

**FACTORS AFFECTING THE PERFORMANCE OF COMMUNITY BASED
PROJECTS: A CASE STUDY OF JIAMINI COMMUNITY BASED
ORGANISATION**

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DECLARATION

Declaration by the Student

This research study is my original work and has not been presented to any other examination body. No part of this research should be produced without my consent or that of The Gretsia University.

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ABSTRACT

The purpose of the study was to investigate the factors affecting the performance of community-based projects. The purpose of community-based organizations is to plan, monitor and implement social and economic development programs and provide social and economic development. Community based projects are at risk of of poor performance and the study sought to find the factors contributing to this. The main objective of the study was to determine how community participation and project management practices affect the performance of community-based organizations. Descriptive research design was used. The study targeted 50 respondents from the community and employees from Jiamini community-based organization. The sample design used was stratified sample design. The study adopted random sampling technique which used simple random sampling. Data collection was both open ended and closed ended questions. Qualitative data was analysed based on the themes acquired through the questionnaires. Quantitative data was analysed through identification of developing trends that aided in addressing research questions. The study found out that each of the factors including project management practices and community participation and how they significantly affect the performance of CBPs using a case study of Jiamini CBO. These results can form a guideline for the organization along with all stakeholders in the industry in the implementation of CBPs. The significance of the study was to ensure the study is used by researchers and scholars who seek to find these factors as well as organizations that want to ensure that all their programs and projects are successful. The study also ensured that the beneficiaries and community members were able to recognize the role they play in ensuring that these projects are successful. The study recommends increased community participation (78%), and adoption of project management practices (89%) to ensure projects run effectively in the organization and among other NGOs.

DEFINITION OF TERMS

- Community Based Projects:** Refers to ideas and projects implemented in a community in an attempt to solve an issue of concern among the community members.
- Community Based Organization:** Refers to non-profit organizations that facilitate community efforts for community development.
- Community Participation:** Refers to the involvement of people in a community in projects to solve their own problems.
- Donor:** Refers to an organization that provides resources for community project implementation.
- Performance:** Refers to the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed.
- Project:** Refers to a unique process consisting of a set of coordinated and controlled activities with start and finish dates undertaken to achieve specific objectives conforming to specified requirements under constraints of time, cost and resources.
- Project Management:** Refers to the practice of initiating, planning, executing, controlling and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time.

LIST OF ABBREVIATIONS/ ACRONYMS

CBOs	Community Based Organizations
CBPs	Community Based Projects
M & E	Monitoring and evaluation
NGOs	Non-Governmental Organizations
NPO	Non Profit Organizations
PM	Project Management

CHAPTER ONE

1.1 INTRODUCTION

This comprises of the background to the study, statement of the problem, the purpose of the study, objectives of the study, research questions and and limitations to the study. The scope of the study is therefore the final subject that is addressed in chapter one of the study.

1.2 Background to the study

Community based projects emanate from the identification of a need necessitating the identification of a solution tailored towards addressing the need through effective creation and execution of a plan. Performance of community based projects therefore relies on two overlooked factors which include community participation and project management practices. The study sought to evaluate these factors and their role to the success of community based projects and how they are employed..

Community participation is essential to any success of community based projects. Ford and Stephenson (2016) argue that a failure of the majority of CBO projects are influenced by lack of engagement of community in the project.

Ford and Stephenson (2016) present that the community is the primary beneficiary of the project, which highlights the need and importance of ensuring that the demography actively engaged in the process.

1.2.1 Profile of the organization

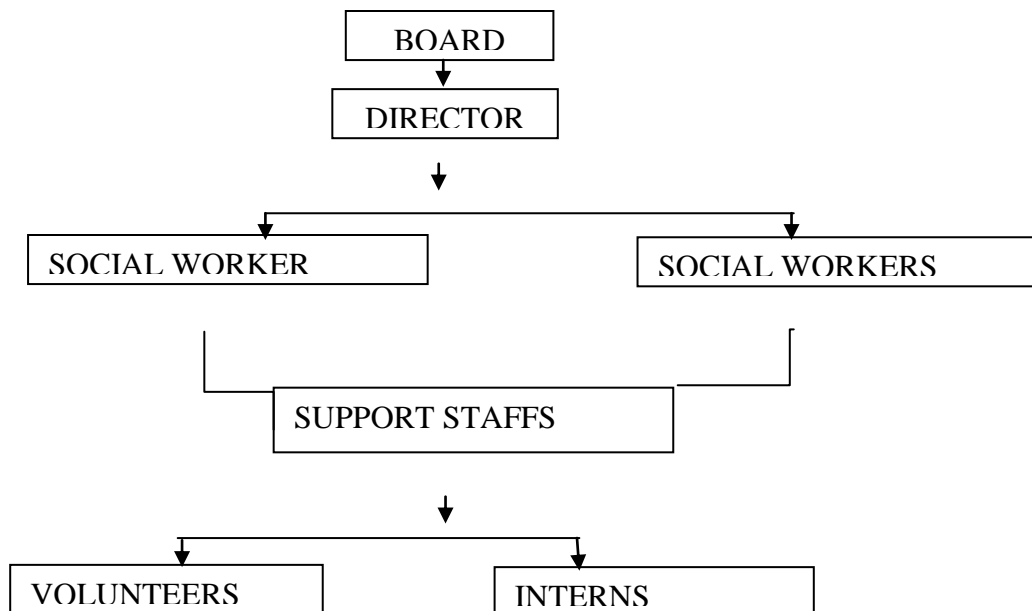
Jiamini CBO started in 2009 as a group of people who wanted to give back to the community that is a slum. It operated in the field as they had no formal office. It comprised of slum dwellers, drug addicts, students and street children.

They used to give cost free services. They then formed football teams to change the lives of the current generation. It started as a weekend nprogram whose main objective was to address drug abuse and to improve the educational status of the children.

Due to different interests the group broke up. Some had interests for money, others thought they were better than others and the organization collapsed in 2010. In 2011 some came up to pick up the organization and registered as a CBO which operated as a NPO, and that is where the Jiamini name came up meaning that they can focus and make it even after collapsing.

They came back using an entry point. It started working with vulnerable orphan children. It started working with seven kids both boys and girls. Five out of twenty two are now in high school with the oldest being in form four. The youngest is eight years and is in grade two.

Funding is done locally through philanthropic contributions and is also partnered abroad (Germany)



1.3 Statement of the Problem

The purpose of the CBO is to plan, monitor and implement social and economic development programs and provide social and economic development. Many studies have looked at various factors affecting the success of projects such as geographical factors, role of project controllers and implement on sustainability, over reliance on donors, ethical dilemmas between donors and CBPs implementing programs as desired and needed versus fulfilling donor requests are

evident.(Oino et al. 2015). The gap left by these studies is the influence of community participation and project management practices.

My study on the factors affecting the performance of community based projects therefore focused on these factors that are often overlooked yet they hold so much weight on the success of any given community based project. The analysis of the factors was instrumental to the study and organizations as it aided in identifying the factors that influence the level of performance experienced through the implementation of community based projects. As such the process facilitated the level of efficiency through the identification of possible solutions that may be adopted to address the challenge.

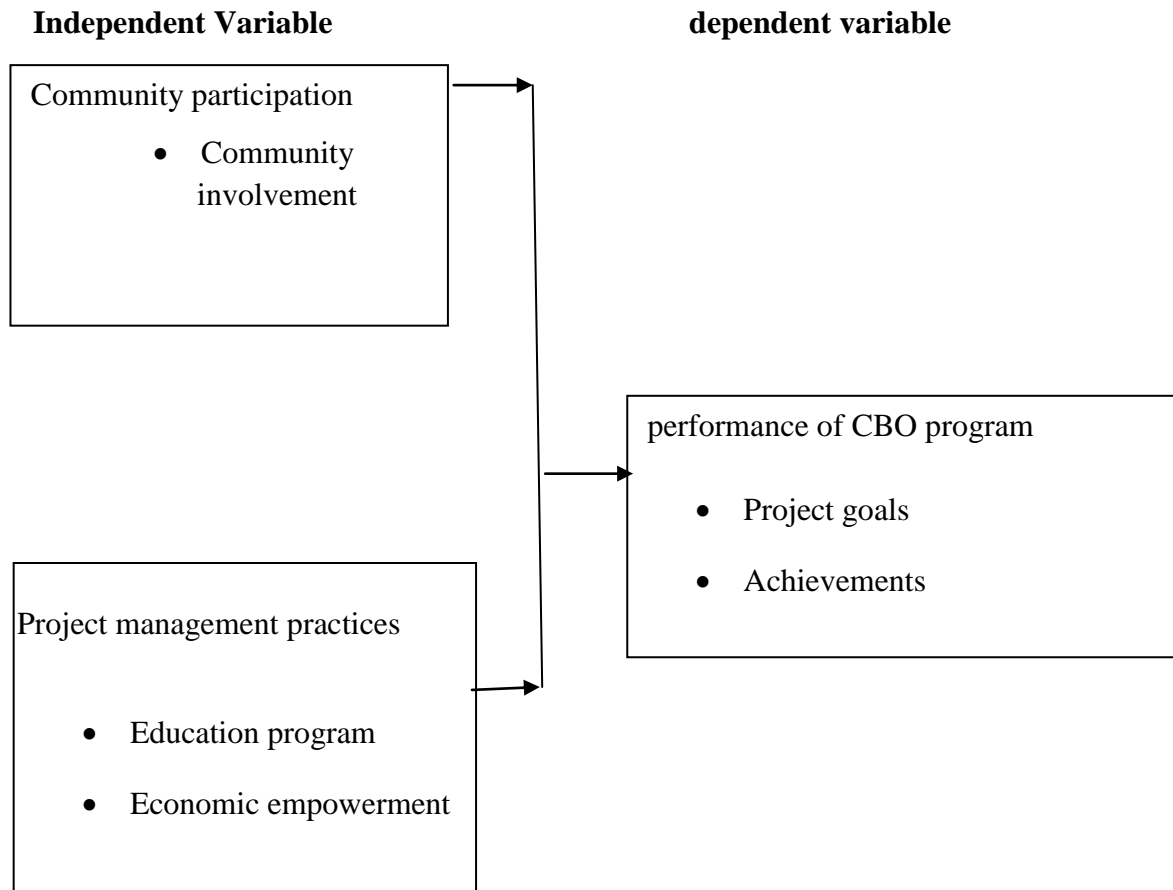
1.4 PURPOSE OF THE STUDY

The main purpose of this study was to investigate the factors affecting the performance of community based projects. The study also suggested suitable ways of engaging the community members in community based projects.

1.5 CONCEPTUAL FRAMEWORK

The conceptual framework developed for the study was based on factors affecting the performance of community-based projects using the Jiamini CBO as a case study. This research focused on community participation and project management practices.

Figure 2.1 Conceptual Framework



Source: Author, (2019)

1.5.1 Community Participation

Community-based projects are tailored towards addressing the challenges faced in the society. As such, the inclusion of the community is critical as the projects influence the community's welfare.

1.5.2 Project Management Practices

Clear stipulation of a project's goals is critical as it influenced the identification of the objectives along with the development of a plan tailored towards facilitating the achievement of the objectives.

1.6 Objectives of the Study

1.6.1 General Objective

To evaluate the factors affecting the performance of community based projects a case of Jiamini Community Based Organization.

1.6.2 Specific Objectives

To investigate project management practices and its effect on the performance of community based projects.

To determine how community participation affects the performance of community based projects.

1.7 Research Questions

What are the factors affecting the performance of community based projects?

How does community participation affect the performance of Community Based Projects?

What is the effect of project management practices on the performance of Community Based Projects?

1.8 Significance of the Study

1.8.1 Organizations

The study was instrumental for similar organizations across the nation as it offered insight into the impact and importance of community-based programs and the involvement of the community.

1.8.2 Communities

The study was significant to communities as it highlighted the need and importance of promoting the inclusion of a community in CBO projects. The process highlighted the need and importance of involving the community in the programs and offered insight into possible measures that were adopted in the process.

1.8.3. Scholars

The study was instrumental for scholars as it highlighted the current gaps and conduct further research that may be adopted to limit the incidence of the issues. As such, examination of the issue was being addressed from multiple perspectives and contribute to the efficiency of CBO projects.

1.8.4 Policy Makers

The study offered insight into the nature of the challenge and the importance of adopting measures geared towards promoting the inclusion of the community in CBO initiatives.

1.8.5 Jiamini Management and Staff

The study offered great insight to the organization as well as ensure that the future projects they implement are successful. The study highlighted areas that are fundamental to the success of community based projects and this will therefore ensure that the projects initiated and implemented were beneficial to the organization as well as to the community.

1.9 Delimitation of the study

The geographical scope in which the study covered was in Kiandutu slums, Thika West constituency in Kiambu County. The main target population was 100 individuals mostly the, project management, project staff and project beneficiaries.

1.10 Limitations of the Study

There were some limitations regarding the study on the investigation on the factors affecting the performance of CBOs. The four factors that have been focused on were not be relevant enough to find all the factors affecting the performance of CBOs. Accordingly 100 participants were taken randomly as a sample and therefore it did not represent the whole population of Kiandutu slum.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Performance is an essential aspect in organizations, which is maintained as the primary goal as high performance is indicative of the achievement of organizational goals. In contrast, low performance is indicative of a lack of achievement of the stipulated goals. The literature review section will integrate an analysis of factors contributing to the success of CBPs through a review of community participation and project management practices.

2.2 Review of Analytical Literature

2.2.1 Community Participation

Community based projects are ingrained in the aspect of community as the programs are tailored towards addressing a need presented in a particular community. In this case, the programs highlight the need of understanding the current needs along with developing measures geared towards addressing the needs (Kamau & Mohammed, 2015). However, a primary challenge experienced in community development pertains to lack of inclusion of the community in the assessment of the challenges, which will aid in the development of possible solutions that may be adopted to address the problem. Archibald et al. (2016) presents that adopting community development is integral to the success of community-based projects as the inclusion contributes to the identification of the critical challenges and problems faced by the community.

Christensen and Phillips (2016) present that the inclusion of the community is essential as it fosters the identification of critical issues that may not be known by the project personnel as the community. Including the community in the process aids in the identification of the challenges faced by the community that may be unknown to the staff. As such, the process promotes the identification of measures that may be adopted to address the identified challenges. Christensen and Phillips (2016) argue that a lack of including the community in the process is detrimental as it results in the provision of feedback and results from the project that may not yield the intended impact on the population. Christensen and Phillips (2016) argue that including the community is

not only essential but also influences the level of community engagement and participation in the process as it contributes to a sense of inclusion and importance attached to the project.

Belford and Robertson (2017) argue that including the community is instrumental in facilitating the success of the project as the community will offer insight into measures that may be adopted to ensure the effectiveness of the proposed measures and processes. Lippman et al. (2016) presents adopting community involvement as a core construct of the process enhances community mobilization and promotes the success of the community projects by ensuring continued community development. Gupta et al. (2015) argues that community involvement may be detrimental to the success of the project as the community may not feel as part of the project resulting in poor mobilization along with the outcome of the project. However, Solaja et al. (2016) argues that the success of the process may only be attributed to the form of leadership style adopted as it influences the workings of the internal operations of the project, which equally impact the external aspect that involves the engagement and participation of the community in the endeavor. .

2.2.3 Project Management Practices

The development of a project will emanate from the identification of a need necessitating the identification of solution tailored towards addressing the need through effective creation and execution of a plan. The adoption of effective project management practices is instrumental in facilitating the success of a project as it involves the analysis of the project needs along with the required resources and adopting measures tailored towards addressing the needs (Jawad & Ledwith, 2018). However, most times, the projects fail due to the adoption of ineffective project management practices. In most cases, lack of a proper project management plan results in haphazard planning culminating in poor results concerning the project.

The definition of the project scope and objectives is crucial to the success of a project and is the first step that should be taken in ensuring project success. The process involves developing an informed understanding of the project through the generation of project objectives. The objectives are critical as they highlight the overall goal of the project and foster proper steering of the project in the right direction (Jawad & ledwith, 2018). The process is instrumental for the

project as it fosters effective execution of the project objectives and acts as a guideline geared towards ensuring effective implementation and assessment of the presented outcomes.

The definition of the project deliverables will be critical in ensuring that gradual assessment is adopted to facilitate continuous adoption and implementation throughout the process. The stipulation of the deliverables will ensure that the team effectively understands what is to be delivered by the project thus eliminating any misunderstanding concerning the projected outcome (Kaiser & Arbi, 2015).

2.3 Critical Review and Research Gap to be filled

NGOs have continually sought to engage in projects tailored towards promoting the overall well-being of communities and societies and areas of operation. As such, the adopted measures and processes are tailored towards promoting the well-being of the people by seeking to address the presented challenges and issues experienced in the community. However, lack of proper evaluation processes concerning the projects delimit the assessment of the viability along with measures that may be taken to address the identified challenges experienced in the course of the projects. The primary challenges experienced in the processes are attributed to lack of proper evaluation measures that include data collection along with the evaluation of the presented data. Equally, a poor understanding of employee and community needs has been detrimental to successful realization of projects (Mizan et al., 2016).

2.4 Summary

The literature review section integrates an analysis of various theoretical constructs and studies on the aspect of community involvement. The chapter will begin with a review of theoretical literature, which will involve an analysis of various theories including structural-functional theory, Vroom's expectancy theory and path-goal theory. The theories will be informative as they will be offered insight into the correlation between the various aspects and the factors affecting the performance of community-based projects. The analysis of the theories contributes to the development of an analytical framework from previous studies with focus placed on community involvement. The section concluded with the generation of a conceptual framework identifying community participation as a factor contributing to the performance of community-based projects.

CHAPTER THREE:

3.1 Introduction

The methodology section was instrumental to the study as it facilitated the identification and adoption of the most viable research design, it was instrumental in facilitating the collection and analysis of data for the study. The methodology section included several components such as the research design, identification of the target population along with the selected sample design and size. Also, the section identified the data collection instruments and procedures that was used along with data analysis methods applied.

3.2 Research Design

A research design is the procedure followed in the realization of the objectives of the research. The study employed a descriptive research design. (McCusker & Gunaydin, 2015) describes a descriptive research design as one that will be concerned with description of certain characteristics of a group or individual or group under investigation. This research design was suitable for this study as it ensured description and analysis of the present state of affairs in project implemented by non-governmental organizations. (McCusker & Gunaydin, 2015) also points out that where the purpose of a research design is inaccurate; the most suitable design is that which maximizes the reliability by minimizing the bias.

Using the approach essential to the study as it facilitated the analysis of varied data that facilitated effective analysis of the research question. The process was instrumental in assessing the data from multiple angles thus contributing to the viability of the data derived from the study (Creswell & Creswell, 2017).

3.3 Target Population

The target population for the study comprised of members of the community along with employees in the community-based organization. The selection of community members as a target population was instrumental to the study as it aided in the identification of the impact of community involvement in the success of community-based programs.

Table 3.1 Target Population

Category	Target population	Percentage (%)
Project Management	6	6%
Community Beneficiaries	80	80%
Project Staff	14	14%
Total	100	100%

Source: Author (2019)

3.4 Sampling Design

The study adopted stratified random sampling, which was instrumental in ensuring that the study do not include any form of bias in the selection of respondents. The use of the sample design was instrumental in promoting the replication of the study in future research (McCusker & Gunaydin, 2015). Equally, the process ensured the study had in place the necessary sample to facilitate effective realization of the generated project objectives.

Table 3.2 Sample Size

Category	Population	Sample	Percentage (%)
Project Management	6	3	6%
Community Beneficiaries	80	40	80%
Project Staff	14	7	14%
Total	100	50	100%

Source: Author, (2019)

3.5 Data Collection Methods and techniques

The study adopted the use of questionnaires in the collection of data. The use of questionnaires was instrumental to the research as it included both open and close-ended questions. The use of open-ended questions was instrumental in ensuring the respondents are able to provide additional information, which aided in the research (Morse, 2015). The use of close-ended questions facilitated the identification of trends developing from the presented data that aids in the conduction of an analysis (Morse, 2015)

3.6 Reliability of measurements

A pilot study was carried out on respondents not included in the actual research study so as to test the reliability of the instruments.

3.7 validity of the measurements

Validity, according to (Noble & Smith 2015) is the accuracy and meaningfulness of the inferences based on the research results. The validity of the instruments was improved by use of expert judgment. This was sought from the project research supervisor.

3.8 Data Collection Techniques

The research used semi structured questionnaires which contained both open ended and closed ended questions. The questionnaires method of data collection was preferred by the research because they are easy to administer and collect data with.

3.9 Data Analysis

The use of quantitative analysis resulted in quantitative analysis of the collective data through the identification of developing trends that aided in addressing the research questions.

The collected data examined and checked for completeness and comprehensibility. Any errors and omissions were corrected. The data was then summarized, coded and tabulated. Descriptive statistics such as means, standard deviation and frequency distribution was used to analyze the data.

3.10 Logistical and ethical considerations

In this study privacy anonymity and confidentiality of participants was assured and maintained at all costs. Participants were protected and their responses used for the research purposes only. The information from participants was stored safely and only accessed by the researcher.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the analysis, presentation and interpretation of the findings on the Factors affecting the performance of community based projects. The chapter made use of a case study of Jiamini Community Based Organization. The data collected was in respect of the objectives of the research. Data is analyzed by way of tables while presentation follows which is done with the help of graphs. The section comprises of socio-demographic characteristics of the respondents. The other findings are presented in the order of the study objectives. The chapter ends with a summary of the data analysis.

4.2 Overview of the Findings

4.2.1 Response Rate

The sample size that was used for the research was 50 respondents of all the questionnaires disbursed, 45 were returned having been filled which corresponds to 90%. The response rate is excellent as it exceeds the 70% threshold (Mugenda & Mugenda, 2003). The sample had three categories including local leadership, beneficiaries and employees. The breakdown for the 50 questionnaires included 3 from project management, 40 from community beneficiaries and 7 from project staff. This information is showed in Table 4.1

Table 0.1 Response Rate

Questionnaires	Frequency	Total
Returned	45	90%
Not Returned	5	10%
Total	50	100%

Source: Author, (2019)

Figure 0.2 Response Rate

Source: Author, (2019)

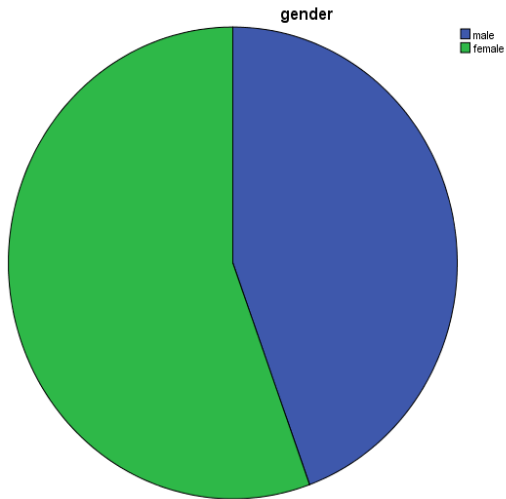
4.2.2 Gender of Respondents

The findings derived concerning gender showed that Findings in Figure 4.2 indicate that majority at 55.6% comprised the female population with 44.4% comprising the male population. The findings are indicative of a higher involvement of the female population in comparison to the male population through the program. The findings may be attributed to a high number of female beneficiaries as presented in Figure 4.2 below.

Table 4.2 Gender of Respondents

gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	20	44.4	44.4	44.4
female	25	55.6	55.6	100.0
Total	45	100.0	100.0	



4.2.3 Age of Respondents

Respondents below the age of 30 years comprised of 28.9% with respondents between the ages of 31 and 40 being the bulk at 33.3%. Respondents between the ages of 41 to 50 were at 26.7% with the least being respondents above the age of 50 at 11.1%. The findings show that the majority of respondents at Jiamini C.B.O are middle-aged with diversity experienced across the different age groups as illustrated in figure 4.3 below.

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	above 50	5	11.1	11.1	11.1
	41-50	11	24.4	24.4	35.6
	31-40	16	35.6	35.6	71.1
	21-30	13	28.9	28.9	100.0
	Total	45	100.0	100.0	

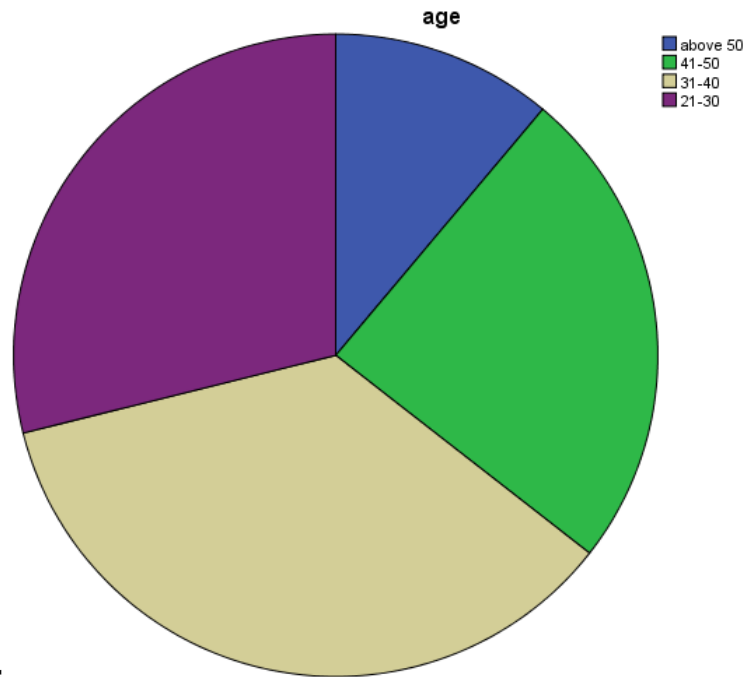


Table 4.3 Age in years

Age in Years	No. of Respondents	Percent
Below 30 Years	13	28.9%
31-40	15	33.3%
41-50	12	26.7%
Above 50	5	11.1%
Total	45	100%

Source: Author, (2019)

Figure 4.3 Responses on Age in years

Source: Author, (2019)

4.2.4 Respondents Level of Education

The question sought to determine the level of education to identify competence levels among respondents. The findings showed that a majority of the community members had only achieved certificate level with the employees being within the diploma and degree levels.

level of education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid certificate	25	55.6	55.6	55.6
diploma	10	22.2	22.2	77.8
degree	4	8.9	8.9	86.7
postgraduate	6	13.3	13.3	100.0
Total	45	100.0	100.0	

Table 4.4 Education Level

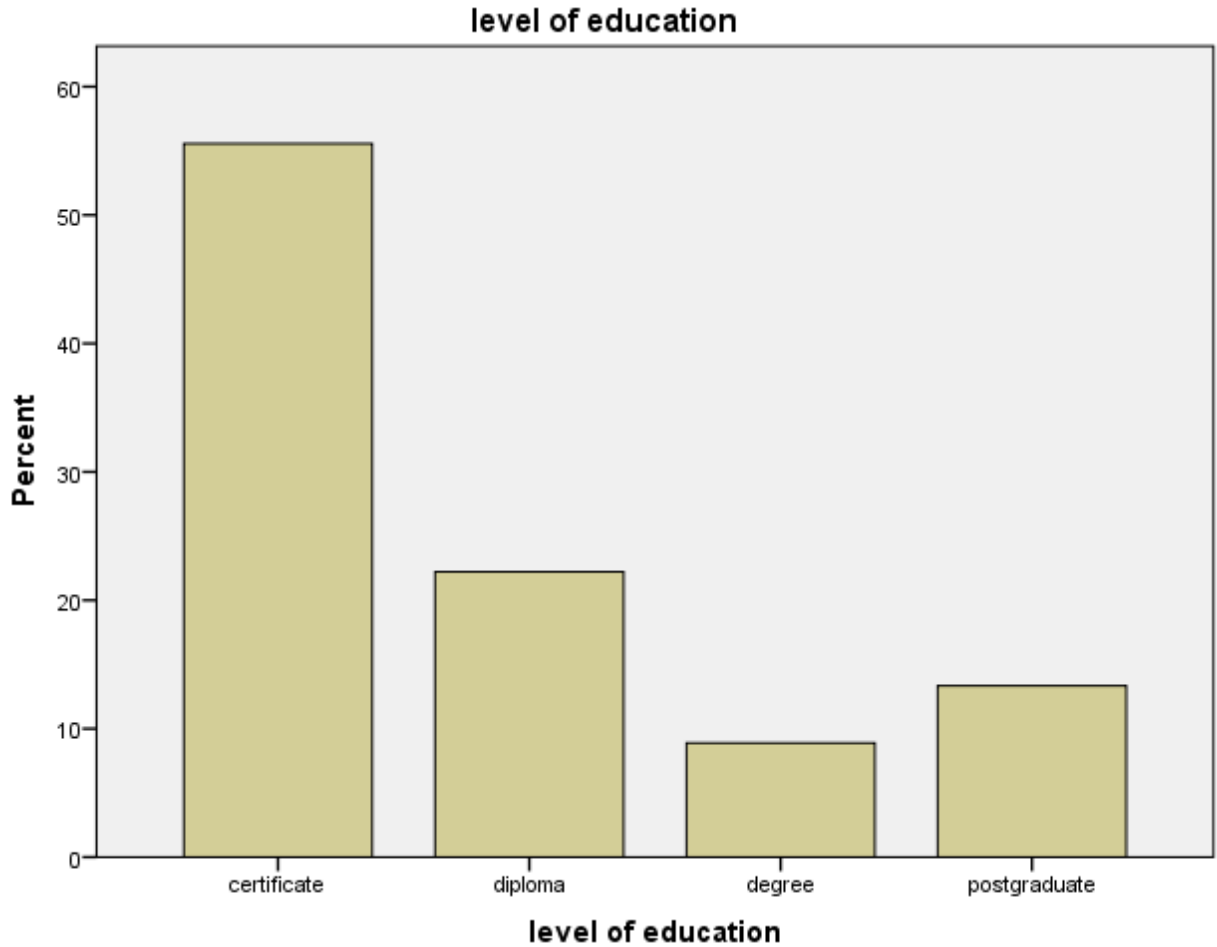


Figure 0.4 Educational Level

Source: Author, (2019)

The findings were that 8.9 % of the respondents had an undergraduate degree with 22.2% having a diploma and 13.3% having post-graduate diploma comprising of the leadership and employees while 55.6% had certificates comprising of the community members. The sample population had average education that enabled them to handle the questionnaire.

4.2.5 Role in Community Project

This was the first objective and it sought to establish whether the members had an influence on the implementation of projects in CBOs. The respondents were required to indicate the role to

determine the category of the respondents. The findings showed that 6.6% comprised of management, another 15.6% comprised of the project with 77.8% comprising of the community.

Table 4.5 Role in Community Project

Category	Frequency	Percentage
Management	3	6.6%
Project Team	7	15.6%
Community	35	77.8%
Total	45	100%

Source: Author, (2018)

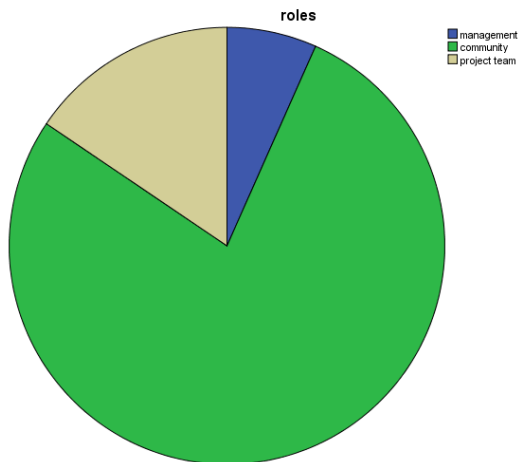


Figure 0.5 Role in Community Project

Source: Author, (2019)

4.2.6 Does the adoption of project management practices influence implementation of CBPs by the organization?

Understanding the importance of project management and impact on the implementation of CBPs was the second objective of the study. As such, the research required the respondents to identify whether the adoption of project management practices influenced the implementation of

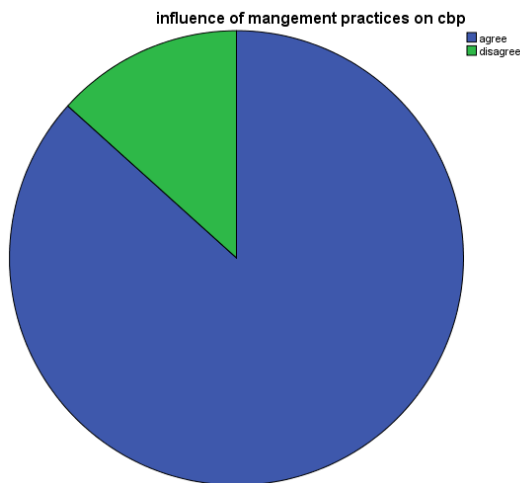
CBPs by the organization. The findings are analyzed and presented below and an implementation of the findings is given thereafter.

Table 4.6 Influence of Funding and Project Implementation

influence of mangement practices on cbp					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	39	86.7	86.7	86.7
	disagree	6	13.3	13.3	100.0
	Total	45	100.0	100.0	

Figure 0.12 Influence of funding on project implementation

Source: Author, (2019)



The findings showed that a majority of the respondents accounting for 89% agreed that the adoption of project management practices will influence the implementation of CBPs by the organization. The findings highlighted the importance of adopting project management as a core aspect influencing the process.

4.2.7 Do the practices put in place mechanisms that promote accountability during the life of the project?

The study was investigating whether the practices put in place promote accountability. The findings are captured below in the table and figure below.

Table

Category	Frequency	Percentage
Yes	40	88.9%
No	5	11.1%
Total	45	100%

Source: Author, (2019)

4.7 Practices Put in Place Mechanisms That Promote Accountability in Project

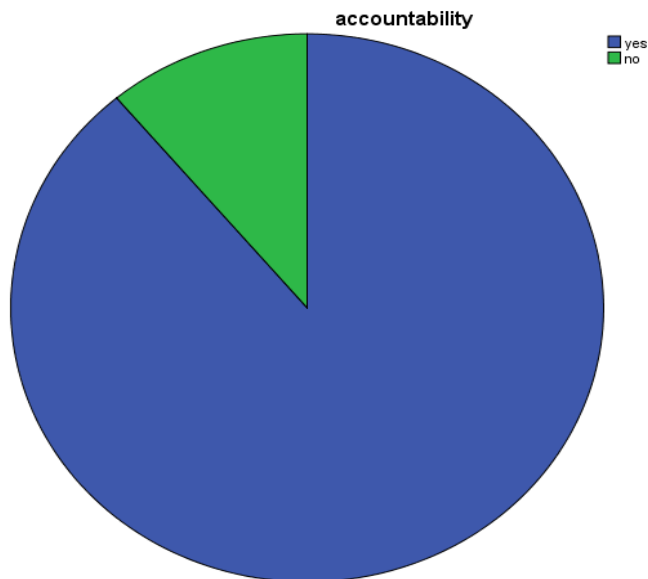


Figure 0.7 Influence of funding on project implementation

Source: Author, (2019)

A majority of the respondents accounting for 89% maintained that the practices in place promote accountability by giving a ‘Yes’ response. However, 11% of the respondents citing ‘No’ maintained that the practices and mechanisms in place did not promote accountability in the life of the project.

4.2.8 Is it true that the management have certain key elements in any project and may therefore formulate strategies that ensure their realization?

The study sought to determine if the management had certain key elements that are of interest to projects that may influence the setting up of strategies to ensure their realization. The responses expected were ‘Yes’ or ‘No’.

Table 4.2.8 Management Interests in Key Elements

		key elements		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	yes	28	62.2	62.2	62.2
	no	17	37.8	37.8	100.0
	Total	45	100.0	100.0	

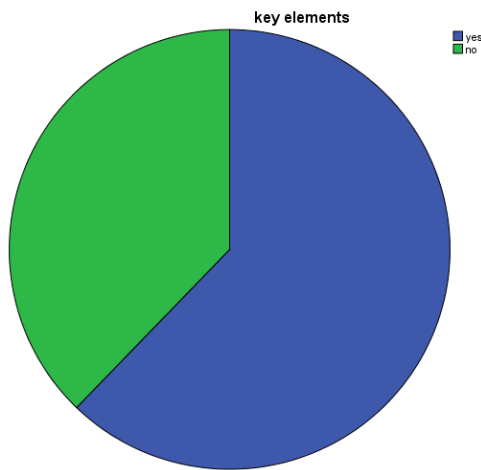
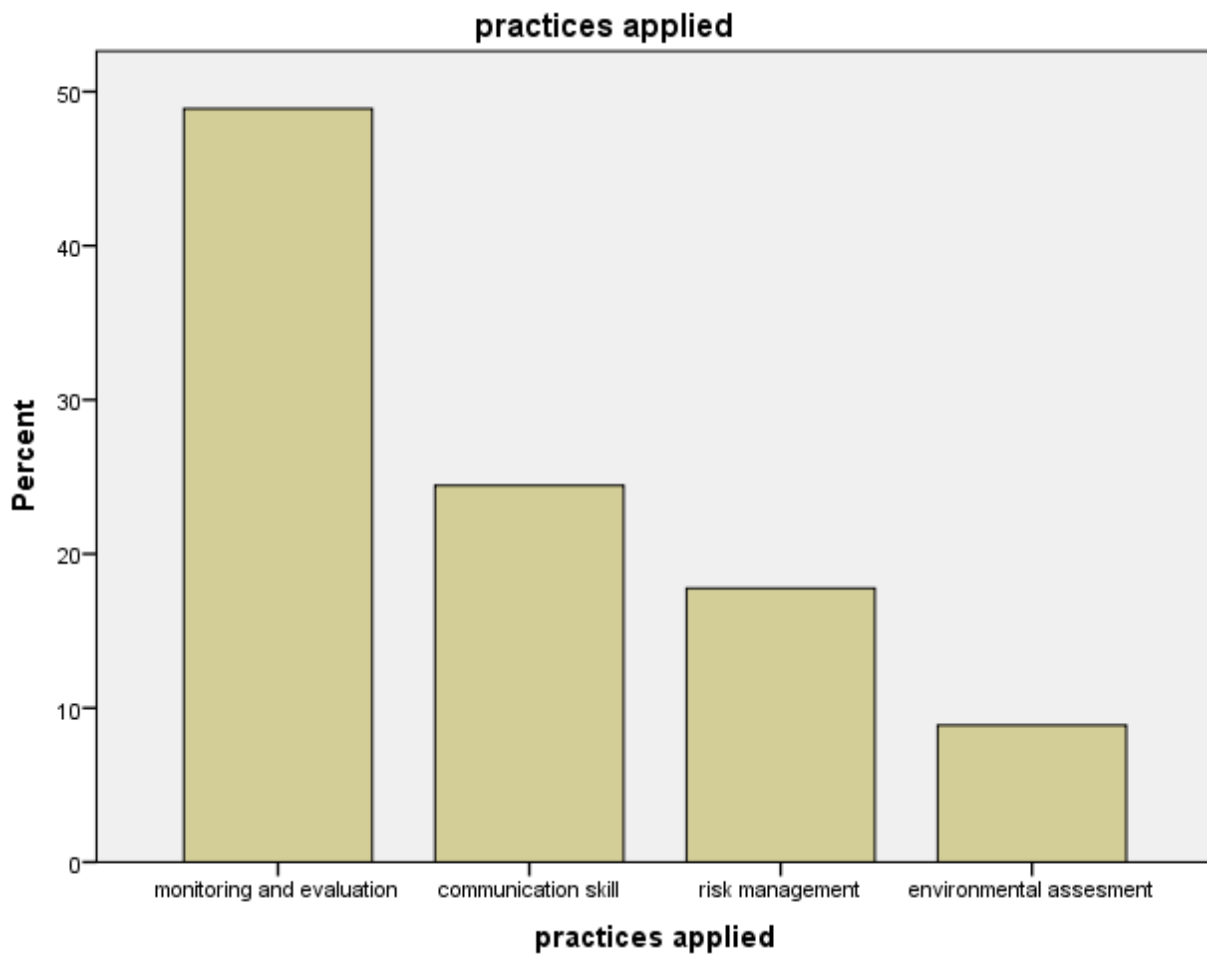


Figure 0.9 Management Interests in Key Elements

Source: Author, (2019)

The findings showed that a majority of respondents accounting for 67% maintained that the management engaged in the formulation of strategies geared towards meeting the project goals. However, 33% of the population disagreed with the premise concerning management interests in projects.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid monitoring and evaluation	22	48.9	48.9	48.9
communication skill	11	24.4	24.4	73.3
risk management	8	17.8	17.8	91.1
environmental assesment	4	8.9	8.9	100.0
Total	45	100.0	100.0	



4.2.9 Does community participation influence the implementation of CBOs projects?

The study through the objectives sought to determine whether community participation had any influence in the implementation of projects. Most of the respondents agree that community participation had impact on the implementation of community based projects as the stakeholders take part in the community meetings on the agendas of the community. The results are as shown on Table 4.9 and Figure 4.9 below

Table 4.9 Community's Participation and Project Implementation

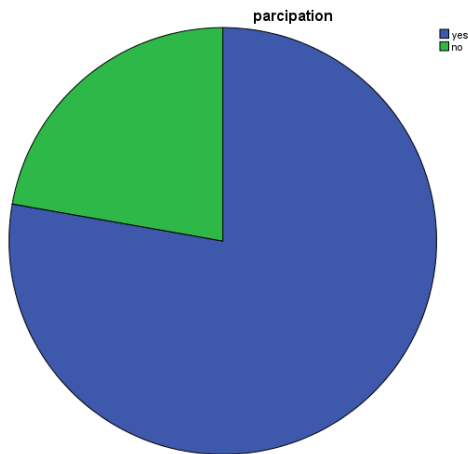
Figure 0.9 Community Participation and Project Implementation

Source: Author, (2019)

A significant number accounting for 78% of the responses maintained that community participation influenced the implementation of CBO projects.

Category	Frequency	Percentage
Yes	35	77.8%
No	10	22.2%
Total	45	100%

Source: Author, (2019)



4.2.10. To what extent does community participation influences implementation of CBO projects?

The study sought to determine the extent at which the community engages in the implementation of CBO projects. 30 out of 45 respondents argued that community participation influences implementation of CBO projects at a greater extent. 10 respondents accounting for the 22% state that it influences at average extent and 5 respondents are at low extent. The respondents’ answers are as shown below in Table 4.10 and Figure 4.10.

Table 4.10 Influence Community Participation in the implementation of CBO projects
urce: Author, (2019)

participation extent				
	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid to great extent	28	62.2	62.2	62.2
medium extent	12	26.7	26.7	88.9
low extent	5	11.1	11.1	100.0
Total	45	100.0	100.0	

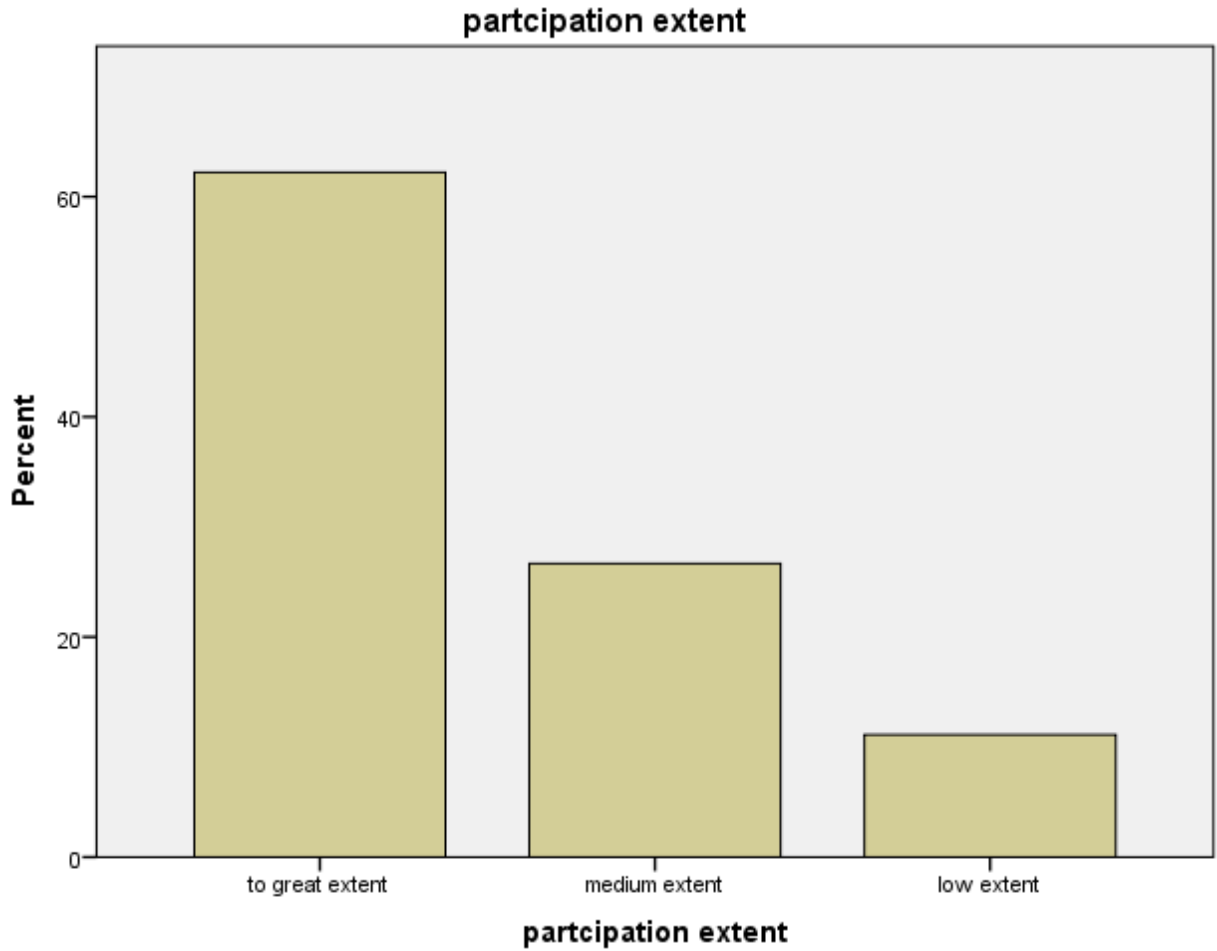


Figure 0.10 Influence of Community Participation and Project Implementation

Source: Author, (2019)

The findings of the study revealed that the community influences the implementation of the projects in the CBO attributed to the 70% of the respondents indicating this.

4.2.11. What are some of the ways that this organization involves the community in the implementation of projects?

The research was interested in knowing the ways in which Jiamini CBO involved the community in the execution of projects. The organization allows community members to borrow business loans and engage in community activities such as community cleaning practices. The organization also carries out peer education to educate people on various issues affecting them for were analyzed in the table below

community involvement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid peer education	28	62.2	62.2	62.2
training	17	37.8	37.8	100.0
Total	45	100.0	100.0	

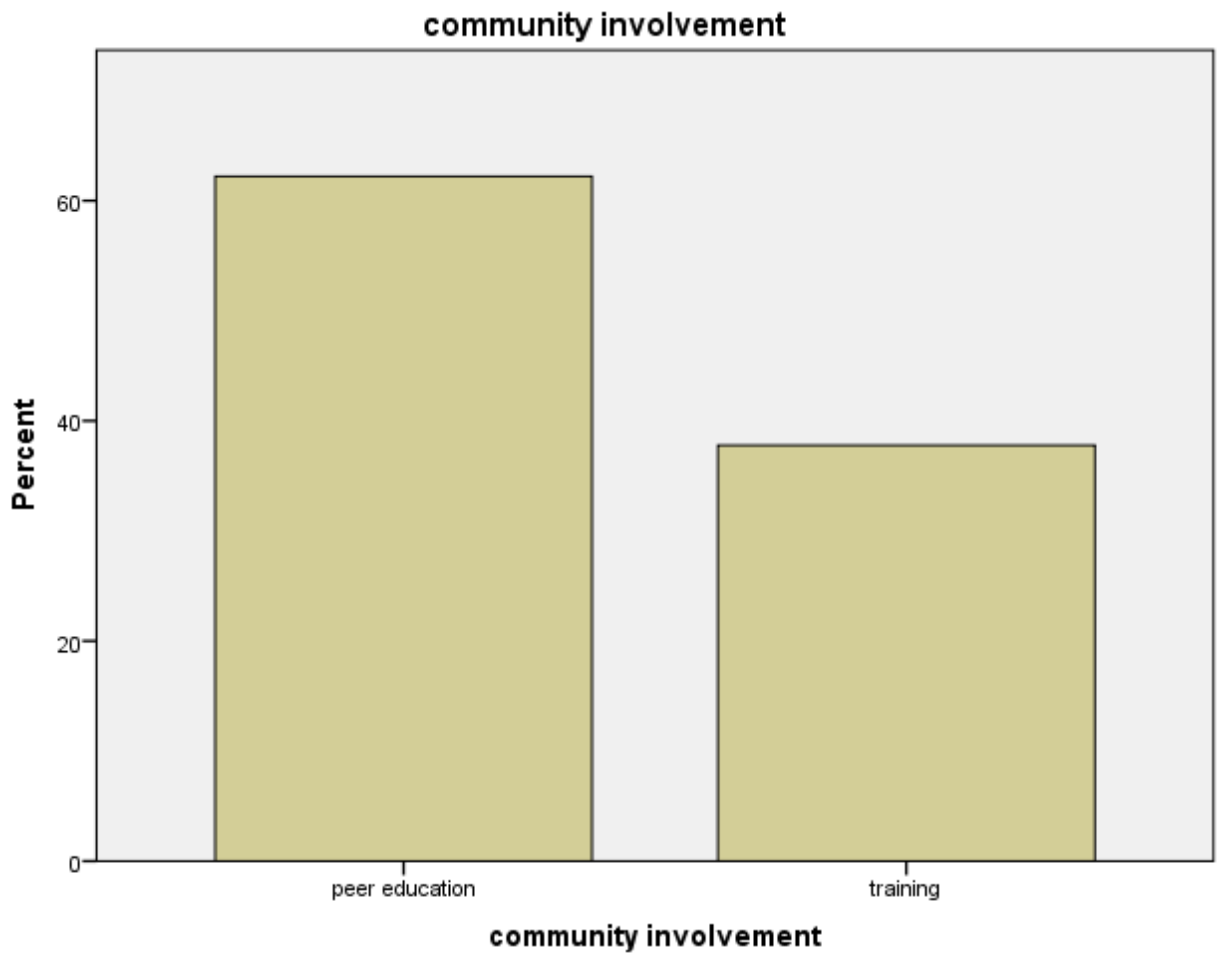
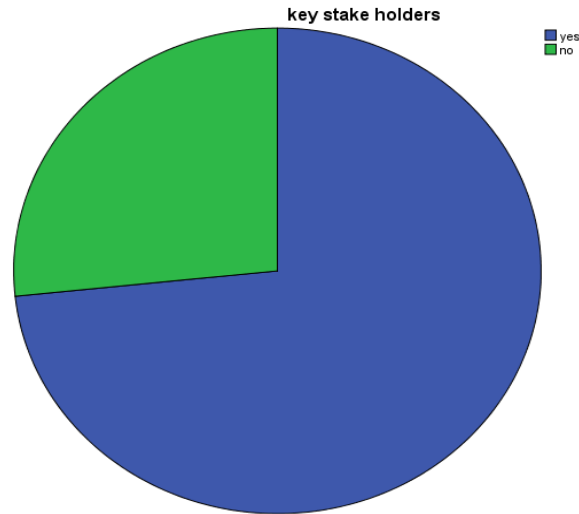


Table 4.11 Ways of involving the community

Source: Author, (2019)

Figure 0.11 Ways of involving the community

Category	Frequency	Percentage
Yes	35	77.8%
No	10	22.2%
Total	45	100%



Source: Author, (2019)

The finding showed that peer education would be effective as 55.6% of the respondents highlighted the option followed by community training at 33.3% and others at 11.1%. The other ways that may be adopted may involve consultation along with collaborative measures.

4.2.12 Are community members key stakeholders of a project?

The study sought to determine whether the community was a stakeholder in the development and implementation of the projects. The respondents were supposed to give a ‘Yes’ or ‘No’ response. Respondents accounting for 78% argued that most of the primary stakeholders were the community leaders and elders. They aid in community decision making.

Table 4.12 Community stakeholders as stakeholders in a project

Figure 0.12 Community as Stakeholders

Source: Author, (2019)

A majority accounting for 78% maintained that the community comprised of the primary stakeholder in the project. However, 22% of the respondents argued against the premise by giving a ‘No’ response.

4.2.13. How does participation of the community result in helping communities gain some skills to handle situations and conflict that would affect them?

The study wanted to establish the ways in which the community's participation would aid in the development of skills th

Results of participation and skills development	Frequency	Percentage
Ownership and Acceptance	15	33.3%
Sustainability	25	55.6%
Other	5	11.1%
Total	45	100%

at would help in managing various situations and conflict that may affect the population.

Table 4.123 Participation and skills development

Source: Author, (2019)

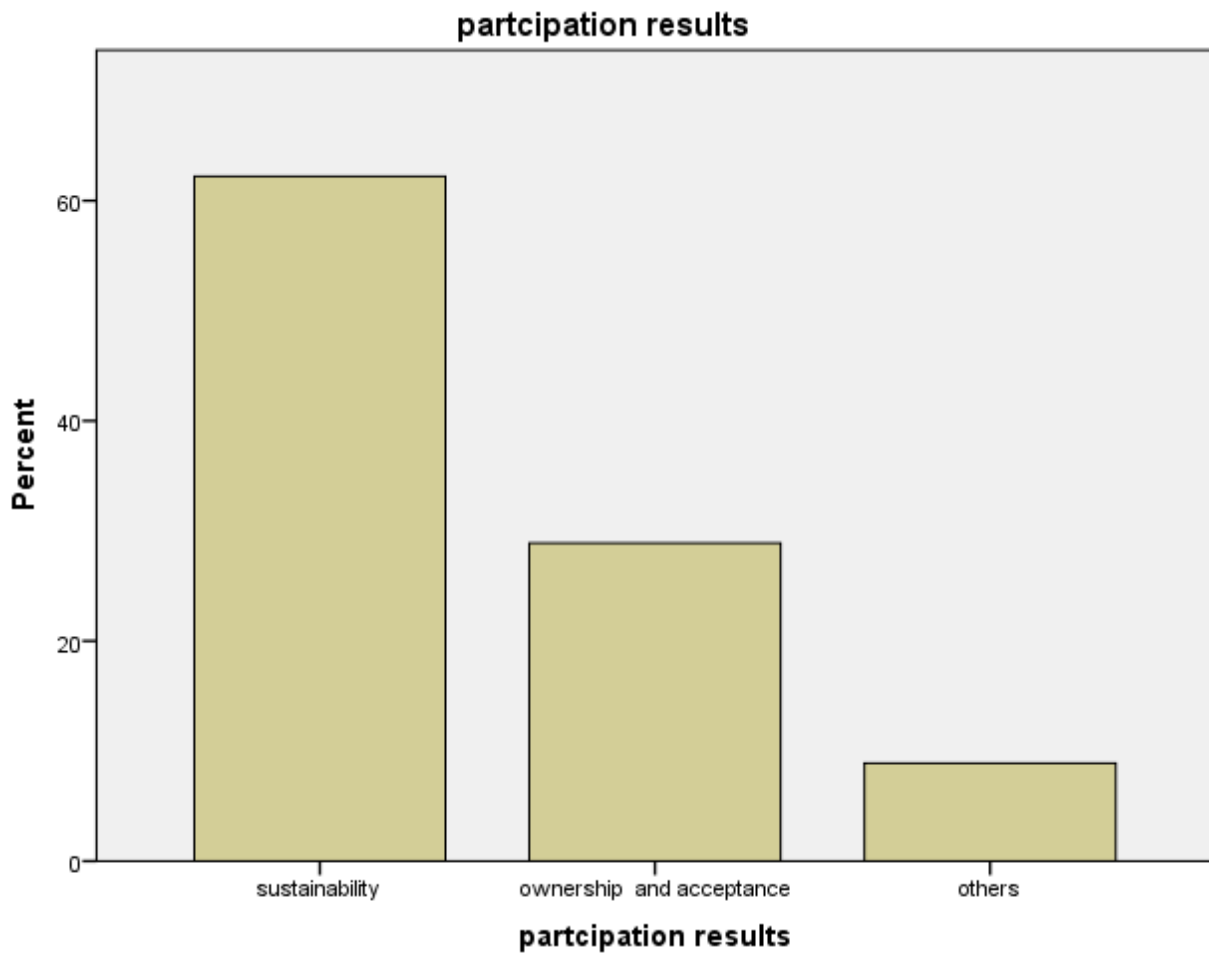


Figure 0.13 Participation and Skills Development

Source: Author, (2019)

The findings showed that the process would contribute to ownership and acceptance of the skills and project at 33.3%, increased sustainability of the project and skills at 55.6% along with others at 11.1%, which may include the development of additional skills, which may be effective in everyday living.

4.3 Summary of Data Analysis

4.3.1 General Information

The purpose of this study was to investigate the Factors affecting the performance of community based projects, a case of Jiamini C.B.O. The chapter integrated an analysis of data, presentation and interpretation concerning the developed three objectives from the study. The chapter used tables, which were instrumental in facilitating effective data analysis. Equally, the study adopted the use of graphs and charts in the presentation of the data. The study adopted a descriptive survey design utilizing questionnaires that aided in the collection of data from community members, management and leadership accounting for 50 respondents in the Jiamini CBO.

The response rate was at 90.9% with women comprising of the higher population at 70% of the population. The majority of participants were between the ages of 31 and 40 with the bulk having a certificate education level at 50% of the respondents.

4.3.2 Project Management Practices

A majority of respondents accounting for 67% argued that the adoption of effective project management practices was instrumental in contributing to the success of a project to a great extent. The project management practices to be employed that affect the performance of community based projects are such as monitoring and evaluation, communication skills, risk management and environmental Impact assessment. All these practices indeed play a major role in the performance of community based projects when employed.

4.3.3 Community Involvement

A majority of the respondents accounting for 78% maintained that community involvement was instrumental in facilitating the success of the project as the community was instrumental in aiding towards the process. The findings in this case emphasized the need and importance of adopting measures tailored towards ensuring the community is core to the planning and execution of CBO projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, the conclusions and recommendations of the research. The summary was in line with the stipulated study objectives with the focus placed on addressing the developed research questions concerning the factors affecting the performance of community based projects, a case of Jiamini C.B.O. The study concluded with recommendations along with suggestions for future research.

5.2 Summary of the Findings

5.2.1 How does community participation affect the success of Community Based Projects?

The research question sought to determine the effect of community participation in the success of CBPs. The study showed that community participation was instrumental to the success of CBPs as it aided in the identification of the critical issues along with the adoption of measures geared towards addressing the issues. Equally, the study showed that 78% of the respondents attest that involvement of the community was instrumental in ensuring that all he needs are addressed through the CBPs.

5.2.2 What is the effect of project management on the outcome of Community Based Projects?

The research showed that project management was integral to ensuring favorable outcome of CBP projects. The study showed that the integration of performance management was instrumental to the success of the process as it contributed to the identification of measures that may be adopted to facilitate effective assessment and implementation of CBPs in the organization. The research showed that 67% of the respondents depict that project management practices influences the success of CBPs as it engages in facilitate effective resource mobilization and accountability resulting in the achievement of the stipulated outcome.

5.3 Conclusions

The study affirms that resource mobilization along with project management practices have a significant impact on the performance of Community Based Organizations. The research showed

that effective resource mobilization would aid in the ease and efficiency of the process. Equally, adopting proper project management practices would facilitate the success of the project planning and execution measures. The study therefore concludes that the Community Based Projects should have proper resource mobilization measures along with project management practices in place.

Community participation is also very essential to the success of community based projects since they are the main beneficiaries of the program. By involving the community there is a higher increase in the success of the project as well as the sustainability of the project. Equally, the study showed that adopting an inclusive leadership style would be instrumental in influencing the adoption of an organizational culture that promotes community and employee involvement. As such, the study concludes that adopting an effective leadership style and active community participation would be instrumental in contributing to the performance of community-based projects.

5.4 Recommendations for policy

5.4.1 Community participation

The community is the basis of Community Based Projects, which highlights the importance and need of continually ensuring that the community is involved in the process. The Community Based Organization should continually seek to involve the community in the projects thus facilitating the success of the processes. The community are essential to the success of any CBPs since they are they stakeholders and they have valuable input in the success and progress of the projects.

5.4.2 Project Management Practices

Community Based Organizations should adopt project management practices as a core aspect of the project process. The adoption of the practices will aid in facilitating the success and completion of projects. Organizations should therefore ensure that the have a project manager who will ensure project management practices are employed.

5.5 Recommendations for further research

The current study was carried out at Jiamini CBO, which operates in Thika, which is an urban area. Future studies should be accrued out in rural areas, which will aid in the development of a favorable comparable study. Additional studies should assess the factors influencing implementation of the projects. The process would be instrumental in identifying measures that may be adopted to facilitate the success of the projects across all the project phases.

Besides factors affecting the success of projects, research should also be carried out on the sustainability of projects. To ensure that once the projects are implemented they can be sustained for an extended period of time.

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APPENDICES

APPENDIX A: Questionnaire

This questionnaire will be used to gather information on, “Factors affecting the performance of community based projects, a case of Jiamini C.B.O.”. This questionnaire is divided into parts A, B and C. Please respond to all items in the questionnaire as correctly and honestly as possible by putting a tick (√) next to the correct option and fill in the space provided. The information collected will be used for academic purposes only.

Part A: Biographical Information

1. What is your gender? a) Male () b) Female ()

2. Which is your age bracket in years?

a) Above 50 () b) 41-50 ()

c) 31-40 () d) 21 - 30 ()

3. What is your highest professional qualification?

a) Certificate () b) Diploma ()

c) Degree () d) Post Graduate ()

e) Others (specify)

.....
.....

4. What role do you play in this project?

a) Management { } b) Community { }

c) Project Team { } d) Other (Specify) { }

Part B: PROJECT MANAGEMENT PRACTICES

How does the adoption of project management practices influence implementation of CBPs by the organization?

.....
.....

Do the practices put in place mechanisms that promote accountability during the life of the project?

Yes { } No { }

Is it true that the management have certain key elements in any project and may therefore formulate strategies that ensure their realization?

Yes { } No { }

Which project management practices have been applied in any CBPs in this area?

Monitoring and Evaluation { } Communication skills {
} Risk Management { } Environmental Impact
Assessment { }

Part C: COMMUNITY PARTICIPATION

Does community participation influence the implementation of CBOs projects?

Yes { } No { }

To what extent does community participation influences implementation of CBO projects?

A great extent { } A medium extent { } A low extend { }

What are some of the ways that this organization involves the community in the implementation of projects?.....
.....

Are community members key stakeholders of a project?

Yes { }

No { }

If Yes please explain

.....
.....

How does participation of the community result in helping communities gain some skills to handle situations and conflict that would affect them?

.....
.....