



DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF COMMUNITY BASED FOOD SECURITY PROJECTS IN KENYA: A CASE OF WEST POKOT COUNTY

EDWIN T. W. OKIAH, DR. MAKORI MORONGE

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¹ Edwin T. W. Okiah, ²Dr. Makori Moronge

¹Msc. Candidate, Jomo Kenyatta University of Agriculture (JKUAT), Kenya

² Lecturer, Jomo Kenyatta University of Agriculture (JKUAT), Kenya

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ABSTRACT

Food security remains an elusive goal in many parts of the world despite the concerted efforts of governments, non-governmental and international agencies over the past years. An estimated 925 million people around the world were undernourished in the year 2010. The general objective of this study was to establish the determinants of successful implementation of community based food security projects in Kenya. The scope of this study was limited to 90 projects in West Pokot County. The design of this research was a descriptive survey research. The study used a structured self-administered questionnaire to collect data from the project managers. On the other hand; secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The collected data was analyzed using both quantitative and qualitative data analysis methods. Quantitative method involved descriptive analysis such as the frequencies. Data from questionnaire was coded and logged in the computer using Statistical Package for Social Science (SPSS) version 22. The study further adopted regression analysis to determine the relationship among the variables at 5% level of significance. The study concludes that community participation and project team affects successful implementation of community based food security projects. The regression coefficients of the study show that they have significant influence on implementation of community based food security projects. This shows that they have a positive influence on successful implementation of community based food security projects. The study contributes to the body of knowledge by examining the determinants of successful implementation of community based food security projects in Kenya. The study contributes to the existing literature in the field of project management by elaborating existing theories, models and empirical studies on factors affecting successful implementation of community based food security projects. The current study should be expanded to determine the effect of project legal framework on successful implementation of community based food security projects. There is need to undertake similar research in other arid and semi-arid areas in Kenya and other countries.

Key Words: Community Participation, Project Team, Community Based Food Security, West Pokot County

Background of the Study

Despite considerable efforts of national governments and the international community to reduce hunger and improve nutrition in the context of the Millennium Development Goals (MDGs) and other initiatives, the proportion of undernourished people in developing countries has largely remained constant since the mid-1990s (FAO 2010). Although some progress in hunger reduction and food security had been made until 2007, the 2008 global food price crisis and subsequent food price spikes have pushed millions of people into food insecurity status (Brinkman, de Pee, Sanogo, Subran & Bloem, 2010). Main causes of this rise in global and national food insecurity include trade restrictions imposed by major food exporters, bio fuels policies, and increased food commodity speculation combined with poor national and local governance to cope with such shocks. Besides these immediate causes, most experts agree that underlying longer-term dynamics such as climate change and mounting food demand through changing dietary patterns and growing populations will lead to further rising food prices and increasing price volatility (FAO, 2011).

There has been a drastic move to ensure implementation of community based food projects to alleviate the problem of hunger and poverty in Kenya. Maintaining goods and services that are deliverable outcomes of project interventions has continued to be critical in Kenya, and more particularly in the rural areas such as West Pokot (Swiss Agency for Development and Cooperation, SDC, (2008). The reports still adds that it is the objective of every donor funded project to meet the desired outcomes and continue giving support to community even after the donors have phased out. The available studies reveal that within each project work plan, there are sustainable mechanisms put in place to ensure continuity beyond project timeline. Guijt and Woodhill

(2002) states that the community as well as the donor's goodwill within a project coupled with a sound strategy from the donors and government to provide continued support the projects contributed to implementation of the same.

Kenya for a long period pursued the goal of attaining self-sufficiency in food commodities as maize, wheat, rice, beans, milk and meat. Self-sufficiency in maize was achieved during the 1970s when production was high and the surplus was exported. Unfortunately, attainment of self-sufficiency does not automatically imply that household food security is achieved. Empirical evidence shows that solving the food security issue from production (Supply side) point of view, while overlooking the purchasing power (demand side) of the people, does not solve the food security problem, with regard to accessibility of sufficient food by vulnerable groups (KIPPRA, 2007). Kenya was hit by a severe food crisis in 2011, during which 3.75 million people were food insecure and 1.4 million pastoralists were in a state of emergency, although the crisis was predicted, there was a poor and disorganized response to Famine Early Warning Systems (FEWS, 2011).

Successful implementation of community based food projects has always been lacking in as much as several billions of money has been pumped on the projects throughout the Country. There are still several programs which have not been successful and people still depend on donor funding to implement more projects without any mechanism to sustain the projects beyond their timelines. According to Oriola (2009), analysis of the capital economic structure have identified the complexity of getting resources to the people, getting people to participate, financing and managing delivery of services at micro and macro levels as major challenges. Unsurprisingly, poor communities have continued to witness a decline in living standards, increasing levels of poverty

and deterioration in infrastructures (West Pokot DDP 2005 – 2012).

Globally, billions of shillings have been spent in communities to enhance the living situation of the people. However, one of the most critical obstacles is the extent to which the food projects are able to persist despite the exit of donors, while the beneficiaries reap dividends; appreciate their participation and ownership role in the project. Apparently, it is implementation that makes the difference between success and failure of community-based projects (World Bank, 2014). In recent years the donors have stepped up efforts to find a lasting solution to the problem of extreme poverty and hunger which has ravaged many parts of the country.

Community based food security project implementation is a major challenge not only in Kenya, but also in many developing countries. Most projects implemented at huge amounts often tend to experience difficulties with implementation. Donors such as the World Bank, DFID, USAID and other bilateral aid agencies have been expressing concerns on project implementation, while the trend with implementation of projects is showing significant improvement, post-implementation implementation is rather disappointing with very few projects being sustained. Despite huge amounts of money spent on implementation of poverty and hunger projects in Kenya, poor implementation is depriving them from the returns expected of these investments. Several factors are responsible for poor project implementation.

About 80 percent of the county population live below the poverty line. Factors attributed to the vicious cycle of poverty in the county include: cross border insecurity; low enrolment in schools; unpredictable weather patterns; poor infrastructure and retrogressive cultural practices. Poverty creates a vicious cycle where the poor

lack knowledge and awareness a situation that hinders one to benefit from new technologies. For example, poor farmers are unable to embrace modern farming practices due to the high costs of inputs involved as well as skill level. Coincidentally, the poor lack other assets to fall back to in case of crop or animal failure and therefore are unable to try new technologies in farming and animal keeping (West Pokot County Development Plan 2013-2017).

Statement of the Problem

Despite the numerous efforts to develop sustainable poverty and eradication projects in rural areas of Sub-Saharan Africa, the community based food security projects implementation is rather low leading to spending of massive resources on projects that have restricted benefits to the target population (AfDB, OECD & UNDP, 2012). There's unmistakable evidence that community participation has a favourable impact on the outcomes of a project and this linkage gets established through better aggregation of preferences, better design through use of local knowledge,(Manikutty, 2010) pressure by community on bureaucracies to perform and better implementation through ownership. According to (Oduwo, 2014), most of the poverty and hunger related eradication projects in Kenya, (66.7%) fail due to poor participatory monitoring and evaluation during the project implementation process. The performance of agriculture, which remains the backbone of the economy slackened dramatically over the post-independence years from an average of 4.7% in the first decade to only below 2% in the recent past. It is instructive to note that a sizeable proportion of the rural labour force (over 51%) is engaged in small-scale agriculture and that women are the majority in the sector (UNDP, 2012).

Objectives of the Study

The purpose of this study was to establish the determinants of successful implementation of

community based food security projects in Kenya. The specific objectives were:-

- To find out how community participation influence successful implementation of community based food security projects in Kenya.
- To examine how project team influence successful implementation of community based food security projects in Kenya.

LITERATURE REVIEW

Public Participation Theory

To investigate the influence of community participation on successful implementation of community based food security projects in Kenya, the study will be based on public participation theory. Arnstein (1969) provides an overview of the different ways the public can be involved in decision making and the various levels of public participation. Further Arnstein defines public participation as a process in which people, and especially stakeholders, influence resource allocation, policy and programme formulation and implementation. In this model people are expected to be responsible and should, therefore, be active participants in public service decision making which will therefore contribute to the success of the project. On the other hand, Brett (2003) notes that stakeholder participation has gained support in response to demands for greater individual and community control over the activities of agribusiness projects.

Consequently Brett points out that stakeholder participation and involvement in decision making can succeed for certain projects depending on the circumstances. This approach of public participation however, fails in situations where local conditions make collective action very difficult, or where it is manipulated by implementing authorities to justify their own actions or poor performance. In a review of literature (Muhangi, 2007), points out that the rationale for public participation may include; being a means of improving empowerment, as a

way of responding to society needs, ownership of projects by the local people, and making projects cheaper by allowing mobilization of local resources. This theory therefore is believed to promote more equitable distribution of the benefits that accrue from development activities and in line with the above. (Brett, 2003) recommends that for a more people-driven development that emphasizes the need for institutional strengthening and building local capacity and accountability for implementation of projects. Brett observes that stakeholder participation is marked first of all, by active participation in project affairs and decision making and that interest in project deliverables are the key signs of successful performance. Participatory theory was found to be relevant to this study because it supports and argues for institutional strengthening, stakeholder's perspectives, and stakeholder accountability and facilitate participation as critical components of the project monitoring and evaluation process. The theory argues that project beneficiaries who participate in the programme activities are empowered to demand services, develop a sense of ownership of the programme and a sense of belonging to the projects. Participation theory therefore provides a good theoretical framework and foundation on which this study is based.

Stewardship Theory

To investigate the influence of project team on successful implementation of community based food security projects in Kenya, the study will be based on stewardship theory. In stewardship theory, the top management of the organizations are regarded as the stewards of the projects assets and liabilities and are expected to act in the best interest of the stakeholders (Mallin, 2007). He further observes that the stewards must take fiduciary position. Stewardship theory relates to the board's task of providing support and advice to management (Davis, 1993). The theory has its roots in psychology and sociology. Abdulla and Valentine (2009), note that stewards are

organizations managers and leaders working for the interest of shareholders. The stewards protect and make profits for shareholders and are satisfied and motivated when organizational success is attained.

The theory emphasizes that effective control held by project team being empowered to maximize performance. The theory is applicable in the management of community based food security projects. The project managers and committee leaders elected to manage the water pans play the managers role on behalf of the members (Tas, 2008). Acquiring the project management skills is helpful to provide knowledge and ability that will enhance implementation of these projects. In this study, since projects develop policies to guide the project team to implement projects, applying this theory in study presupposes flexibility on the part of the project team to come with sound policies to enhance implementation of the projects. There is need to have best project team to enhance implementation of community based food security projects.

Conceptual Framework

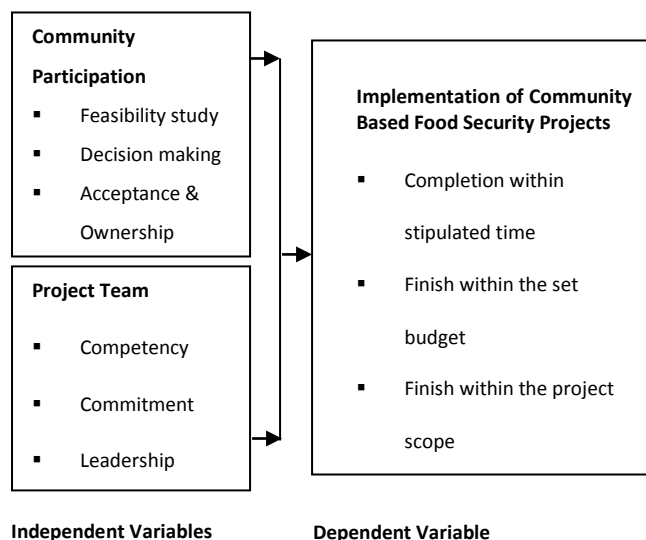


Figure 1: Conceptual Framework

Community Participation

Community participation is a 'process' whereby people who are to benefit from local development influence the direction and execution activities rather than merely receiving a share of the benefit. This means they take an active role in identifying their needs, prioritizing those needs, mobilizing internal and external resources and implementing activities towards achieving their objectives (Aworti, 2008). According to Moser (2009) community participation is essential in ensuring implementation of community projects since local people and their legitimate organizations are able to develop the needed capacities to transform community development process beyond the short-term interventions. Community participation is therefore a means through which local self-reliance is stimulated thus reducing dependency on the outside agencies (Comwall, 2008). According to Okafor (2005) what we observe when communities participate in their own projects include empowering communities improve efficiency, local participation yields better projects, better outcomes as well as greater transparency and accountability enhances service delivery. Community participation can kick start local, private contractors, service providers and it also encourages donor harmonization. Communities who are the beneficiaries of the projects should not be seen as targets of poverty reduction efforts but should be seen as assets and partners in the development process.

Participation may involve contribution of ideas, priorities, resources, time or decision-making, implementation and evaluation. The goal of participation is to give the communities ownership, the ability to express themselves, to learn from them and ultimately to empower them through the transfer of skills, abilities and knowledge (Shannon McNulty & Judy Aibel, 2011). Despite the use of participation approaches in community development, it does

not automatically produce sustainable solutions since decisions made by a community are influenced by the community's understanding of the issues involved, such as health related implications of poor water quality and inadequate sanitation (Barnes & Ashbolt, 2007).

Project Team

Andawei (2014) reports on a study finding that motivational factors significantly influence the performance of workers. McLeod et al. (2012) research also found out that project team commitment is one of the most important factors for project implementation. Darrington, & Howell (2010) emphasized that motivation schemes on construction site workers should not be centred on monetary incentives because it destroys intrinsic motivation, which makes construction site workers be less productive. He proposed that intrinsic motivation should be encouraged so that parallel positioning of incentive structures with motivation can result in successful projects for the client and economic and psychological advantage to the contractor. Ochieng, & Price (2010) pointed that a project manager needs to understand the individual desires of each team member. To achieve a project environment where the majority of the members involved are motivated about the project, project managers have to be sensitive to the needs and wants of the team members.

Soham, & Rajiv (2013) states that the management needs to be involved in the up-front planning efforts and effectiveness of communication, control system, management system and organizational culture. Studying the significant factors that cause delay of construction projects in Malaysia, Alaghbari, Kadir, Salim and Ernawati (2007) three categories for analysis, namely contractor, consultant and owner. As far as causes related to contractor actions are concerned, 'financial problems', 'shortage of materials' and 'poor site management' were ranked among the top three. Owner causes included 'delayed payments', 'slow decision-

making' and 'contract scope changes'. The top three consultant causes were 'poor supervision', 'slowness to give instructions' and 'lack of experience'.

Project team training on Project Procurement Management (PPM) is part of the project management process in which products or services are acquired or purchased from outside the existing employee base (which would work on the project) in order to complete the task or project (Jarkas, & Bitar, 2011). There are essentially two different types of procurements, one in which the company is responsible for the particular product or service under a legal contract, this PPM includes contract management responsibilities that issue specific tasks to various team members (Kerzner, 2013).

The project manager should also allocate someone to take charge of evaluation to ensure that all the necessary pieces of work are happening. The lead person must also be able to count on the help of other key team members. These responsibilities should be made clear from the beginning, in the planning phase of a public engagement project, and should be valued by the organization as a whole on an ongoing basis (CIC, 2009). Ochieng and Price (2010) argues that project management faces varied challenges, some of which include: The organization structure in managing projects, project identification criteria, political interference and corruption. In order to realize the full potential of an M&E system, it is critical that project team acquire project management skills to continually track the changing levels of risk, vulnerability and coping strategies in order to effectively manage responses to contextual shifts and establish needs for appropriate intervention (program design). Monitoring and evaluation should be approached as a "continual learning process rather than a single information gathering exercise by the project team" (Ngacho, & Das, 2014).

Implementation of Community Based Food Security Project

Project implementation is one of the most critical challenges for all grassroots, national and international development agencies. The concept of implementation can be seen within time and changing social, economic and political contexts. According to Williams, (2013), implementation is reflected in the capacity of the community to cope with change and adapt to new situations. A project that is seen as worth sustaining today may not be so in future. In the researcher's perspective, some definitions consider as a criterion of implementation that the beneficiaries cover all costs after donor assistance has ended. The capacity to implement a program or facility exists and the beneficiaries are self reliant (Bennett & Lynn 2013). EU (2004) defines implementation as the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.

Mulwa (2010) noted that project implementation concerns itself with the continuity of a project until it attains its set objectives. Implementation is the ability of a community development project to maintain or expand a flow of benefits at a specified level for a long period after project inputs have ceased. In other words, the project is the physical infrastructure established and maintained and operated by the participating institutions. The basic idea of determinacy of implementation should be designed to produce a continuous flow of outcomes for a long time. This refers to the continuation of benefits after development assistance has been completed because implementation includes projects effects after implementation, the notion of building resilience to risk is part of the reason for focusing on the determinants of implementation. Implementation hence refers to implementation of donor funded effect rather than any particular project organization which can be dissolved at the

end of project implementation (World Bank, 2006).

Implementation is the ability of an organization to develop a strategy of growth and development that continues to function indefinitely. This implies that organizations need to have proper strategies covering advocacy, foundations and fundraising, governance, management and leadership among others (Dorothy, 2007). Donors play a significant role in the social development process in all regions of the world. They are particularly critical in circumstances where State funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services - social, educational and economic.

Several projects run throughout the Country have shown a paradigm shift from self-sufficient to donor funded dependency and as a result implementation of the same has been wanting. Donors have responsibilities when funding development interventions and one such important responsibility relates to phasing out support. Projects are not always a life time intervention, they have timelines. Donors phase out support at project levels for a number of reasons. In many instances phasing out is a part of a carefully-considered approach to ensuring the long-term implementation of a programme or project. In other instances there may be higher level "political" reasons that remove some or all of the control that programme managers have over investment decisions. A recent joint donor evaluation of exit strategies in bilateral aid programmes concluded that planning for a roper exit and implementation is the exception rather than the rule (Heldgaar, 2008).

Within country programmes, politically motivated decision making on programming priorities can

impact significantly on phasing out decisions and implementation. These in-country processes are characterized by donors shifting from bilateral to (harmonized) multilateral budget support; or deciding on a shift in sector priorities due to domestic political pressure. By its nature, however, support to empowerment processes enables donors in country offices to insulate themselves somewhat from these external risks by integrating a “phasing over” approach into programme and project design, transferring programme activities to local organizations and networks (C-Safe, 2005). During programme design and implementation, emphasis is placed on capacity building so that the services provided can continue through local organizations. Ensuring this approach is implemented from the start of a programme can reduce any negative impact of phasing out and better prepare programme partners for the unexpected.

Empirical Review

Rono (2008) in her study on financial implementation of NGOs projects in Nairobi revealed that dependence on donor funding was high with low utilization of internal resources, with use of the services offered to provide a descent return lacking. Khan and Hare (2005) pointed out that for an NGO funded project to be sustainable it has to develop a sound institutional base, a strong programmatic approach, and sufficient funds. At the institutional level, the NGO needs to establish the internal systems, structure, and work culture that promote strong leadership and positive organizational image, foster the belief that people are willing to support products and services they find valuable, and facilitate the development plans for implementation. They noted that for the NGO to be financially sustainable, it must have financial systems and procedures that provide clear and timely accounts of the financial position of the organization, reduce the costs of providing services, recover costs of service provision from clients and

community, raise resources through institutional earnings and use assets to attract and leverage resources from the community, the government, and divers donors.

In Kenya the sharp deterioration in economic performance worsened the poverty situation in the country as outlined in the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) report 2003-2007. The number of people living in poverty was estimated to have risen from 11 million or 48 per cent of the population in 1990 to 17 million or 56 per cent of the population in 2002 (GoK, 2003). This called for a concerted effort aimed at poverty alleviation. This was in form of private public partnerships geared at improving the standards of living of the locals mainly through rural projects initiation (GoK, 2001). The need for sustaining the initiated projects is therefore inherent.

In a study conducted in Vietnam, Hibbard and Tang (2004) highlighted the importance on NGOs’ part in sustainable community development. One observation was that NGOs give a balance to economic, social and environmental factors in promoting sustainable community development. In his work, Baccaro (2001) describes how NGOs promote empowerment and organization of the poor and marginalized through community development projects. In a general perspective, the major aim of NGOs is to support sustainable development in the community through activities that engage the community in their own development, capacity building and initiate self-reliance (Langran, 2002). In the poor and marginalized communities, the communities lack specialized labour and skills to do professional work and tap locally available resources that are important for particular community development projects (Nikkhah & Redzuan , 2010). Hibbard and Tang (2004) noted that sustainable development in any community is process oriented requiring extensive participation from the community

members with reliance on strong networks to share knowledge, resources and expertise.

Wabwoba and Wakhungu (2013) observed that Kenya is one of the countries in sub-Saharan Africa not able to feed its population sufficiently and therefore, relies on outside assistance. A study on factors affecting the implementation of community based food security projects funded by various organizations between 2005 and 2009 in the Karai and Ndeiya divisions of Kiambu County, Kenya concluded that food security projects are not sustainable. Despite much food security projects having been funded by both the Kenyan government and other development partners in an effort to mitigate against food insecurity and rampant 'poverty' the impact remained low as revealed by assessment reports. The study did not however establish the root causes of the projects failure but dwelt on general management issues, which even when addressed might not lead to implementation of the projects.

PDA Coast (2012) noted that over 95% of all Njaa marufuku projects had collapsed due to resource challenges, project prioritization, and leadership related problems thus leading to a total loss of over 30 million shillings used for funding the projects. PDLP Coast (2012) similarly reported that most livestock based projects were doing poorly due to lack of proper feasibility studies done to establish the opportunities and challenges to the projects. Kilifi county Kenya received financial support for dairy farming through Heifer International and Plan International since early 1990's but due to various challenges, implementation and performance remained below average for some of the beneficiaries. However over the same period of time some of the farmers supported have moved up the income ladder. PDLP Coast (2012).

In Nigeria, Maduagwu (2000) indicated that Governments should not presume that they knew what will benefit the poor better than the poor

themselves. Projects embarked need to be demand driven and on clear implementation frameworks. Mansuri and Rao (2004) noted that community development was more effective where the community was more cohesive, better educated and better managed. The findings however did not indicate the level of complexity of the project and implementation; whether it was at individual or communal level. In Japan, similar sentiments were raised by Pandey and Okazaki, (2005) who argued that Community programs initiated by the government and the international donor agencies failed to be sustainable at local level after completion of project. Kakaza (2009) further indicated that it was necessary to have the community involved during the project initiation so as to enhance the success rate of the project. Proper communication and information sharing was also observed by Magano (2008) as critical in enhancing projects success. The level of beneficiary involvement was not clearly spelt out in the report to enable adoption by other projects.

Patricio (2013) reported that aspirations' failure among the poor may be a consequence of poverty, rather than a cause. The study however failed to expressly support the sentiment especially on why aspirations could not be both a cause and consequence of poverty. It was also not clear on how the aspirations could be enhanced alongside other factors so as to enhance projects success among the poor. Bradshaw 2005 stated that, increasing the effectiveness of anti-poverty programs required those designing and implementing those programs to not only develop adequate theories of poverty to guide programs, but ensure that the community development approaches are as comprehensive as possible.

Josiya (2012) indicated that if poverty alleviation players understood the theory of a system, and the role of cooperation in optimization of all of its parts, they can promote change through a cooperative mode rather than adversarial

competition. Ndou (2013) revealed that lack of funds, poor project management, poor management of funds, lack of commitment and motivation, low level of education of project members, lack of youth involvement in community-based projects, lack of monitoring and evaluation by government officials and community leaders, lack of training and unavailability of workshops for project members and lack of government involvement in addressing project challenges were the reasons for failure of community-based projects. The study however failed to disaggregate the various reasons so as to know how to deal with them for future project success. Lalima (2013) observed that for any poverty alleviation project to work at individual, community or national level, a policy framework that prominently includes an orientation towards integration into the global economy needs to be put in place. The finding points out to the fact that, as one develops or escapes out of poverty, needs to be aware of all that happens around him or her and where it is above his/her means then the government or international community needs to come in.

In their research, Iyer and Jha (2005) identified many factors as having influence on project cost performance, these includes : project managers competence, top management support ,project managers coordinating and leadership skills, monitoring and feedback by participants, decision making , coordination among project participants owner's competence, social condition ,economic condition and climatic conditions. Elyamany *et.al* (2007) introduced a performance evaluation model for the construction companies in Egypt.

RESEARCH METHODOLOGY

The study adopted a descriptive survey design which according to Kothari (2006) and Onen and Oso (2009) is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have

certain characteristics and make predictions. The target population comprised of 90 community based food security projects in West Pokot County completed between 2011 and 2015. The study adopted a census with respect of unit of analysis which was the community based food security project in West Pokot County. The study used questionnaire as the research instrument. The study had to determine the data collection approach largely by identifying the type of information needed (Saunders, 2011). The data collection procedure included; the study to get a letter of introduction to be obtained from the chairman EPD department in JKUAT. A pilot study was undertaken on 9 community based food security projects. This study adopted a reliability threshold of 0.7. The study adopted a Content Validity Index which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. Data collected was analyzed using quantitative and qualitative methods with the help of (SPSS) version 22 and excel.

DATA ANALYSIS, PRESENTATION AND DISCUSSION

A population of 90 was selected using census survey design technique. A total of 90 questionnaires were distributed to various project managers of the projects in the study area. Out of the covered population, 70 were responsive representing a response rate of 77.78%. A pilot study was carried out to determine reliability and validity of the data collection instrument. The pilot study did not involve the sample respondents. The study sought to establish the gender distribution of the respondents. Both male and female respondents participated in the study and results show that 50.00% (35) were male, 37.14% (26) were female and 12.86% (9) of the respondents did not indicate their gender. The results indicate that the two genders were adequately represented in the study since there is none which was more than the two-thirds. In order to establish the ages of the respondents

who participated in this study were recorded. A total of 35 respondents answered this question and the findings show that 53.85% of the respondents were aged between 18 to 35 years, 32.76% were more than 35 years old while 13.39% did not indicate their age. The findings are in agreement with those of Price & Banham (2011) who established that there are two natural age peaks of the late 20s and mid 40s which are correlated to implementation of the projects. The two peaks fall in both the two age brackets used in this study. It was important to establish the education level held by the study respondents in order to ascertain if they were equipped with relevant knowledge and skills on food security projects. Majority (70%) had college education level, 20% had university education level, 5% had post graduate education level, 3% had secondary education level and 2% had professional qualifications. These findings implied that most of the respondents were qualified to understand the nature of the study problem. The study determined the working experience held by the respondents in order to ascertain the extent to which their responses could be relied upon to make conclusions on the study problem using their working experience. From the findings, (60%) indicated to have a working experience of 6-10 years, 20% had a working experience of less than 5 years, 15 % had a working experience of 11-15 years and 5% had a working experience of 16 years and above. These findings were in line with Braxton (2008) that respondents with a high working experience assist in providing reliable data on the study problem since they have technical experience on the problem being investigated by the study. This indicates that 50% of the respondents had worked in the projects for a long time and thus understood technical issues on food security projects in the study area.

Community Participation

The study sought to assess the influence of community participation on implementation of

food security projects in the study area. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 1 presents the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement highly agreed upon equivalent to a mean score of 1.0 to 2.5

The study findings in Table 1 indicate that the respondents indicated to a great extent that the community involvement to enhance engagement initiatives in the projects (3.657); there is community involvement in mobilization of the resources for implementation of the project activities (3.876); the community involvement yields sustainable projects (3.543); the community involvement enhance transparency and accountability in the projects (3.652); the community involvement ownership encourage ownership of the project activities (3.789); there are sustainable problem solutions from the problem identification in the projects(3.123) and there is community empowerment through transfer of management skills to users for the sustainability of the projects (2.876). The study findings corroborates with literature review by Okafor (2005) who observed that when communities participate in their own projects include empowering communities improve efficiency, local participation yields better projects, better outcomes as well as greater transparency and accountability enhances service delivery. Communities who are the beneficiaries of the projects should not be seen as targets of poverty reduction efforts but should be seen as assets and partners in the development process

especially for implementation of the food security projects.

Table 1: Stakeholder Participation

Statement	N	Mean	Std
Do you have community involvement to enhance engagement initiatives in the projects?	35	3.657	.097
Is there community involvement in mobilization of the resources for implementation of the project activities?	45	3.876	.543
Does community involvement yields sustainable projects?.	33	3.543	.124
Does community involvement enhance transparency and accountability in the projects?	22	3.652	.561
Does community involvement ownership encourage ownership of the project activities?	46	3.789	.234
Are there sustainable problem solutions from the problem identification in the projects?	46	3.123	.336
Is there community empowerment through transfer of management skills to users for the implementation of the projects?	32	2.876	.065
Composite Mean		3.456	

Project Team

The study sought to establish the influence of project team on implementation of food security projects in the study area. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 2 presents the findings. The scores of ‘Very Great Extent’ and ‘Great Extent’ have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of ‘Moderate Extent’ has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of ‘Small Extent’ and ‘Very Small Extent’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 1.0 to 2.5

The study findings in Table 2 the respondents indicated to a great extent that the team competency enhance efficiency of the

procurement process (3.456); the team competency reduce delayed payment (3.245); the team competency facilitated decision making in the project (3.671); the community involvement enhance transparency and accountability in the projects (3.439); the team competency enhanced transparency levels in the management of the projects (3.678); the team cohesion reduce procurement cycle in the project (3.459); the team cohesion enhance contract scope changes in your project(3.677); the leadership encourage up front planning efforts (3.511); the leadership that encourage up front planning efforts in the project(2.987) and the team commitment which encourages intrinsic motivation in the implementation of the projects(3.211). The study findings corroborate with literature review by Heldga (2008) confirmed that project team is very important for the successful implementation of projects. During programme design and implementation, emphasis is placed on project team capacity building so that the services

provided can continue through throughout the project.

Table 2: Project Team

Statement	N	Mean	Std
Does team competency enhance efficiency of the procurement process?	35	3.456	.876
How does team competency reduce delayed payment	45	3.567	.654
How does team competency facilitated decision making in your project	31	3.671	.763
How has team competency enhanced transparency levels in the management of the projects	28	3.439	.456
Does team cohesion reduce procurement cycle in your project?	36	3.677	.342
How does team cohesion enhance contract scope changes in your project?	38	3.511	.234
How does leadership encourage up front planning efforts?	32	2.987	.210
Do you have leadership that encourage up front planning efforts in your project?	35	3.211	.120
Do you have team commitment which encourages intrinsic motivation in the implementation of the projects?	26	3.567	.567
Composite Mean		3.211	

Implementation Food Security Projects

The study went further to establish the extent to which implementation of food security projects in the study area in terms of finish in time, within budget and scope. The data was collected from the different indicators of the variable implementation of projects which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency.

The first indicator for the dependent variable required to know what the project's implementation in terms of finished within time was, 5% of the respondents had 0% , 35% had less than 10%, 20% stated 20-30% , 15% indicated 30-40% , 15% posited 31-40%, 10% indicated over 40% The mode was found to be 2 which imply

that on average the most of the project's implementation in time is less than 10%.The next indicator required the respondents to state level of implementation of projects within budget, 25% of the respondents had 0% , 45% had less than 10%, 10% stated 20-30% , 0% indicated 30-40% , 5% posited 31-40%, 15% indicated over 40% The mode was found to be 2 which imply that on average the most of the project's implementation within budget is less than 10%.

When the respondents were asked what the level of implementation of projects within scope was, 30% of the respondents had 0%, 55% had less than 10%, 15% stated 20-30% , 5% indicated 30-40% , 5% posited 31-40%, 0 % indicated over 40% The mode was found to be 2 which imply that on average the most of the project's implementation within scope is less than 10%.

Table 3: Implementation of Food Security projects

	0%	Less than 10%	10-20%	21-30%	31-40%	Above 40%	Mode
Finish in Time	5%	35%	20%	15%	15%	10%	2
Within Budget	25%	45%	10%	0%	5%	15%	2
Within Scope	30%	55%	15%	5%	5%	0%	2

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The general objective of the study was to determine the determinants of successful implementation of community based food security projects in Kenya in Kenya. The study specifically determined the effect of community participation and project team on successful implementation of community based food security projects in Kenya. The reviewed literature showed that successful implementation of community based food security projects played an important role in curbing hunger in the country. Further, it was revealed that the type of the employed community participation and project team significantly affected successful implementation of community based food security projects.

On community participation, the study findings indicated that majority of the respondents stated that the community involvement enhance engagement initiatives of the projects. This can be achieved through taking an active role in identifying their needs and prioritizing those needs, mobilizing internal and external resources and implementing activities towards achieving their objectives, self-reliance is stimulated thus reducing dependency on the outside agencies and improves efficiency and local participation yields better projects. The community involvement decrease complaints on management issues in the projects as it encourage greater transparency and accountability enhances service delivery, the goal of participation is to give the communities

ownership, ability to express themselves, to learn from them, empower them through the transfer of skills, abilities and knowledge and produce sustainable solutions since decisions made by a community are influenced by the community's understanding of the issues involved. The study also established that problem identification enhance engagement initiatives of the projects and decrease of complaints on management issues of the projects?

On project team, the study findings indicated to a great extent that the team competency enhances efficiency of the procurement process and the team competency reduces delayed payment. It was established that the team competency facilitated decision making in the project, the community involvement enhance transparency and accountability in the projects and team cohesion reduce procurement cycle in the project as it enhance contract scope changes in the projects. Further, the leadership encourages up front planning efforts and the team commitment which encourages intrinsic motivation in the implementation of the projects

On implementation of Community Based Food Security Projects, the study sought to determine implementation of community based food security projects, attributed to the influence of community participation, project team, management practices and monitoring and evaluation. Completion of project in time, scope and within budget in the projects recorded low

positive achievements. Effectiveness in the projects further recorded low positive achievements. From inferential statistics, a positive correlation is seen between each determinant variable and implementation of community based food security projects. The strongest correlation was established between community participation and implementation of community based food security projects. All the independent variables were found to have a statistically significant association with the dependent variable at ninety-five level of confidence. Analysis of variance was further done and it was established that there was a significant mean. This is since the p values of their coefficients were all less than 0.05.

Based on the study findings, the study concluded that successful implementation of community based food security projects was affected by community participation followed by project team. The study concluded that community participation was the first important factor that affected successful implementation of community based food security projects. The regression coefficients of the study showed that community participation had a significant influence on implementation of community based food security projects. This showed that community participation had a positive influence on successful implementation of community based food security projects.

The study concluded that project team was the second important factor that affects successful implementation of community based food security projects. The regression coefficients of the study showed that project team had a significant influence on implementation of community based food security projects. This showed that project team had a positive influence on successful implementation of community based food security projects.

Recommendations of the Study

The study recommends for effective community participation in the projects community involvement enhance engagement initiatives of the projects. This can be achieved through taking an active role in identifying their needs and prioritizing those needs, mobilizing internal and external resources and implementing activities towards achieving their objectives, self-reliance is stimulated thus reducing dependency on the outside agencies and improve efficiency and local participation yields better projects.

The study recommends that the project team should be supported to enhance successful implementation of community based food security projects. The project team competency enhances efficiency of the procurement process and reduces delayed payment which affects implementation of the projects. The project team competency facilitates decision making in the project and enhance transparency and accountability in the projects and team cohesion reduce procurement cycle. There should be effective leadership that encourage up front planning efforts and the team commitment which encourages intrinsic motivation in the implementation of the projects

Recommendations for Further Studies

The study contributes to the body of knowledge by examining the determinants of successful implementation of community based food security projects in Kenya. The successful implementation of community based food security projects in Kenya is greatly affected by community participation and project team. The study contributes to the existing literature in the field of project management by elaborating existing theories, models and empirical studies on factors affecting successful implementation of community based food security projects. The current study should therefore be expanded further in future in order to determine the effect of project legal framework on successful

implementation of community based food security projects. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other arid and semi-

arid areas in Kenya and other countries in order to establish whether the explored factors can be generalized to affect successful implementation of community based food security projects.

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