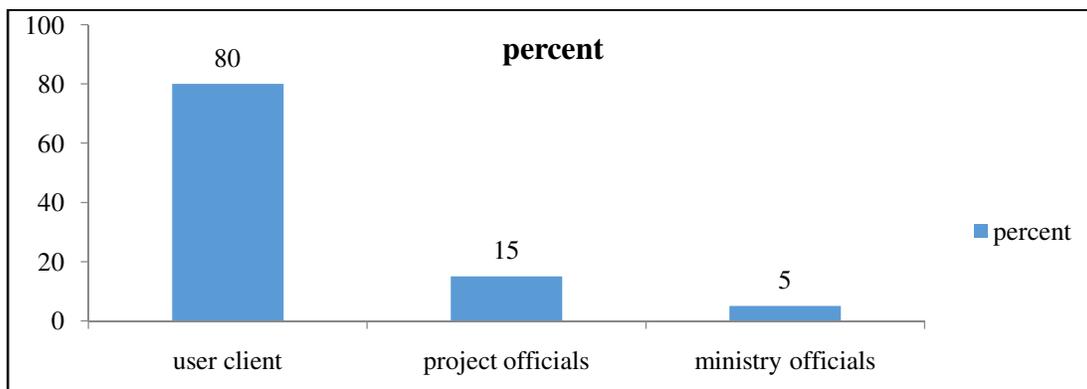


Figure 3: Project Respondents Involved
Source: Survey Data (2012)

According to Figure 3 above, 5% of the respondents were Ministry Officials, 80% User Client and 15% Project officials. This shows that the information collected was relevant as the user clients and project officials are the ones who deal with the day to day running of the projects.

4.1.5. Academic and Professional Qualifications

The study further sought to find out the highest academic and professional qualifications of the respondent. The findings were as recorded below.

According to figures 4. below, 82.31% of the respondents were Tertiary/College holders' while 7% were secondary school leavers. This showed that most of the respondents were well educated enough to understand the projects specifications and documentations.

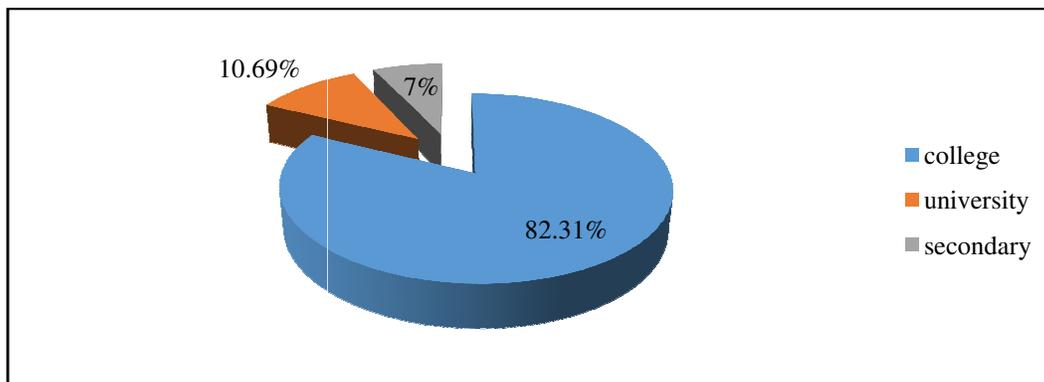


Figure 4: Academic Qualification
Source: Survey Data (2012)

From Figure 5 below, 53% of the respondents had management skills 9% were qualified project managers while another 9% had skills in project management from the workshops attended organized by the ministry officials. This showed that community development projects though found mostly in the grassroots level, they have qualified personnel to run the projects.

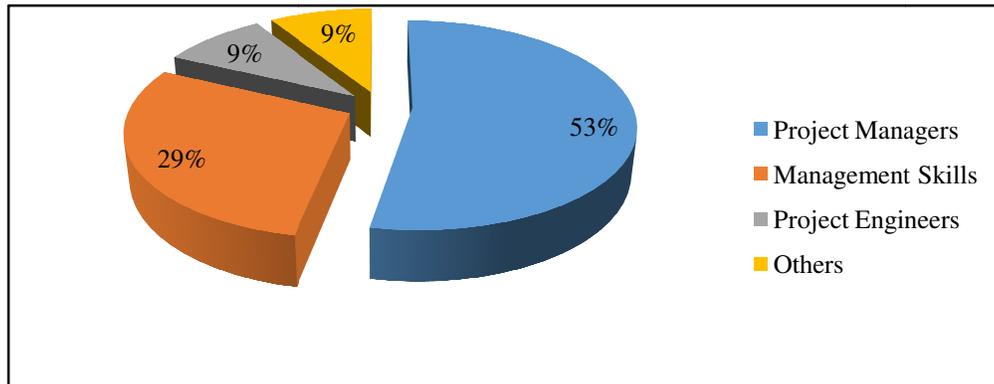


Figure 5: Professional Qualification
Source: Survey Data (2012)

Contribution on the Project

The study aimed at establishing the respondents’ contribution on the community development projects in Kisii Central.

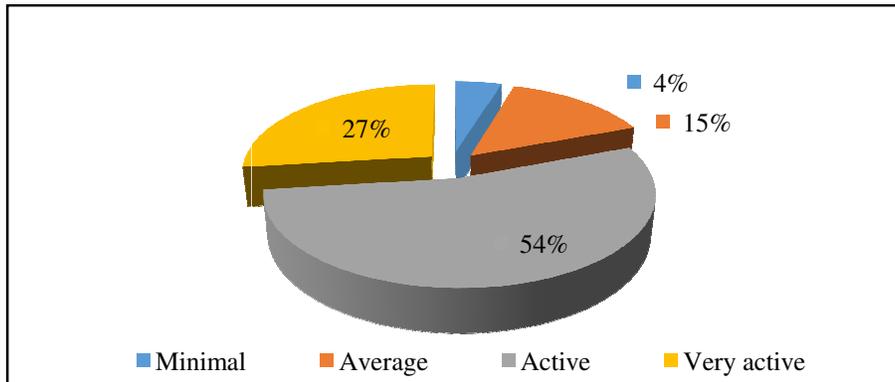


Figure 6: project contribution
Source: Survey Data (2012)

The Figure 6 above shows that 81% of the respondents actively contribute to the projects while a small percentage of 4% minimal contribution. It shows that the information collected is relevant to the study since 81% had active role on the projects.

4.1.6. Position Held in the Project

On the position held in the project by the respondent, the study findings are as presented below.

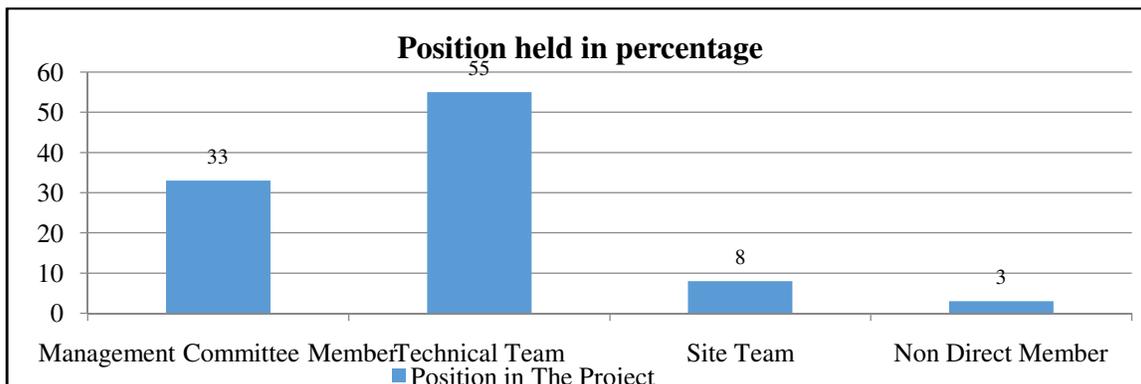


Figure 7: Position held in the Project
Source: Survey Data (2012)

According to Figure 7 above, 55% of the respondents were team members and a very small percentage 3% of the respondents was non-direct members. This shows that the information collected was relevant as the technical team members are the one who deal with the day to day running of the projects.

4.2. Project Performance

4.2.1. Project Duration

The study sought to establish the projects duration and data finding is as shown below;

Figure 8 below shows that 63% of the community development projects in Kisii Central, were less than two (2) years, 22% between two to three years, 9% between three and five years with very few (3%) projects extending over five (5) years.

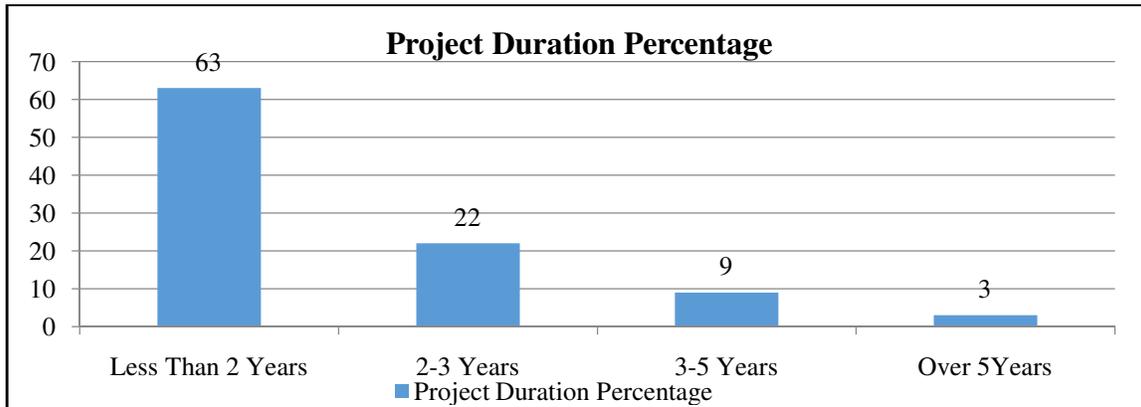


Figure 8: Project completion

From the figure above it shows that 63% of the projects were completed within the period of two years, 22% within three years, 9% within five years and 3% extended the completion period up to five years and over. It was revealed that this resulted from the sources used to finance projects since it took a long period to acquire them delaying implementation process and also longer period taken to plan due to involvement of all the stakeholders which makes the planning process rather slow.

In order to improve the project completion period, 81% of the respondents suggested that initiation stage was critical where all feasibility studies should be done and the overall goal of the project analyzed by stakeholders. Respondents agreed that continuous monitoring and evaluation of the projects to be carried out at every stage of the project life cycle while the others insisted on reliable sources of funding the projects.

4.2.2. Project Initiation

The study sought to find out who engineered the project and the data below shows the finding.

Project initiator	Frequency	Percentage
Government(Ministry)	6	7.5
Community	40	50
Individual	32	40
Donor	2	2.5
Total	80	100

Table 3: Project Category
Source: Survey Data (2012)

Table 3 above shows that 50% of the community development projects are initiated by the communities while only 2.5% is engineered by the Donors. It depicts therefore that, majority of the community development projects are initiated by the people themselves in the communities. This provides a good proof of the data collected to study community development projects.

4.2.3. Project Funding

The study sought to establish how community development projects are funded in Kisii Central. The figure below illustrates the results;

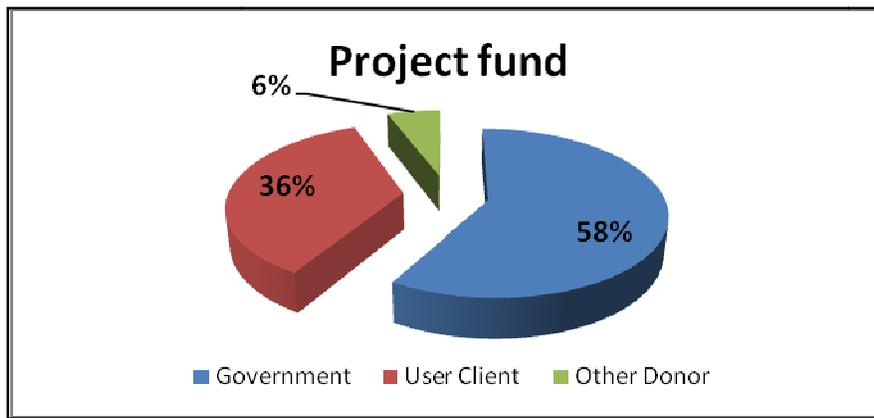


Figure 9: Project Funding
Source: Survey Data (2012)

Figure 9 above shows that 58% of the projects are funded by the User clients, 36% funded by donors while a small portion of 6% is funded by Donors. This report implies that most of the projects are funded by the communities themselves through contributions called self-help groups. This proves relevance of the data collected for the study.

4.2.4. Initial Cost of the Project

The figure below shows that 53.75% of the initial cost of project is between 50,000 to 100, 000, 31.25% below 50,000, 8.75% between 100,000 and 500,000 and 6.25% over 500,000. Members of the groups are therefore able to raise money to start most of the projects. As a result, this has helped them to own the projects and also complete most of the community development projects within the project duration.

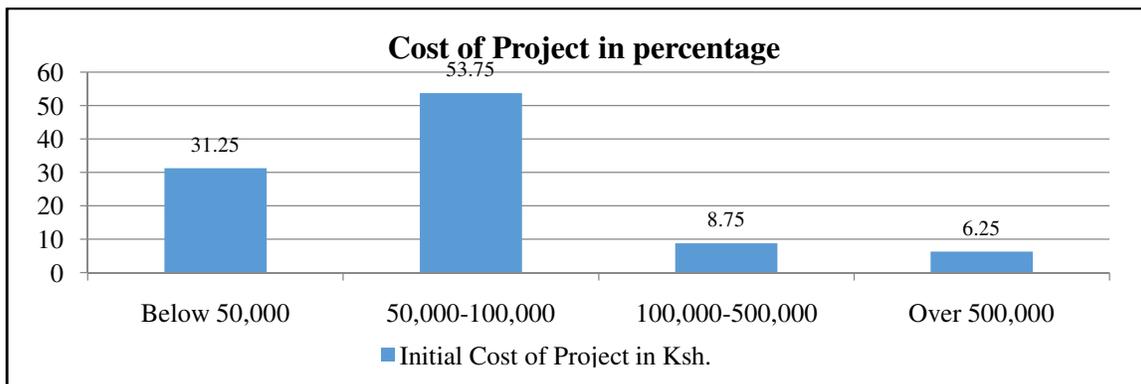


Figure 10: Project Cost

4.2.5. Project Completion

The study sort to establish whether community development projects were completed within the budgeted cost. The figure below explains the results. From the results, it indicates that 93% of the projects were completed within the cost, 3% below the budgeted cost while a small portion 4% shows the projects exceeded the budget. This was explained to be as a result of increased cost of materials due to inflation by 90% of the respondents.

4.3. Project Performance

4.3.1. Project Overall Performance

This study sought to establish what the respondents thought of the overall performance of community development projects in Kisii Central.

Project overall performance	Frequency	Percentage
Poor	5	6.25
Average	21	26.25
Good	46	57.5
Excellent	9	11.25
Total	80	100

Table 4: project overall performance
Source: Survey Data (2012)

Table 4 above shows that 57.5% of the respondents stated that community development projects performance was good. This depicts that, majority of the respondents agreed that the performance of their projects was successful.

4.3.2. Planning Factor Influence

The researcher also requested the respondents to indicate whether on their own opinion they considered planning factor as an influence to the success of their projects. The respondents agreed to the fact that though planning is an expensive endeavour, successful community development projects are those that adhere to the planning procedures involved as proper planning achievement of the set project objectives. It was revealed that it was important to understand and know the tools and techniques used in planning by members so as to have a successful plan for community development projects. The findings showed that feasibility studies are equally important in order to analyze the long-term impact of the projects to the beneficiaries and the communities.

Planning factor statement	WEIGHTS (W)					ΣWf	Σf	ΣWf/ Σf (Mean)	SD (±)
	SA	A	N	D	SD				
	5	4	3	2	1				
	FREQUENCIES (F)								
Community projects are successful when planning involves all the stakeholders.	60	15	2	2	1	371	80	4.64	0.09
Successful community development projects are those that adhere to planning procedures	54	18	1	4	3	356	80	4.45	0.12
Planning facilitates the achievement of the objectives of community development projects	50	15	3	6	6	337	80	4.21	0.14
Project planning is a very expensive endeavor for community development projects.	8	13	5	6	48	167	80	2.09	0.17
Planning is less important when carrying out community development projects.	6	8	8	11	47	155	80	1.93	0.16

Table 5: Planning Factor Influence on Project Performance

75% of the respondents disagree that planning is less important to the success of community development projects. From the analysis of the table above, it clearly indicates that planning is an important activity to engage in planning for community development projects by involving all stakeholders, adhering to all planning procedures in order to achieve the set goals and objectives shown by mean scores 4.45, 4.64, and 4.21 respectively. The respondents therefore agreed that planning has an influence in the performance of community development projects. According to the respondents planning should be a continuous process and therefore should not stop at the first stage of the project life cycle. It was revealed then that if all planning procedures are followed and involve all stakeholders, community development projects will be successful. The study showed that planning factor is a key and has an influence on the performance of community development projects shown by standard deviation variance.

4.3.3. Monitoring and Evaluation Factor Influence

The study sort to establish if monitoring and evaluation had a contribution to project success. The table below explains the results.

5 = Very great extent, 4 = Great extent, 3 = Moderate extent 2 = Minimal extent, 1 = Not at all

Monitoring and evaluation	WEIGHTS (W)					ΣWf	Σf	ΣWf/ Σf	SD (±)
	5	4	3	2	1				
	FREQUENCIES (F)								
M & E framework put in place contributes directly to the quality of projects.	57	17	3	2	1	367	80	4.59	0.10
M & E is carried out to ensure projects are completed within the set time.	51	17	4	2	5	344	79	4.35	0.11
Carrying out monitoring and evaluation reduces the risks that the project might encounter.	52	13	6	5	4	344	80	4.30	0.13
The expensive nature of M & E for community projects hinders the success of the projects.	25	13	5	7	30	236	80	2.95	0.18

Table 6: M&E Factor Influence on Project Performance

From the Table 6 above, the respondents agreed to the fact that M & E framework put in place contributes to the quality of projects to a great extent represented by 71.25% of the respondents. Further the respondents were in agreement that M&E is important in community development projects as it ensures timely completion of projects and risk aversion shown by 63.75% and 65% respectively. To a great extent the respondents agreed that monitoring and evaluation was an expensive undertaking shown by a mean score of 2.95. The respondents agreed that periodic monitoring and evaluation and the use of log frame leads to successful project performance. According to the study the standard deviation variance is very minimal and hence it was deduced that monitoring and evaluation factor influences the community development projects.

4.3.4. Implementation Factor Influence

The researcher also requested the respondents on their own opinion to indicate how implementation can adversely affect negatively project performance.

SD = Strongly Disagree (1), D = Disagree (2), N = Neutral (3), A = Agree (4), SA = Strongly Agree (5)

Implementation factor statement	WEIGHTS (W)					ΣWf	Σf (n)	ΣWf/ Σf (mean)	SD (±)
	SA	A	N	D	SD				
	5	4	3	2	1				
FREQUENCIES (F)									
Project implementation is the most critical phase in project life cycle.	55	18	3	3	1	363	80	4.54	0.10
Community development project fail due to poor implementation framework.	53	11	7	4	5	343	80	4.29	0.11
Monitoring is important during project implementation	60	9	4	3	4	358	80	4.48	0.13
Implementation framework has no effect on set goals and objectives.	12	13	7	10	38	191	80	2.39	0.18
Internal forces have an influence on project implementation framework.	56	10	7	4	3	352	80	4.40	0.12
External factors have an influence on the implementation framework of community development projects.	40	12	15	11	2	317	80	3.96	0.09

Table 7: Implementation Factor Influence on Project Performance

73.75% of the respondents disagreed that implementation framework has no effect on project performance. This is also indicated by mean score 2.39, however they agreed to the fact that implementation is critical in the project life cycle and defines the success of the community development projects. 86.25% of the respondents agreed that most community development projects fail due to poor implementation framework. The respondents were in agreement that internal and external factors some of them being from management and political influences respectively affect successful implementation of projects. The mean scores 4.54, 4.29, 4.48 show clearly that implementation framework factor has an influence on project performance of community development projects in Kisii Central District.

4.3.5. Sources of Finance Factor

The study sought to establish the influence of sources of finance factor on the success of community development projects. The study results are tabulated as below;

Sources of finance factor statement	WEIGHTS (W)					ΣWf	Σf	ΣWf/ Σf (mean)	SD (±)
	SA	A	N	D	SD				
	5	4	3	2	1				
FREQUENCIES (F)									
Availability of funds determines the success of community based projects.	40	20	10	6	4	326	80	4.08	0.09
Privately funded community based projects are more successful than government funded.	51	14	5	5	4	340	79	4.30	0.12
The source of funding does not affect the quality of the community development projects.	15	17	30	11	7	262	80	3.28	0.15
The sources from which the directors acquire the funds influence project completion.	40	23	7	5	5	328	80	4.10	0.16
External factors influence the source of funding for community development projects.	31	17	13	11	8	292	80	3.65	0.10

Table 8: Funding Factor Influence on Project Performance

From the table above the respondents are in agreement that funding is critical for the success of community development projects.53.75% of the respondents agree that availability of funds determines the success of community based projects. It was noted however that privately funded projects were more successful those funded by the government. 42.5% were disagreed that the source of funding does not affect the quality of community development projects

From this analysis therefore shown by mean scores 4.08, 4.30, 4.10, 3.28, it was deduced that sources used to finance community development projects played a key role in community development projects and they have an influence in their performance.

4.3.6. Stakeholder Involvement Factor

The study also sought to find out the influence of stakeholder involvement to the success of community development projects.

Stakeholder involvement factor statement	WEIGHTS (W)					ΣWf	Σf	$\frac{\Sigma Wf}{\Sigma f}$ (mean)	SD (\pm)
	SA	A	N	D	SD				
	5	4	3	2	1				
	FREQUENCIES (F)								
Stakeholders are always involved in planning for community development projects.	40	13	17	4	6	317	80	3.96	0.11
Stakeholder involvement has no influence on project success.	10	15	8	30	17	211	80	2.64	0.13
All the stakeholders understand the details of the projects since it is well communicated.	15	17	30	11	7	262	80	3.28	0.14
Stakeholders are involved in all phases of project life cycle.	12	15	17	22	14	229	80	2.86	0.17
Successful project implementation depends on the level of stakeholder involvement.	45	20	10	3	2	343	80	4.29	0.12

Table 9: Stakeholder involvement on Project Performance

From the table above, 65% of the respondents were in agreement that stakeholder involvement was critical for successful project performance. It also shows that stakeholder involvement has an influence on project success given by 75%. From the mean scores 2.86 and 2.64 it indicates that stakeholders are not always involved in project implementation and they have a great influence on project success.

According to these results, the respondents clearly pointed out that community development projects have not successfully involved stakeholders in the planning and monitoring of the projects indicated by a mean of 2.86. 48.75% of the respondents disagreed that stakeholders understood the details of the project since it is well communicated. According to the study, the standard deviation variance is very minimal and hence it was deduced that stakeholder involvement factor influences community development projects.

4.4. Factors Variance

4.4.1. Factor Variance Contribution

The researcher sought to establish the success contribution by the factors under study on the community development projects on framework of time, funding and scope indicators. The study findings are as tabulated on Table below. The study further sought to determine the comparison ranking of each factor was contributing to influence performance of community development projects across the surveyed projects.

Factors' Variance	WEIGHTS (W)					ΣWf	Σf	$\frac{\Sigma Wf}{\Sigma f}$ (mean)	SD (\pm)
	Most Effective	Effective	Moderate Effective	Minimal Effective	Not at all				
	5	4	3	2	1				
	FREQUENCIES (F)								
Planning	55	13	3	4	5	349	80	4.36	0.13
Monitoring and evaluation	56	14	3	4	3	356	80	4.45	0.17
Implementation framework	57	17	3	2	1	367	80	4.59	0.11
Sources of funding	41	30	5	1	3	345	80	4.31	0.19
Stakeholder involvement	60	13	5	1	1	370	80	4.63	0.11
Other factors	30	25	15	6	4	311	80	3.89	0.14

Table 10: Contribution of Time Funding and Scope

4.4.2. Project Sponsor

The study sought to establish from the respondents which funding criteria was the most successful to community development projects. The study findings are as tabulated on Figure 11 below.

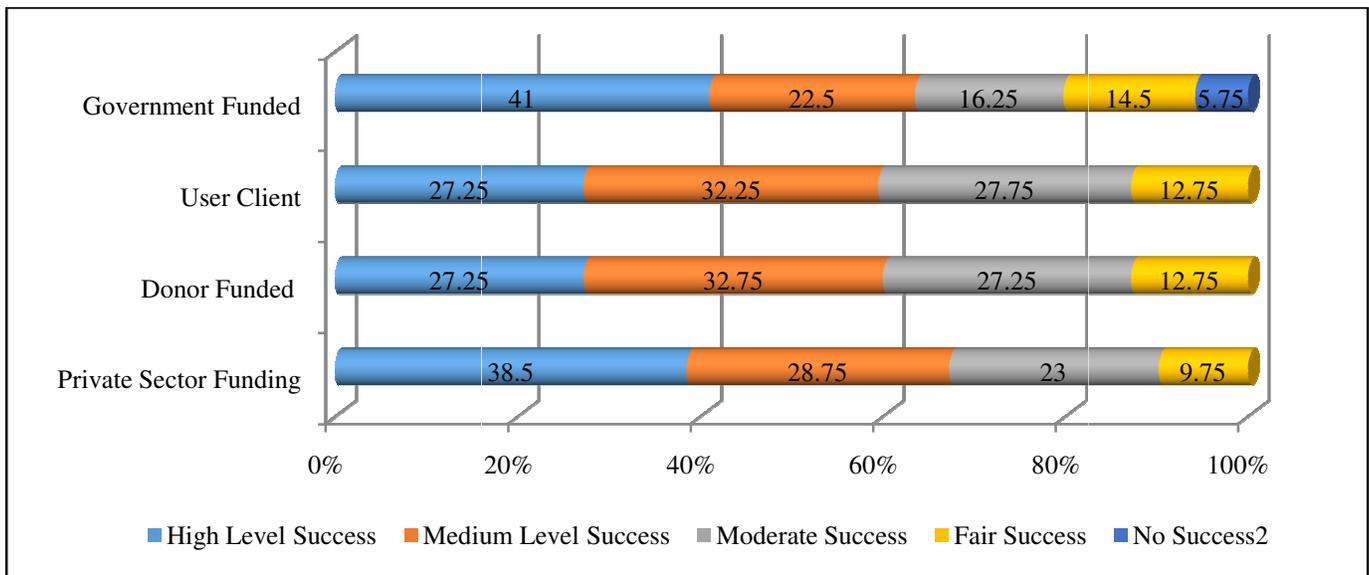


Figure 11: Success level of projects
Source: Survey Data (2012)

The study findings on Figure 11 above indicated that community development projects funded by the government were rated to have high level success followed by private funded then user and donor funded. This indicated that the government structures put place enabled completion of these projects and also the use of experts in planning and organization of community development projects contributed to successful management of funds for community development projects.

4.4.3. Perception on Government Managed Projects

The research also sought to establish from the respondent’s perception Government funded and managed projects. The study findings are as tabulated on Figure 12 below. From the study finding on Figure 12, 63.75% respondents were positive on Government funded projects while 18.25% had negative perception. The study predicts that Government funded project have a positive perception from the users.

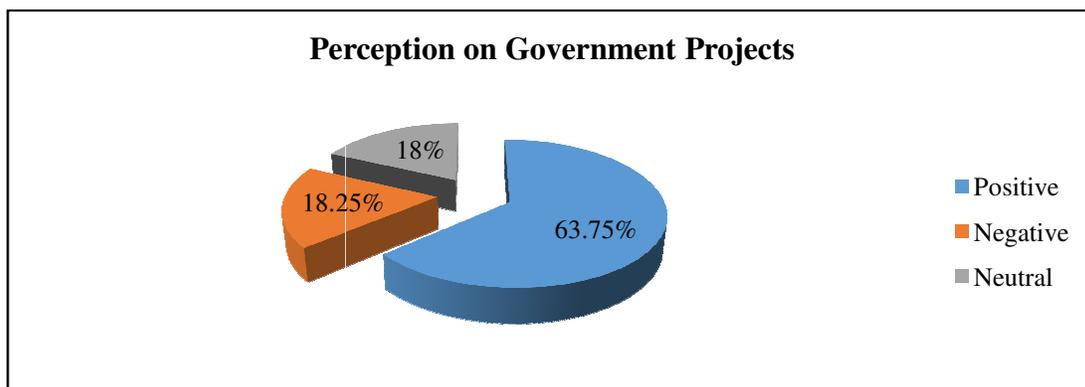


Figure 12: Government projects

4.4.4. Perception on Community Development Projects

The table below illustrates the perception of respondents towards community development projects in Kisii Central.

Perception on community development projects	Frequency	Percentage
Very negative	0	0
Negative	1	1.25
Average	21	26.25
Positive	45	56.25
Very positive	13	16.25

Table 11: Perception on Project Performance

From the table above, 56.25% of the respondents were positive about community development projects in the area. It was revealed that 80% of the people living in the area get their source of income from various community development projects. This showed that these projects have impacted a lot in the lives of communities and the inhabitants. The respondents therefore suggested that more funds should be channelled towards increasing the number of community development projects since it is a way of developing the economy and improving the living standards of members within the community development groups.

5. Summary, Conclusion and Recommendations

5.1. Summary of Findings

The general objective of the study was to identify the factors influencing performance of community development projects in Kisii central district. Besides the study sought to investigate the effect of planning on performance of community development projects in Kenya, to determine the effect of monitoring and evaluation on performance of community development projects in Kenya, assess how implementation of community development projects affects performance in Kenya, to examine how financing of community development projects affects performance in Kenya and to identify the effect of stakeholder involvement on performance of community development projects in Kenya.

5.2. Planning

From the study findings, planning has a great influence on the performance of community development projects. A mean score of 4.64 and standard deviation of 0.09 was given showing stakeholder involvement in the planning procedures. Importance of adhering to all planning procedures was given a mean and standard deviation of 0.12 respectively. Proper planning lead to achievement of set goals and objectives was shown by a mean score of 4.21 and standard deviation of 0.14. 68.75% of the respondents agreed to the fact that Successful community development projects are those that adhere to planning procedures. Majority of the respondents were in agreement that planning is important in the project life cycle. 53.75% of the population disagreed that project planning was less important with a mean score of 1.93 and standard deviation of 0.16 while 60% agreed it was an expensive activity with a mean score of 1.93 and standard deviation of 0.16. It was revealed that most projects recognize the importance of planning which has a great influence on performance of community based. It was also revealed that most unsuccessful projects were as a result of poor planning or no planning at all. The research findings therefore indicate that planning factor influences the performance of community development projects in Kisii Central District.

5.3. Monitoring and Evaluation

The study sought to find out how monitoring and evaluation influences project performance. The study findings revealed that monitoring and evaluation was important. It contributes directly to timely completion of community development projects. Project managers are also able to know the project milestones, detect any risks and put appropriate measures in place. Respondents agreed to a great extent that carrying out monitoring and evaluation was expensive especially for small project with a short duration. Therefore, it was affordable for them to carry out internal monitoring and evaluation as it has an influence on project performance of community development projects.

5.4. Implementation Framework

The study sought to find out how project implementation influence project performance. It was revealed that implementation takes the greatest percentage of time in the life cycle of a project. Respondents indicated that project success depends greatly on the frameworks put in place for implementation of community development projects. This was shown by a mean score of 4.54 and standard deviation of 0.10 revealing that project implementation was critical in the project life cycle. About 84% of the respondents agreed that project performance depends on the way implementation of community development projects is conducted. It was also revealed that both internal and external factors affect implementation of these project including political and socio-cultural factors with a percentage of 65% and 52.5% respectively. Internal and external factors were rated with a mean score of 4.40, 3.96 and standard deviation of 0.12 and 0.09 respectively. From the analysis done above, it shows that implementation framework influences the performance of community development projects.

5.5. Sources of Finance

The study also showed that sources of financing plays a key role in determining the performance of community development projects in Kisii Central District. The study found out that a lot of community development projects that failed as a result of sources of financing where funds are released in phases. Internal external factors were cited to affect financing with a mean of 3.65 including political influence in cases where projects are initiated by the government. Management was also mentioned to affect financing of projects where transparency and accountability measures are not in place. These therefore affect the success of community development projects. The respondents noted with 63.75% that community development projects privately sponsored were more successful compared to government funded projects with a mean of 4.30 and standard deviation of 0.12. Availability of sources of funds with a mean of 4.08 was found to influence the success of community development projects. Quality of community based projects is compromised when sources from which funds are acquired is not carefully selected.

5.6. Stakeholder Involvement

It was deduced that stakeholder involvement in community development projects was not given adequate attention. 65% of the respondents stated that though it was very vital to engage all stakeholders in the planning of community development projects, at times they were left out of the process shown by a mean of 3.96 and standard deviation of 0.11. This therefore affects the quality of projects in the short and long run. In the long run the community members who the projects are supposed to benefit don't own the project making it difficult to support it to the end. It was also revealed that community development projects that involved their stakeholders were successful given by a mean score of 2.64 and standard deviation of 0.13. It clearly shows from the results that stakeholder involvement in community development projects has an influence on project performance. This is shown by 65% of the respondents who agreed that stakeholder involvement in planning and implementation process was vital as compared to 35% who disagreed and a mean score of 3.28 that stated that projects details were clearly communicated to all stakeholders involved in planning, organization and implementation of community development projects.

5.7. Conclusion

The study concludes that planning is an important aspect in the project life cycle therefore should not only be done at the beginning of community development projects but be done continuously until the project comes to a closure. Lawther, (2000) established that project management requires deliberate planning and action to create the conditions of success of a project and put in place the strategy, leadership, goals, process, skills, systems, issue resolution and structure to direct and exploit the dynamic nature of project work. The study further concluded that proper planning that involves all stakeholders' leads to successful project performance. A project is able to achieve the set goals and objectives if all planning procedures are looked into at the definition or initiation stage. Without a plan, there can be no management, since it provides the direction and framework against which management takes place (REPARED 2009).

In conclusion, also the study reveals that monitoring and evaluation is critical factor influencing project performance. The study revealed that it helps project members to detect any risks that may hinder timely completion of community development projects. Performance of the ongoing project is easily monitored so that any changes that might result for example due to environmental, political, technical, social or legal factors are addressed in time to avoid premature termination of the projects. Periodic monitoring and evaluation was mentioned to be necessary when carrying out community development projects.

The study indicated that Implementation takes the greater percentage in the project life cycle, whereby resources are mobilised and utilised to achieve the set project goals. It was concluded that greater attention should be given to this stage. The study showed that transparency and accountability measures be put in place so as to reduce cases of diverting resources to other activities. The study finding revealed that project failure occurs due to poor implementation frameworks. It also showed that majority of the respondents disagreed to the fact that implementation framework had no effect on project success.

The study further concluded that sources of funding for community development projects determine the level of success for these projects. The study showed that internal and external factors have an influence on the funding of community development projects. Summer, (1999) studied project failure in the context of cost and attributed the failure to poor communication among the client and the project team members, inadequate financial resources, lack of motivation, tendering methods, poor project definition and infrastructure, poor project organization, environmental conditions and quality of project implementation. It also showed that the long procedures and documentation involved in acquiring the funds affects the performance of community development projects. The sources from which funds were acquired to finance community development projects had an effect on the success of the projects. Availability of these funds also affected the performance of the projects.

The research further concluded that stakeholders have a great impact in the success of community development projects, they therefore should take part in decision making and all information regarding to the projects activities communicated to them in a way they understand best. Chikati (2009) says that involving stakeholders in a participatory analysis and decision making around community and project development issues is an important operational method. Others projects proof to be unsustainable, whereas some prematurely terminated due to lack of finances, low stakeholder involvement in the planning and implementation processes, inadequate skills and empowerment of the communities involved and poor M & E framework (Summer 2001).

5.8. Recommendations for Further Studies

From the study and related conclusions, the researcher recommends further research in the area of the influence of government funded projects. More data is required on other projects to proof the data produced. Further studies should be done on the factors on consideration in this study, influencing performance of community development projects on other projects.

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