

Effect of Stakeholder Participation and Project Funding on sustainability of Community Service Order Projects in Kenya: A Case Study of Kakamega County

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Abstract: Community Service Order projects was crafted to equip offenders with requisite skills in order to empower them economically since most of the offenders were petty and would justify their crime due to lack of income or means to generate an income. The purpose of this study was investigate determinants of sustainability of Community Service Order projects in Kakamega County, Kenya. The study was guided by the following specific objectives; to determine the effect of stakeholder participation and project funding on sustainability of community service order projects in Kakamega County. The study relied on questionnaire method for purposes of data collection. The target population consisted of 240 individuals who included Community service order officers, chiefs, assistant chiefs and ground supervisors who have direct contact with community service order projects in Kakamega. Stratified sampling technique was used to select 148 respondents of which 117 returned the questionnaires. Analysis of data was done using descriptive and inferential statistics using with the aid of the Statistical Package for the Social Sciences (SPSS). The stakeholder participation had a strong and significant positive relationship with sustainability of Community Service Order projects. Project funding had a weak but significant positive relationship with sustainability of Community Service Order projects. The overall regression model showed that that stakeholder participation and project funding was 58.3%. The remaining variance could be explained by other variables, which were not examined in this study. There is a need for training of the human capacity with regard to basic skills in project management, encourage stakeholder participation, involve all stakeholders in project identification and provide not only adequate but also timely funding in order to realize sustainability of Community Service Order projects not only in Kakamega County but also in Kenya and beyond.

Keywords: Community service order project, Project funding, Stakeholder participation.

1. INTRODUCTION

Sustainable development entails the development of a society where the costs of development are not transferred to future generations, or at least an attempt is made to compensate for such costs. Sustainability refers to the continuation of a project's goals, principles, and efforts to achieve desired outcomes [7] Although many grantees think that guaranteeing the sustainability of a project means finding the resources to continue it "as is" beyond the grant period, ensuring sustainability really means making sure that the goals of the project continue to be met through activities that are consistent with the current conditions and workforce development needs of the region, including the needs of both workers and industry [8].

[9] alludes to the fact that Project sustainability requires compliance with current standards as well as providing a viable means of allowing the project to generate benefits on an ongoing basis. Those standards are often determined by considering governmental regulations relevant to the project as well as the production and quality standards of the company that is authoring the endeavour. Attention is usually paid to consumer wants and needs as a way of determining if the results of a project will likely be attractive enough to generate demand that will continue for an appreciable period of time. Unless all these elements are present, then project sustainability may be difficult if not impossible to achieve

Community Service Orders (CSO) program in Kenya has been in existence for over 20 years now. The successes and gaps have not been systematically documented yet in each successive year, thousands of offenders have been placed on the program, several projects have been initiated and considerable support from government and external sources has been registered. Some of the projects are identified, implemented and supervised directly by community service officers while others are overseen by agency supervisors where offenders are committed to work. In the year 2008, the program began receiving funding for flagship projects as a contribution to the Vision 2030 [12]

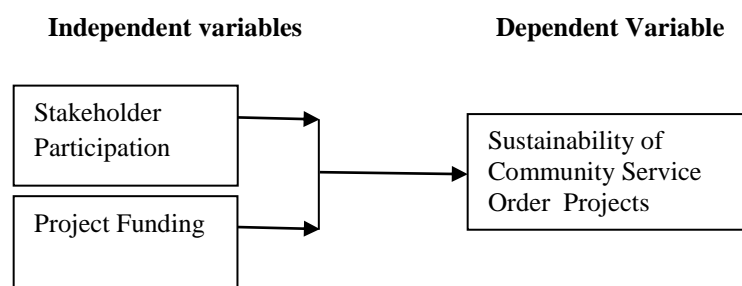
2. EMPIRICAL REVIEW

[13] defined human capacity as Specific' competence refers to the profession or field specific knowledge and skills relevant to the tasks realized at the work environment. [13] used these competencies to study the influence of workers' competencies on individual effectiveness of managers and the course for action toward managerial excellence in projects in Greece. The study used a sample of 132 male and female managers in Greek firms to measure both leadership roles' competencies and managerial effectiveness in running projects. Structured questionnaires were used to collect data. The study found that managers characterized with high levels of project management excel in practicing all leadership competencies while gender did not exert significant impact on job performance.

Further, [2] established substantial relationship between contractors experience and adherence to cost estimates in the construction industry in Kenya and recommended that community development projects however small they may be must be managed by skilled and experienced personnel. [2] also established that poor distribution of labour and poor site management greatly affect the cost baseline and recommended that adequate technical, managerial and communication skills were influential to the adherence to cost estimates, thus community service providers must require requisite skills for cost estimates in project management. [6] sought to establish the influence of community participation on successful implementation of constituency development fund projects in Kenya. The study was carried out in Mwea constituency, Kirinyaga County. Descriptive research was utilized to guide the study. The study was based on community development projects but did not focus on community service order projects that too can benefit from community participation.

Further, positive change in community based projects is more likely if the stakeholders who will directly benefit from the project or the target group are an integral element of the change process [1]. These stakeholders should be involved in the selection, design and implementation of the project. Stakeholder participation must be based on the principles of voluntary involvement to allow full commitment to the course and full participation [14]. Further, [5] in a study done found that community participation fosters cooperation in Community Based Projects since prior to the introduction of the concept of cooperation in community development; it had been difficult to win the support and commitment of the community members in development work. Cooperation is thus a social order and is one of the techniques in sustaining community development. This is related to integration in the sense that the various units actually join together practically giving rise to cooperative groups with various principles.

3. CONCEPTUAL FRAMEWORK



4. SUMMARY AND CRITIQUE OF EXISTING LITERATURE

According to [11], leadership competencies associated with the innovator, director and mentor roles contribute most to managerial effectiveness in project management. However the study did not focus on middle level and junior managers because they also significantly contribute to the success of projects. [4] undertook to investigate how human capacity factors contribute to the achievement of project goals such as quality, cost, time, client satisfaction and environmental sustainability. The study provided evidence that cost overrun, delayed completion period and poor quality exist in the construction industry in Kenya.

The study was focused on the mental side of construction management and not the technological side of the enterprise. The study administered questionnaires to building consultants, contractors, and developers selected using a random sampling procedure. The study used both qualitative and quantitative methods to analyse data collected. The study used a cause effect regression analysis to find out if a relationship exists between human capacity factors and project performance. The study established that there exist strong relationships between most of human capacity factors that had been identified and project performance by project participants.

Project delays coupled with cost overruns were highlighted as significant challenges facing government funded projects in Africa. Research has been done on the management of many projects in Kenya; [6], but very little have been done to assess the determinants of sustainability of community service order projects in Kenya. Generally it is known that project cost overruns can be attributed to schedule overruns, lack of motivation of the project team, inadequate project resources or funding, poor buyer- but little has been done to analyse the effect of these factors on sustainability of community service order projects

5. RESEARCH METHODOLOGY

The study adopted a descriptive survey design. In this study, inferential statistics and measures of central, dispersion and distribution were applied. The target population of the study comprised of 240 actors based in jurisdictions with courts. This is because the nature of projects under study are those that result from direct court referrals. Simple random sampling was used to choose the respondents in this study. The study used self-administered questionnaires and observation schedules. This study utilized both primary and secondary data. Questionnaires were used to collect primary data which was distributed to the staff.

The Regression analysis was used to analyse the data to show the cause-effect relationship of the factors that risk management practices .The regression model is of the form given below

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where, Y = Sustainability of Community Service Order projects

α = Constant

$\beta_1, \beta_2, \beta_3$ and β_4 = Regression coefficient, ε = Error term

X1= Stakeholder participation

X2= Project funding

6. RESULTS AND DISCUSSION

6.0 Response Rate

Out of the 148 questionnaires administered, 117 respondents returned them. This represents 79.59% response rate. A response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and over is excellent. This response rate is sufficient to make conclusions on the study.

6.1 Stakeholder Participation

From the findings, the respondents (57.6%) disagreed that the organization involves stakeholders in community service order projects, the mean was 4. Stakeholder involvement must therefore be brought in at all stages of projects, so as to ensure its success. The respondents were also asked whether stakeholders have a key role in sustaining community service order projects where majority strongly agreed (54.1%). The mean of the responses was also 1.2, thus confirming.

Asked whether most officers are satisfied with stakeholder involvement in community service order projects, respondents (43.5%) disagreed; the mean response was 4. Majority of the respondents (71.8%) disagreed that most stakeholders are actively involved in identification of community service order projects the mean was 4. More than half of the respondents (57.2%) agreed that stakeholder participation significantly influence sustainability of community service order projects. In response to the question as whether collaboration with stakeholders assist in implementation of community service order projects (52.9%) of the respondents agreed. These findings support a study by [3] that stakeholder participation therefore means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of project development initiatives.

6.2 Project Funding

From the findings, the respondents (56.5%) strongly disagreed that they participate in budgeting of community service order projects, the mean was 4.5. The respondents were also asked community service order project funds are disbursed in a timely manner disagreed (52.9%). The mean of the responses was also 4.4, thus confirming.

Asked whether the organization has different sources of funds for sustaining community service order projects, respondents (47.7%) disagreed; the mean response was 4.4. Majority of the respondents (52.7%) disagreed the future funding sources for the community service order projects have been identified the mean was 3.6. More than half of the respondents (57.6%) disagreed that the organization has many funding networks and partnerships with other organizations. In response to the question as whether the effective funding of projects affects sustainability of community service order projects (61.2%) of the respondents agreed. These findings agree with [10] who cited insufficient funding affects projects and delays in payments for valuations of works done negatively impacts on projects sustainability.

6.3 Sustainability of Community Service Order projects

From the findings, the respondents (53.3%) disagreed that the organization has continued supply of skilled to run our community service order projects, the mean was 3.5. The respondents were also asked whether the number of self-run community service order projects has increased disagreed (57.6%). The mean of the responses was also 4.3, thus confirming.

Asked whether the organization has decreased cost of running community service order projects, respondents (61.2%) agreed; the mean response was 1.6. Majority of the respondents (62.4%) disagreed there is increased commitment by CSO supervisors in running CSO projects the mean was 3.4. Most of the respondents (43.5%) disagreed that there is an expanded market for community service order products. In response to the question as whether there is constant project funding for our community service order projects (49.5%) of the respondents disagreed

6.4 Correlation Results

From the findings, stakeholder participation has a positive and significant relationship with sustainability of community service order projects ($r = 0.429$, $p\text{-value} = 0.000$). This implies that there is a probability of 0.429 that the sustainability of community service order projects will increase with increase in stakeholder participation. The findings also showed that project funding has a positive and significant relationship with sustainability of community service order projects ($r = 0.409$, $p\text{-value} = 0.051$) at 0.05 level of significance meaning that there is a 0.409 probability that the sustainability of community service order projects will increase with increase in project funding.

6.5. Model Summary

Table below illustrates, the R value indicates a relatively strong correlation between predictor variables and the response variable (sustainability of community service order projects). This is because the R value is positive (0.488). This means that the variation in the growth was attributed by 48.8% change in the predictor variables. According to the value of the R-Square, 21.5% of the sustainability of community service order projects could be explained by independent variables of stakeholder participation and project funding.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.488a	0.215	0.235	0.571

a Predictors: (Constant), Risk identification, risk analysis

7. CONCLUSION

Study findings revealed a statistically significant and positive relationship between stakeholder participation and sustainability of Community Service Orders Projects in Kakamega County. Participation approach increases the level of ownership of the projects. Having all the stakeholders involved from the inception of the idea of a project to the implementation of the same increase the level of success because of sense of ownership. With regard to the study findings, it is concluded that stakeholder participation has a significant positive relationship with sustainability of community service order project in Kakamega County. Study findings revealed a weak but positive relationship between project funding and sustainability of community service order projects in Kakamega County. With regard to this finding, it is concluded that project funding had a weak positive relationship with sustainability of community service order projects in Kakamega County. Projects success is determined by not only adequate but timely funding and prudent utilization of allocated funds for the intended purpose. Before the implementation of the CSO project there is need for a budgets which needs to be funded on time. The products of the projects should also have ready market in order to pull in more funds for its sustainability.

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