



EFFECT OF COMMUNITY PARTICIPATION IN THE IMPLEMENTATION OF COMMUNITY BASED PROJECTS IN KIENI SUB-COUNTY

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Abstract: *In Kenya, many governmental organizations have increasingly been involved in supporting community projects aimed at improving livelihoods of the community in which they operate. However, community projects in Kenya and in Kiени sub-county have been reported to experience challenges during the implementation. Analysis of datasets in Kiени sub-county indicates that just 60% of the implemented projects are functional. This study therefore sought to assess the influence of community participation on the implementation of community based projects in Kenya with a particular focus on Kiени Sub-County. The study sought to determine the effect of community awareness, community consultation, monitoring and evaluation and capacity building on the implementation of community based organisation projects Kiени Sub-County. This research study used a descriptive research design. The target population of this study was 17 project managers, 17 project coordinators and 102 project committee members in 17 community based projects in Kiени Sub-County. The study used a census to select the project managers and project coordinator. In addition, simple random sampling was used to select 50% of the committee members. The study made use of primary data, which was obtained by use of semi-structured questionnaires. Qualitative data was analysed by use of content analysis presented in a prose form. On the other hand, Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 21. In addition, descriptive and inferential statistics was used in this study. The study found that there is a significant positive influence of community awareness, community consultations, monitoring and evaluation and capacity building in implementation of community based projects in Kenya. The study recommends that community leaders should lay enough and reliable communication channels that will be used in informing the public on project matters. The study also recommended that community should be consulted in the implementation of projects as they help in meeting the objectives of the project.*

Key Words: Capacity Building, Community participation, Consultation

Introduction

Historically, poverty has commonly been measured based on three factors; income, assets and socio-economic benefit. These socio-economic benefits connote more than just a fiscal data to account for health, nutrition, infant mortality, sanitation, and other aspects of human welfare (Heath, 2010). Community based organisation projects are instituted to make development more responsive to the local needs and to empower the community by increasing their decision making powers and for them to shape the development process in their local areas. In so doing, projects undertaken in community based organisation projects are to be in line with the community's identified needs thereby increasing ownership and sustainability of community based projects in the community as opposed to the centrally planned community development initiatives. Durey and Lockhart (2004) argue that allowing community's participation in the community based projects makes the initiators and the

funders as well as the community benefit from the use of local knowledge. The use of local knowledge can help ensure that projects address local needs and take into account the local values of the people thereby leading to community ownership of development interventions and increasing the chances of sustainability of projects (World Bank, 2000).

In Latin America, Bagaka (2008) indicates that a look at the implementation of community based projects in recent years reveals a mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Because the central government holds a policy monopoly, it is evident that, when it steps in to bring such projects into operation, those who benefit from those operational projects does not incur the recurrent costs of operating and maintaining their capital projects. Given the discretionary nature of capital spending and the intrinsic value attached to political symbolism in launching community based organisation projects, more often, new projects are undertaken, while the existing ones are either left to deteriorate or are inadequately funded (Goodstein, 2013). Consequently, on the verge of ensuring fruitful completion of project-based initiatives, it is also essential to employ the services of highly competent and efficient project managers who will control and organize a group towards successfully implementing a project and fight to improve its overall performance. A successful project often presents significant changes to the ways businesses operate in general (Durey & Lockhart, 2004).

Skinner (2009) indicates that poorly constructed, maintained and unprotected shallow wells, was the scenario in Katine location in North East Uganda in 2007. AMREF developed sustainability strategies in Katine location of training local communities on operations and maintenances of new water points which has since been adopted in the other sub counties in Uganda. In an attempt to mitigate such scenarios, water and sanitation committees are set up to monitor newly implemented boreholes and are charged with the responsibility of consulting trained hand-pump mechanics if one breaks down. The committees also meet regularly with village health teams to discuss needs and the idea is that everyone who uses the boreholes and wells is bound to make financial contributions to their long-term upkeep.

Findings from the 2006 National Council of Community Based Organizations (NCCBO) survey, showed that there were a total of 26027 registered CBOs in Kenya implementing the Millennium Development Goals and key implementation organs of the national vision (GoK's Vision 2030 and industrialization objective) employing some 0.8 million people and contributed over 1.4 % of all new jobs created in the country. CBOs have increasingly become the key target group for implementing development projects at the grass root level which meets people's needs. Consequently, providing access to services is not only considered a pre-condition for poverty alleviation, but also considered as a strategy for empowering communities (Osborne & Gorman, 2006). It is expected that by the year 2030, Kenya will be transformed into a newly industrialized nation. If the country has to make this leap, then the CBOs and other non-governmental organizations are expected to play a key role in this transformation.

In Kenya, many governmental organizations have increasingly been involved in supporting community projects aimed at improving livelihoods of the community in which they operate. Areas of partnership have ranged from education, health, security, environment, entrepreneurship, water, sports etcetera. Through these efforts, firms are striving to demonstrate good "corporate citizenship" and in the process providing additional resources to supplement similar efforts being undertaken by government and civil society agencies. It is believed that such initiatives should be aimed at making these resources flow systematically,

be sustainable and of a nature that results in permanent impact on the situation of poverty in Kenya (Nyang'ori & Wangoki, 2014).

However, community projects in Kenya and in Kieni sub-county have been reported to experience challenges during the implementation. Analysis of datasets in Kieni sub-county indicates that just 60% of the implemented projects are functional. Community participation is a key ingredient in the delivery of good planning outcomes. It can assist in the identification of local needs and problems, inform policy-making, and provide feedback on service delivery while at the same time fostering a sense of local ownership towards the projects (Sharma, 2007). However, in practice, effective community involvement in the planning process is often neglected and the benefits remain unrealized. Community involvement is regarded as a rather difficult affair and is ineffectively addressed, or there is a lack of knowledge as to how to engage the community (Marangu, 2011).

Various studies have been conducted on community based projects in Kenya. For instance, Marangu (2011) conducted a study on the factors influencing implementation of community based projects undertaken by the banking industry in Kenya; Nyang'ori and Wangoki (2014) conducted a study on the influence of community knowledge management towards the implementation of community based projects in Njoro Sub-County; and Nyaguthii and Oyugi (2013) did a study on the influence of community participation on successful implementation of constituency development fund projects in Mwea Constituency. However, these studies were conducted in different sectors and geographical areas and due to differences in social-economic factors, legal frameworks and political environment, the findings of these studies cannot be generalized to Kieni Sub-County. In addition, these studies did not show how community participation affected the implementation of community based projects in Kieni Sub-county. This study therefore sought to fill the gap by assessing the effect of community participation on the implementation of community based projects in Kenya with a particular focus on Kieni Sub-County.

The researcher was guided by the following specific objective;

- i. To determine the effect of community awareness on the implementation of community based projects in Kieni Sub-County.
- ii. To establish how community consultation affects the implementation of community based organisation projects Kieni Sub-County
- iii. To assess the effect of monitoring and evaluation on the implementation of community based organisation projects in Kieni Sub-County
- iv. To determine the effect of capacity building on the implementation of community based organisation projects Kieni Sub-County

Theoretical Review

This study used systems theory, citizen participation theory and modernisation theory of development to explain community participation in community development projects.

Systems Theory

Bertalanffy (1962) defines systems theory as a working hypothesis, the main function of which is to provide a theoretical model for explaining, predicting and controlling phenomenon. Hartman (2010) also observes that all organizations consists of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. CBOs need a functional system to manage their projects well. Rousseau(2015) states that systems need to be controlled as failure in one system leads to failure in other. CBOs need good governance systems in order to ensure there is transparency and accountability. This theory views an organization as a

social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products. Community participation in community based projects will ensure efficient and effective management of their projects and other resources for maximum outputs (Caws, 2015). While this theory addresses research question one (which seeks to unpack the effects of good (or poor) governance in the performance of the CBOs projects, the theory will explain the important role that governance plays as part of the overall system that makes up CBOs.

Citizen Participation Theory

Citizen participation is a process which provides individuals with an opportunity to influence public decisions and has long been a component of the democratic decision making process. The history of public participation can be traced in ancient Greece and colonial England when Government processes and procedures were designed to facilitate external participation. Citizen participation was institutionalized in the mid 1960's. Citizen participation theory states that participation is a desired and necessary part of all community development activities. White (1997) advanced that citizen participation process can meaningfully tie programmes to people by enhancing ownership.

Citizen participation in programme implementation was earlier practiced in Plato's Republic. Plato's concept of freedom of speech, assembly, voting and equal representation have evolved through the years to form basic pillars upon which the United States was established. Citizen Participation is the essence of democracy (Ebdon & Franklin, 2006). The town assembly in America was unique because all of the citizens in the community got together to decide on issues. The growth of states both numerically and economically later made it increasingly difficult for every citizen to actively participate in all community decisions and programmes. This led into use of representatives either directly or in form of community groups.

According to this theory, majority of the community members are reluctant to participate in implementation of projects when they do not have enough information to act responsibly. They will only act in community activities if they understand the issue and the tied benefits. The high value placed on education in any society sometimes cause people with low education achievement to feel sidelined from participating in any community activity. Citizen participation in community betterment organizations and projects does not usually occur by chance alone but it is bound by participants' acceptable principles such as visible positive benefits, better knowledge and group comforts (Antos, Weston & Priest 2006).

Much from this theory can be adopted in implementation of community based projects through involving beneficiaries in projects implementations (White, 1997). Participatory approach in all phases of planning and decision-making will lead to better decisions. Involvement of community beneficiaries enhances implementation of project and community ownership.

Modernisation theory of development

Modernisation theory refers to a group of theories which emerged after the Second World War (Woolcock, 2009). These theories were influenced by the industrial revolution in Europe and North America as a result of the advancements of western countries in science and political organisation (Sirera, 2015). Modernisation theory is an evolutionary theory that is used to summarise and explain modern transformations of social life. It focuses on internal factors such as poverty and inadequate culture and perceives them as causes of lack of modernisation and therefore responsible for making poor countries remain undeveloped. The emergency of modernisation theories aimed at providing explanations why poorer countries

failed to evolve into modern societies. This was based on the assumption that for a country to develop, it must first modernise, implying that it has to undergo an evolutionary advance in science and technology which would in turn lead to an increased standard of living (Youwei, 2015).

Communication during the modernisation paradigm was a process by which A sends a message to B upon whom it has an effect (Sewell, 2010). It was a very one-way, top-down process of message transmission from source to receiver. It was thought that people could be persuaded through information to change their attitudes, values and beliefs, mainly through popular or mass education through the media. Traditional values and culture were regarded as an impediment to development, and traditional communication media were not considered suitable to convey development messages - it would therefore eventually be replaced by Western type mass communication systems (Youwei, 2015). Since development theories were rooted in Western civilisation, their communication approaches had major limitations (Woolcock, 2009). Development communication during this era was seen to take place between a developer (a facilitator or change agent) and a community, who were the recipients of a development project - therefore between a benefactor and a beneficiary, and mostly in a rural context. It could be said that most projects undertaken were for the people, rather than by the people (Sewell, 2010). Although the modernisation paradigm was ethnocentric and flawed in many respects, it was an honest attempt to provide some guidance on how development should take place. It also drew attention to the complexity of the process of development and communication (Sirera, 2015).

Empirical Review

Implementation of Community Based Projects

According to Merino and Carmenado (2012), successful project implementation requires cooperation, commitment and communication amongst all the stakeholders. This should be reflected in the selection of methods for various project activities, which should take into consideration such factors like the prevailing environmental conditions, the cultural background and capabilities of the community so that activities can be designed to meet project objectives and desired outcomes. Sustainability is about maintaining and continuing project services after external funding is over. In order for a project to be sustainable, there is need to create opportunities for participation, collaboration and resource sharing. Community-based projects are likely to be more effective both to the target beneficiaries and the initiating organization when carried out either as high impact projects, timed or open ended programs than when done as one off events (Steyn & Nunes, 2010).

Marangu (2011) conducted a study on the factors influencing implementation of community based projects undertaken by the banking industry in Kenya. The project adopted a descriptive survey method. The target population of the study was composed of various stakeholders in the implementation of community based projects within the banking industry. The study found that community participation right from the onset of the project is key as it ensures that the community owns up the project which was viewed as one of the factors that could ensure project success. The study also revealed that project financing, though had an influence in the success of a project, does not significantly do so compared to other factors. Success in the implementation of community based projects was measured by use of beneficiary involvement, project success, project replicability and resource availability.

In addition, Nyang'ori and Wangoki (2014) conducted a study on the influence of community knowledge management towards the implementation of community based projects in Njoro Sub-County. The study was carried out in Njoro Sub County targeting 375 project staff

working for community based projects. The sample size for the study was 79 using simple random sampling technique. The findings of the study revealed that community knowledge plays a significant role towards implementation of community based projects. The study concluded that community knowledge management positively influences implementation of community projects.

Community awareness

Using evaluation to improve performance has become a priority for OECD policy makers and practitioners in the field of public information/communication and education about development (Lee & Priester, 2015). They want to increase the effectiveness of public awareness and learning activities about development because much-needed political will for an ambitious agenda for reform requires informed public support. However, if citizens in OECD countries are increasingly conscious of global interdependence they do not understand much about the causes and implications. Furthermore, official donors are increasing resources to inform and educate citizens about global development in a policy environment that is focused on demonstrating results (Shin taro et al., 2015).

The key elements for an effective public awareness campaign include a broad support system, diverse activities and an accurate and concise message. Establishing a broad support system of individuals and interested groups (scholars, legislators, religious institutions, non-profit organizations, law enforcement, corporations, media, professionals, students, and the general public) helps garner and mobilize community support for a campaign (Lloyd-Evans et al., 2015). In addition, a campaign's message should be relayed to the public through a variety of means in an effort to reach more people who will connect to the campaign's purpose. The message of a campaign must be short and powerful to mobilize people to action. Testing messages through focus groups and other research tools enables activists to refine a campaign's message and increase its effectiveness.

In Australia, Antos, Weston and Priest (2006) did a study on the factors influencing awareness of community-based Shorebird conservation projects. The study examined the awareness of potential volunteers living near nine community-based shorebird conservation projects. The study found that about half of the people sampled were unaware of the nearest project. Awareness of interviewees varied substantially among projects. Apart from gaining awareness of projects through membership of natural history groups, many respondents heard of projects through friends and relatives, rather than through media such as newspapers and television. In Nigeria, Sanni and Ojewal (2013) did a study on media influence in awareness creation for government development projects in Lagos State. Using descriptive survey method, 172 respondents from four local government areas were interviewed via self-administered questionnaire. The study revealed that the media keep Nigerians averagely informed on government development projects, sways individual convictions of people in such a way that they consider projects given more coverage as truly important in comparison to their previously held beliefs. However fewer fractions of people affected by the media coverage are shown by this study as those who eventually participate in the development process by performing civic duties such as tax payment.

Community consultation

Community consultation is a process through which a donor or government agency communicates with and informs communities of its goals and actions. The agency accepts that the community has expert knowledge about the social and physical dimensions of its own situation and amends projects in terms of that knowledge (Osborne & Gorman, 2006). By doing so, the agency transforms the community from a recipient of aid into a partner in

change. That is, through the consultation process the agency increases the range of choices the community has over the actions that will affect it. The consultative process empowers the community to shape its own destiny. Community consultation so conceived is neither top-down nor simply bottom-up. Rather, consultation, in the strong meaning of the word, recognizes the expertise of donors, technical staff, and members of affected communities and restructures what may begin as vertical relationships into horizontal ones. Consultation is a way to increase the range and scope of people's control over decisions that affect their lives and sets the stage for community participation in the development process (Corscadden, Wiles & Yiridoe, 2012).

Community consultation introduces new realities into development planning and challenges professionals to rethink such fundamental matters as the definition of poverty and empowerment (Corscadden, Wiles & Yiridoe, 2012). For example, economists may define poverty as low income or low consumption levels, in the context of the sustained reduction of poverty, as the major objective of an institution such as the IDB or the World Bank. Community consultation will qualify economist's perspective by introducing another set of experts on the poverty of the poor— poor people themselves. Granted that community consultation promotes efficient, equitable and empowering projects, there are questions about the parameters, costs and risks involved. The type of project will determine what kind of community consultation is useful and necessary (Durey & Lockhart, 2004). Several benefits accrue from community consultation. First, consultation may increase stakeholder commitment to a project. Without commitment, training may prove short-lived; with it, all the stumbling and complexity associated with new efforts can be overcome. Secondly, consultation can provide superior and more detailed information. In poverty reduction projects consultation can improve identification of the poorest and least visible sectors. Third, in the process of consultation, stakeholders may provide one another and public officials with more valid and reliable information, increasing accountability. Improved understanding of local values, priorities and expectations can result in project designs and delivery mechanisms that are more compatible with sociocultural conditions (Goodstein, 2013). Fourth, consultation can generate a greater willingness for stakeholders to invest their time, labour and other resources in a project they "own," thereby stretching the value of invested funds.

Monitoring and Evaluation

With growing emphasis on participatory approaches towards development, there has been recognition that monitoring and evaluation (M&E) should also be participatory. Conventionally, M&E has involved outside experts coming in to measure performance against pre-set indicators, using standardised procedures and tools. In contrast, participatory monitoring and evaluation (PM&E) involves primary stakeholders as active participants and offers new ways of assessing and learning from change that are more inclusive, and reflects the perspectives and aspirations of those most directly affected (Shin taro et al., 2015). Monitoring is a continuous process of collecting and analysing information to compare how well a project; programme or policy is being implemented against expected results (Sharma, 2007). Monitoring aims at providing managers and major stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. It generally involves collecting and analysing data on implementations, strategies and results, and recommending corrective measures. Evaluation is the systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. Evaluation determines the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability. An evaluation should provide information

that is credible and useful, enabling incorporation of lessons learned into the decision making process of both recipients and donors (Sanni & Ojewal, 2013).

Conventionally, monitoring and evaluation has involved outside experts coming in to measure performance against pre-set indicators, using standardised procedures and tools. PM&E differs from more conventional approaches in that it seeks to engage key project stakeholders more actively in reflecting and assessing the progress of their project and in particular the achievement of results (Rousseau, 2015). Crawford and Bryce (2003) conducted a study on project monitoring and evaluation as a method for enhancing the efficiency and effectiveness of aid project implementation. The authors argued that aid agencies are required to conform to stringent project reporting requirements in order to satisfy the wide range of stakeholders. Project monitoring and evaluation (M&E) information systems (IS), frequently a requirement for funding, are believed to inform the reporting process. The logical framework approach (LFA) was widely used throughout the aid industry for project design and appraisal, and although much of the literature also promotes the use of the LFA for the purposes of M&E, it has proved inadequate.

Capacity Building

Community capacity building (CCB), also referred to as capacity development, is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results (Sewell, 2010). The term community capacity building emerged in the lexicon of international development during the 1990s. Today, "community capacity building" is included in the programs of most international organizations that work in development, the World Bank, the United Nations and non-governmental organizations (NGOs) like Oxfam International. Wide use of the term has resulted in controversy over its true meaning (Tran, Chou & Nguyen, 2013).

Community capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. Organizational capacity building is used by NGOs to guide their internal development and activities (Sanni & Ojewal, 2013).

The capacity building approach is used at many levels throughout, including local, regional, national and international levels. Capacity building can be used to reorganize and capacitate governments or individuals. International donors like USAID often include capacity building as a form of assistance for developing governments or NGOs working in developing areas (Nyang'ori & Wangoki, 2014). Historically this has been through a US contractor identifying an in-country NGO and supporting its financial, M&E and technical systems toward the goals of that USAID intervention. The NGO's capacity is developed as a sub-implementer of the donor. However, many NGOs participate in a form of capacity building that is aimed toward individuals and the building of local capacity. In a recent report commissioned by UNAIDS and the Global Fund, individual NGOs voiced their needs and preference for broader capacity development inputs by donors and governments (Marangu, 2011). For individuals and in-country NGOs, capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development. One of the most difficult problems with building capacity on a local level is the lack of higher education in developing countries.

Conceptual Framework

The independent variables in this study were community awareness, consultation, communication and capacity building and training. The dependent variable will be the implementation of community based projects.

Independent variables

Dependent variable

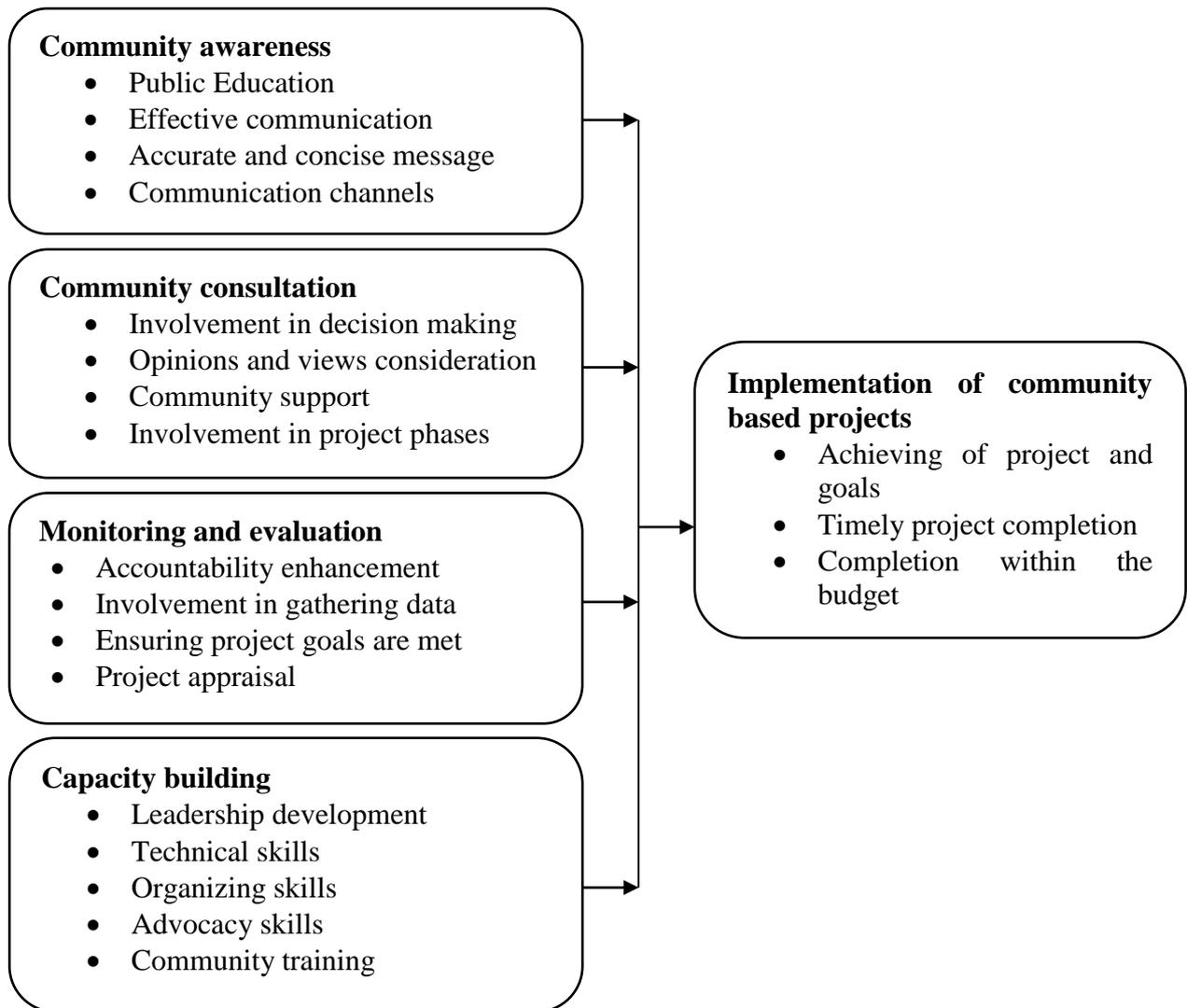


Figure 1: Conceptual Framework

Source: Author (2015)

Research Methodology

This research study used a descriptive research design. The reasons of using the descriptive research design in this study is that it gives the opportunity to use both quantitative and qualitative data, in order to find data and characteristics about the population or phenomenon that is being studied. The target population of this study was project managers, project coordinators and project committee members in 17 community based projects in Kiini Sub-County. Project committee members will include the chairperson, community coordinator, vice-chairperson, secretary, vice-secretary and treasurer. The target population will be 1 project manager, 1 project coordinator and 6 committee members in each of the 17 projects.

The study conducted a census of the project managers and project coordinator. Census method was used to select project managers and project coordinator as they are only 34. In

addition, simple random sampling was used to select 50% of the committee members. According to Greener (2008), for a population for between 100 and 500 ($100 < N < 500$) a 50% sample size should be selected. The sample size of this study was therefore 17 project coordinators, 17 project managers and 51 committee members.

The study made use of primary data, which was collected by use of semi-structured questionnaires. The researcher sought a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The questionnaires were then administered to the committee members through a drop off and pick up (DOPU) later method. On the other hand, face to face interviews were conducted with the project managers and project coordinators after booking an appointment with them for at least one week. The respondents were required to complete questionnaire as honestly and as completely as possible; which they did as they did not raise objections to any items on the instruments.

The data that was collected in this study was both qualitative and quantitative in nature. Qualitative data was analysed by use of content analysis presented in a prose form. On the other hand, Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 21. In addition, descriptive and inferential statistics was used in this study. Descriptive statistics such as percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation and co-efficient of variation) were used to describe the characteristics of the target population. Data was then presented in graphs and tables. Further, a multiple regression analysis was used to establish the relationship between the dependent and the independent variables.

The regression equation was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y = Implementation of community based projects

X1 = Community awareness

X2 = Community consultation

X3 = Monitoring and evaluation

X4 = Capacity building and training

ε = Error Term

B_0 = Constant Term

B_1, B_2, B_3, B_4 =Regression Co-efficient

Results and Discussions

The study had a sample size of 85 respondents who included; 17 project coordinators, 17 project managers and 51 committee members. Out of 85 respondents, 77 responses were obtained giving a response rate of 90.59%. The study did not achieve a 100% response rate as some of the questionnaires were half way filled by the respondents. However, according to Kothari (2004) any response of 50% and above is adequate for analysis thus 90.59% was excellent.

Community Awareness and Implementation of Community Based Projects

The study sought to determine the extent to which various aspects of community awareness influenced the implementation of community based projects. The results were as shown in table 1.

Table 1: Aspects of Community Awareness

	Mean	Std. Deviation
Public Education	4.455	0.787
Effective communication	4.364	0.887
Accurate and concise message	3.818	0.942
Communication channels	4.636	0.647

From the findings, the respondents indicated with a mean of 4.636 and standard deviation of 0.647 that communication channels influence the implementation of community based projects to a very great extent. These findings agree with Antos, Weston and Priest (2006) findings that communication channels used in enhancing community awareness were influencing project implementation in Australia.

The respondents further indicated with a mean of 4.455 and standard deviation of 0.787 that public education affects the implementation of community based projects to a very great extent. They further indicated with a mean of 4.364 and standard deviation of 0.887 that effective communication influence the implementation of community based projects to a great extent. These findings agree with Merino and Carmenado (2012) argument that successful project implementation requires cooperation, commitment and communication amongst all the stakeholders. In addition, the respondents indicated with a mean of 3.818 and standard deviation of 0.942 that accurate and concise message influence the implementation of community based projects to a great extent. These findings concur with Shin taro et al. (2015) argument that the key elements for an effective public awareness campaign include a broad support system, diverse activities and an accurate and concise message.

Community Consultation and Community Based Projects

The study sought to determine the extent to which various aspects of community consultation on the implementation of community based projects.

Table 2: Aspects of Community Consultation

	Mean	Std. Deviation
Involvement in decision making	4.182	0.721
Opinion and views consideration	4.273	0.868
Community support	4.546	0.780
Involvement in project phases	3.909	1.090

From the findings, the respondents indicated with a mean of 4.546 and standard deviation of 0.780 that community support influence implementation of community based projects to a very great extent. These findings agree with Osborne and Gorman (2006) argument that community support leads to project ownership, which subsequently leads to implementation of community projects. The respondents further indicated with a mean of 4.273 and standard deviation of 0.868 that opinion and views consideration influence implementation of community based projects to a great extent. These findings concur with Corscadden, Wiles and Yiridoe (2012) findings that the consideration of the community members' opinions and views leads to an improvement in project implementation. Also, they indicated with a mean of 4.182 and standard deviation of 0.721 that involvement in decision making affected implementation of community based projects to a great extent. In addition, the respondents indicated with a mean of 3.909 and standard deviation of 1.090 that involvement in project phases influence implementation of community based projects to a great extent.

Monitoring and Evaluation and Implementation of Community Based Projects

The study sought to determine the extent to which various aspects of monitoring and evaluation influence the implementation of community based projects. The results were as shown in table 3.

Table 3: Aspects of Monitoring and Evaluation

	Mean	Std. Deviation
Determining Objectives and Indicators	3.364	0.887
Accountability enhancement	3.818	1.035
Involvement in gathering data	3.364	0.986
Ensuring project goals are met	4.455	0.6560
Project appraisal	4.182	0.721

According to the findings, the respondents indicated with a mean of 4.455 and standard deviation of 0.656 that ensuring project goals are met influence the implementation of community based projects to a great extent. The respondents further indicated with a mean of 4.182 and standard deviation of 0.721 that project appraisal influence the implementation of community based projects to a great extent. Also, they indicated with a mean of 3.818 and standard deviation of 1.035 that accountability enhancement influence the implementation of community based projects to a great extent. Further, they indicated with a mean of 3.364 and standard deviation of 0.887 that determining objectives and indicators influence the implementation of community based projects to a moderate extent. In addition, they indicated with a mean of 3.364 and standard deviation of 0.986 that involvement in gathering data influence the implementation of community based projects to a moderate extent. These findings agree with Rousseau (2015) argument that monitoring and evaluation seeks to engage key project stakeholders more actively in reflecting and assessing the progress of their project and in particular the achievement of results.

Capacity Building and Implementation of Community Based Projects

The study sought to determine the extent to which various aspects of capacity building influence the implementation of community based projects. The results were as shown in table 4.

Table 4: Aspects of Capacity Building

	Mean	Std. Deviation
Leadership development	3.636	0.986
Technical skills	4.182	0.942
Organizing skills	3.909	0.906
Advocacy skills	3.727	0.621
Community training	3.909	1.388

According to the findings, the respondents indicated with a mean of 4.182 and standard deviation of 0.942 that technical skills influence the implementation of community based projects to a great extent. They also indicated with a mean of 3.909 and standard deviation of 0.906 that organizing skills influence the implementation of community based projects to a great extent. These findings agree with Nyang'ori and Wangoki (2014) technical and organizing skills helps to improve community project ownership and hence implementation of community based projects. They further indicated with a mean of 3.909 and standard deviation of 1.388 that community training influence the implementation of community based projects to a great extent. In addition, the respondents indicated with a mean of 3.727 and standard deviation of 0.621 that advocacy skills influence the implementation of community

based projects to a great extent. Finally, the respondents indicated with a mean of 3.636 and standard deviation of 0.986 that leadership development influence the implementation of community based projects to a great extent. These findings concur with Marangu, (2011) findings that for individuals and in-country NGOs, capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development.

Implementation of Community Based Projects

The respondents were requested to rate the various measures of community based project implementation. The results of the study were as shown in table 6.

Table 2: Implementation of Community Based Projects

	Mean	Std. Deviation
Achieving of project and goals	3.273	1.611
Timely project completion	2.636	1.157
Completion within the budget	2.727	1.4294
Project replicability	2.182	1.121

According to the findings, the respondents indicated with a mean of 3.273 and standard deviation of 1.611 that achieving of project and goals was moderate. The respondents further indicated with a mean of 2.727 and standard deviation of 1.429 that completion within the budget was moderate. Also, they indicated with a mean of 2.636 and standard deviation of 1.157 that timely project completion was moderate. The respondents finally indicated with a mean of 2.182 and standard deviation of 1.121 that project replicability was bad. These findings agree with Marangu (2011) the implementation of community based projects measured in terms of beneficiary involvement, project success, project replicability and resource availability was moderate.

Regression Analysis

A multiple regression analysis was used to determine the relationship between the dependent and the independent variables. The multivariate regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

Where: Y = Implementation; β_0 = Constant Term; $\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients; X_1 = Community Awareness; X_2 = Community Consultation; X_3 =Monitoring and Evaluation; X_4 = Capacity Building.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.494	.95575

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.574, which shows that the four independent variables (community awareness, community consultation, monitoring and evaluation and capacity building) can explain 57.4% of the dependent variable. This shows that the other factors not included in this study explain 42.6% of the dependent variable (implementation of community based projects).

Table 4: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.322	4	11.081	12.130	.000 ^b
	Residual	65.768	72	.913		
	Total	110.091	76			

The analysis of variance in this study was used to determine the overall significance of the regression model. From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables (community awareness, community consultation, monitoring and evaluation and capacity building) influence implementation of community based projects. Further, the F-calculated (12.130) was more than the F-critical (2.53) which shows that the models was fit in predicting the influence of the independent variables on the dependent variable.

Table 5: Regression Coefficients Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.748	.986		6.843	.000
Community awareness	0.877	.485	1.583	5.929	.000
Community consultation	0.433	.457	.842	3.135	.002
Monitoring and Evaluation	0.170	.346	.651	3.383	.001
Capacity building	0.148	.053	.139	2.792	.031

Based on this table, the equation for the regression line is:

$$Y = 6.748 + 0.877X_1 + 0.433X_2 + 0.170X_3 + 0.148X_4$$

According to the intercept (β_0), when the four independent variables are held constant, the value of implementation will be 6.748. In addition, holding all the other independent variables constant, a unit increase in community awareness would lead to a 0.877 improvement in implementation. The relationship was significant as shown by a p-value of 0.000. These findings agree with Lee and Priester (2015) argument that an increase in effectiveness of public awareness and learning activities leads to an improvement in the implementation of community based projects.

Further, holding on the other independent variables constant, a unit increase in community consultation would lead to a 0.433 improvement in implementation of community based projects. The relationship was significant as shown by p-value of 0.002. These findings concur with Corscadden, Wiles and Yiridoe (2012) findings that community consultation introduces new realities into development planning and challenges professionals to rethink such fundamental matters as the definition of poverty and empowerment, which in turn improves project implementation.

In addition, holding all the other variables constant, a unit increase in monitoring and evaluation would lead to a 0.170 improvement in implementation of community based projects. The relationship is significant as shown by a p-value of 0.001. These findings agree with Crawford and Bryce (2003) argument that monitoring and evaluation lead to an improvement in community based projects.

Lastly, the findings show that a unit increase in resource allocation would lead to a 0.148 improvement in implementation of community based projects. The relationship was insignificant as shown by a p-value of 0.031. These findings concur with Tran, Chou and Nguyen (2013) findings that community capacity building, which involves strengthening the skills, competencies and abilities of people and communities leads to an improvement in the implementation of community based projects. From these findings we can infer that community awareness was influencing implementation of community based projects most, followed by community consultation, monitoring and evaluation and capacity building.

Conclusion

The study concludes that there is a significant positive relationship between community awareness during the implementation of community based projects. The study further concludes that aspects of community awareness such as communication channels, public education, and an effective communication, accurate and concise message influence the implementation of community based projects.

The study also concludes that there is a positive significant relationship between community consultations on the implementation of community based projects Kieni Sub-County. The study established that community support, opinion and views consideration, involvement in decision making, involvement in project phases influence implementation of community based project.

The study also concludes that there is a positive significant relationship between monitoring and evaluation on the implementation of community based projects. The study revealed that ensuring project goals are met; project appraisal and accountability enhancement, determining objectives and indicators, involvement in gathering data influence the implementation of community based projects.

The study further concludes that there is a positive significant relationship between capacity building and implementation of community based projects Kieni Sub-County. The study concludes that technical skills, organizing skills, community training, advocacy skills and leadership development influence the implementation of community based projects.

Recommendations

1. The study found that community awareness influence implementation of community based projects. The study recommends that leaders in the community based projects should lay enough and reliable communication channels that will be used to educate the public on project matters.
2. In relation to community consultation, the community leaders should ensure that all the stakeholders including the community are consulted in the implementation of community based projects. Community support, opinion and views consideration, involvement in decision making and involvement in project phases should be prioritised in implementation of community based projects as this will help the leaders in meeting their objective of timely implementation of community based projects.
3. The study further recommends that community members should be part and parcel of project monitoring process. In this case they will be informed if the project is within their area of interest and if it is solving their problems. This will make them sustain the project so that it continues to benefit them minimum influence the implementation of community based projects to a very great extent.
4. Finally, having established that Community participation in implementation of the community based project has an effect, this study therefore recommends that the community based projects should hold capacity building sessions for the members

and the committee members so as to equip them with appropriate knowledge concerning the implementation of the projects. This will enable the members to make suitable contributions to the project implementation.

Areas for Further Research

This study was limited to community participation on the implementation of community based projects in Kenya with a particular focus on Kieni Sub-County. The research suggests that further studies should be conducted on other factors influencing implementation of community based projects in other regions within the country. The study also recommends further studies on the role of private sector in implementation of the community based projects in the country.

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