Int Journal of Social Sciences Management and Entrepreneurship 8(2): 11-27 2024

ISSN 2411-7323

www.sagepublishers.com

CRITICAL SUCCESS FACTORS INFLUENCING COMPLETION OF POVERTY ERADICATION PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The purpose of this study was to investigate factors influencing completion of poverty eradication projects in Nairobi City County, Kenya. The study used descriptive research design. The study focused on the poverty eradication CBOs based in Nairobi City County that were involved in planning and management of the poverty eradication projects. There were fifty-six (56) poverty eradication CBOs based in Nairobi City County. The unit of analysis was project managers, field officers and project coordinators from each of the poverty eradication CBOs. Therefore, the total number of respondents was one hundred and sixty-eight (168). Primary data was obtained from the questionnaires that were administered to respondents. SPSS was used to produce frequencies, descriptive and inferential statistics which were used to derive conclusions and generalizations regarding the population. The particular descriptive statistics were frequencies, mean scores and standard deviation. The particular inferential statistics were regression and correlation analysis. According to the findings of the study, financial resources and community participation have a positive and significant influence on project completion of poverty eradication projects. The study recommends that there is need for training and development practices involving training programs, community participation practices such as need assessment to be invoked.

Key Words: Poverty Eradication Projects, Financial Resources, Community Participation, Project Completion

Background of the Study

Program completion is a major issue for many poverty eradication projects, especially in low- and middle income countries (Gruen, 2015). Evidence from different studies indicates that 40 per cent of all new programs do not continue beyond the first few years following the termination of initial funding (Savaya, 2018). Community development is about capacity building that enables the members to identify opportunities and together develop strategies for exploiting these opportunities. For one to confirm community development there has to be positive change that impacts the living standards of the people in the long run. Gitonga (2017) posits that projects enable communities to set achievable goals for their development activities.

Almost half of the population of the world now lives in urban areas and this proportion is increasing with a projection of almost 5 billion in 2030 (Baker, 2018). Urban centers provide considerable social, economic and political opportunities for poor people. They are places where poor people can have a range of employment options, can participate in local political movements, and can benefit from access to a wide range of key services, education, health, electricity, solid waste collection and welfare programmes. They are also, for many, places of squalor, pollution and crime. With the rapid growth of cities, especially as seen in developing countries over the last 30 years, the urbanization process needs to be managed better to ensure that it becomes a mechanism through which poverty in the developing countries can be reduced on a sustainable basis (DFID, 2016).

Community based projects seek to empower local community groups and institutions by giving the community direct control over investment decisions, project planning, execution and monitoring which is realized through a process that emphasizes inclusive participation, management and implementation of the projects (Haider, 2019). Successful implementation of such projects may be affected by how well heterogeneity is managed, by what resources and strategies are used to bring communities together and how effectively the interests and differences of the members are dealt with (Mansuri & Rao, 2015).

Nairobi City County boasts over 150 development partners consisting of CBOs, faith-based organizations, financial institutions and other private organizations that operate within the county and target rural community-based food security projects (IFRCRCS, 2019). The District Development Office report (DDO, 2018) shows that over 500 groups have been funded between 2005 and 2009 by these organizations with some community-based food security projects being funded by as many as five donors during the same period.

Most of the community-based projects are found in Karai and Ndeiya Divisions and some parts of Kikuyu including; Njaa Marufuku Kenya (NMK), the Total War against Aids Project and the Community Based Nutrition Program (GoK, 2015; Ministry of Health, 2015; GoK, 2017). Despite the many funded food security projects in Nairobi City County, there is persistent food insecurity among the rural communities. The residents of Kibera have high rates of malnutrition due to food insecurity and yet Nairobi has the largest number of community funded food security projects in Kenya. An impact assessment on community funded projects showed that only 5 out of 36 projects funded in 2007 by Njaa Marufuku Kenya were partially active, while the rest had become defunct and could not be traced after cessation of funding.

Statement of the Problem

Poverty has been identified as key challenge to human development in Kenya since independence. Though attempts have been made to understand and tackle it, poverty incidence has continued to increase over the years, from 30% in 2015 to 37.5 % in the 2016 to 45% in the 2017 and above 50 % in 2018.It is estimated that16.5 Million Kenyans are living in households whose reported incomes is insufficient to afford all the basic necessities (KIHBS, 2016).Poverty has remained a

major threat to many Kenyan households wellbeing, with far reaching negative implications on security and economic wellbeing of those who are not poor.

Poverty eradication or alleviation has always been on the agenda of all governments since independence (Githenya & Ngugi 2015). Today, project developments are important vehicles of social and economic development and a great contribution to the development agenda of the Vision 2030 in Kenya. However, most of these projects are not able to exist for more than two years (Wanjohi, 2015). While some of these projects succeed, a considerable number of them fail along the way before reaching the intended destination. Consequently, the collapse of these projects may mean that their projects end prematurely and do not meet the objectives or the goals. This is an indication of poor performance of the projects initiatives (Speer & Perkins, 2016). In Nairobi City County, out of 75 registered CBOs focusing on the poverty eradication, only 56 are active while 19 are dormant (Ministry of Labour and Social Protection, 2018).

Some of the relevant studies conducted include; Mwangi and Ngugi, (2015) conducted a study on determinants of completion of community projects in Kiambu County. There exists a conceptual research gap between the above study and this study. The above study focused on the determinants of completion of community projects in Kiambu County while the current study focuses on factors that influence completion poverty eradication projects. Ling and Ma, (2015) conducted a study on effect of competency and communication on project outcomes in cities in China. The study concentrated on China economies thus presenting a contextual or geographical gap. The current study focused on Kenya economy.

Hillson and Grimalai (2015) conducted a study on understanding project risk exposure using the two-dimensional risk breakdown matrix. The study presents a conceptual gap since it concentrated on understanding project risk exposure using the two-dimensional risk breakdown matrix. As evidenced from the studies above, majority concentrated on developed economies and with different concepts, therefore, it is for these research gaps that this study is carried out so as to narrow the present gaps.

Objectives of the Study

The following specific objectives guided the study;

1. To establish the effect of financial resources on completion of poverty eradication projects in Nairobi City County, Kenya.
2. To assess the effect of community participation on completion of poverty eradication projects in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Resource Based View (Financial Resource)

The Resource-Based View (RBV) theory was invented by Penrose (1959). Resource Based View (RBV) studies resource availability, capabilities and core competencies to attain and sustain competitive advantage in the same environment (Amit & Shoemaker, 2018). It emphasizes the resources as the fundamental determinants of competitive advantage through procurement planning and performance. It adopts two assumptions in analysing sources of competitive advantage Peteraf and Barney (2016). First, this model assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms. Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage. The argument goes "If all firms in a market have the same stock of

resources, no strategy is available to one firm that would not also be available to all other firms in the market, (Cool, 2017). Barney (2018) explains procurement performance is attributed to resources having intrinsically different levels of efficiency in the sense that they enable the firms to deliver greater to their customers for a given cost (or can deliver the same benefit levels for a lower cost). The theory informs the financial resources variable, that is, if there are ample financial resources available then implementation of projects can be done in time.

Eminent scholars have introduced various resources and cited several discussions on developing strategies in order to build up an RBV theories in the strategic management field. Homogenous resources i.e. financial resources, physical resources, human resources, technological resources, reputational & organizational resources are classified by (Grant, 2016). Furthermore, resources are categorized into tangible resources (i.e. financial resources, physical resources & human resources) and intangible resources (i.e. patents, brand recognition & reputation) (Collins & Montgomery, 2015; Zahra & Das., 2018). Hall (2017) highlight the intangible resources that are not physical in nature like assets and core competencies and these assets are categories into legal assets (i.e. agreements & contracts, patents & trademarks) and legal assets (i.e. reputation & suppliers' network) and other structural-cultural resources. In Muller Lietzkow (2002) study, it is assumed that in the imperfect market a firm gain competitive advantage only when they allocate and distribute key resources excellently. Therefore, RBV describes that resources, capabilities and core competencies are highly correlated to explore a project's sustainability that prolong the project's completion. Specialized know-how has a great impact on performance. Study shows that Resource Based View (RBV) stresses to sustainable competitive advantage whereas ordinary capabilities effect on performance in the same environment and dynamic capabilities in altering.

Freirean Theory of Dialogue and Society (Community Participation)

This project is based on the third theory under review that is the Freirean theory of dialogue and society, and the major economics models of project assignment. The Paolo Freire's theory of dialogue (Freire, 1970) states that dialogue, particularly between leaders and community, is essential to liberation and education of the masses by challenging historically held methods via the use of critical thought. Critical thought raises consciousness and questions the assumption that people should fall into established routines or systems, rather than help to form new systems that better address their needs especially concerning projects intended to better their lives. This emphasis on conscious, collaborative action gives power to community members motivated to redefine aspects of their cognitive systems. Whether by negligence, lack of budget, lack of motivation, or simple ignorance, there are disparities in implementation of community-based projects (Freire, 2014).

Freire's emphasis on dialogue is reflected in this project by my advocacy for community involvement with the development and management of CBPs in order to ensure continuity and provision of basic amenities even after phasing out. Community members deserve not only to be part of the project design and implementation, but to be explicitly invited to that process and thus get involved in the solutions. Additionally, information about these mechanisms must be presented in accessible language, and with appropriate context. This study is anchored on this theory and serves as a bridge from the inaccessible and often intimidating language of development agencies to the people most affected by the discussion: communities.

Knowing about community, philosophically believing in the worth of community and being skilled at developing and sustaining community are essential aspects of community development initiatives. This theory suggests four stages of community building or development; Stage one also called 'Pseudo community' is where communities seem to be getting along where conflicts are avoided at all costs. Stage two also called 'Chaos' is where the community experiences chaos when the first stage does not work, the community experiences chaos as different members begin to

openly vent their frustrations and disagreements. A community managing to pass this stage is considered authentic. The stage three is also called 'Emptiness' and it is where community members learn to empty themselves of ego-related factors and embrace the needs of the group they are able to balance their individual needs with the needs of the community. In stage four the individuals grant each other empathy and understanding and can progress in whatever undertaking they have. This is the authentic stage or true community. The theory is applicant to the study as it investigates the dynamics of group and community development. This is an essential consideration as they impact on the sustainability of the community development groups. The theory does not however detail on how to handle the issues that encompass each stage of community group development.

Conceptual Framework

According to Kombo and Tromp (2015), a concept is an abstract or general idea inferred or derived from specific instances. A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Mugenda and Mugenda (2003) and Smith (2015), define a conceptual framework a hypothesized model identifying the model under study and the relationship between the dependent and independent variables.

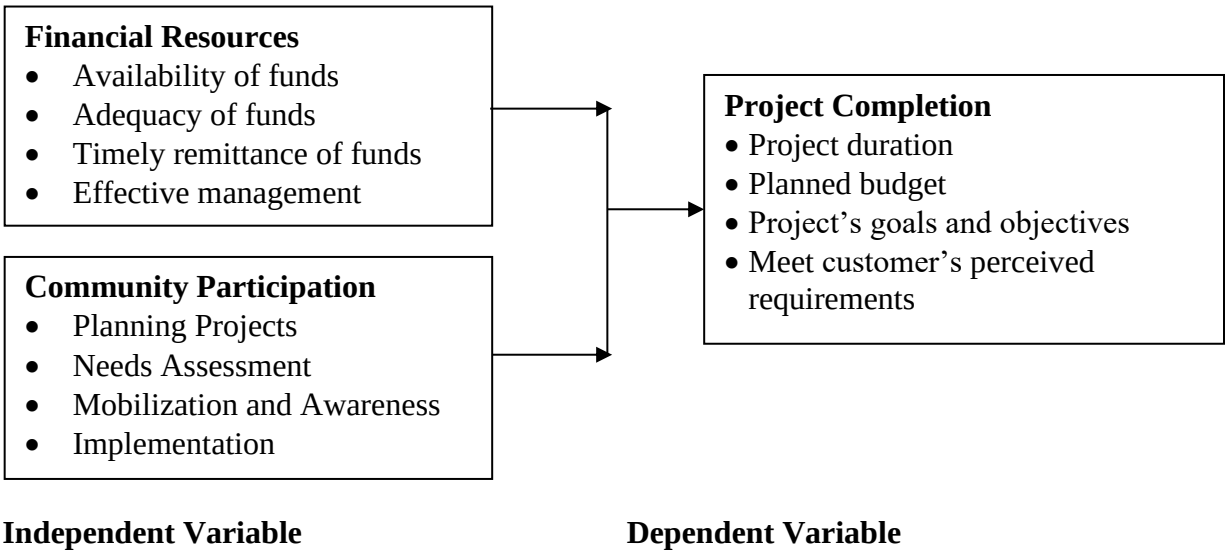

Figure 2.1: Conceptual Framework

Financial Resources

One of the key rudiments in project sustainability is the availability resources that are required for community-based projects. This means, selecting resources that should be available for the projected future, minimizing the possibility of project failure once it is up and running, due to inadequate essential materials. In many cases, this will mean identifying secondary sources of those materials that can be pressed into action. Inadequate funding detracts from a project's ability to be sustained (Bamberger & Cheema, 2015). However, there are many ways that funding can be linked to a project's ability to be sustained. Holder and Moore (2015) support developing local resources for enhanced sustainability emphasizing the importance of adequate local capacities to generate funds after external funding ceases.

Financial resource is one of the most important aspects in project management that require much attention since its mishandling can lead the project into a complete failure. It can affect the end result by either not meeting the performance requirement set by the financier or a total cancelation of the entire project if not carefully managed. It includes estimating how much the whole project

will cost by breaking down the project into component and determining the cost as well as providing financial resources for project implementation (Mintzer, 2017). This is done by taking into account the entire scope of the project i.e. all the activities needed to be done in the whole project, the materials and equipment involved as well as the labor factors. In his 2009 edition, Kerzner identified some tools and techniques that can be used for project budgeting and financing which include recent experience in similar work, professional and reference material, market and industry surveys, knowledge of the operations and processes and estimating software and databases if available (Kerzner, 2019).

Financial resources availability can improve schedule performance by increasing the quantity of resources, productivity and utilization. Total resource quantities and associated productivities are often limited and difficult or expensive to improve, leaving resource utilization as a primary management tool to reduce project durations. Managers can have a large effect on financial resource utilization through the policies they use to allocate resources among development activities, even when the total quantity and productivity of resources are fixed. For example, a finance manager can impact when all project components are completed by allocating the optimal fraction of the available finances to the initial activities of projects, checking activities to identify needed changes, and the correcting or improving of project budgets (John, 2017).

John (2017) indicated that applying too few finances to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities. Therefore, the effective and efficient allocation of scarce financial resources among development phases and among activities within phases is a realistic management opportunity for improving project schedule performance.

Sterman's (2015) description of policies as decision-making rules is adopted here. In this context financial resource allocation policies are formal heuristics or guidelines which managers use to make individual decisions about where to apply resources. For example, the critical path method mantra is an informal resource allocation heuristic that could be formalized into a policy of filling all resource needs of critical path activities before allocating resources to other activities. Improved understanding of how resource allocation policies impact project schedules can improve performance.

Despite the potential of improving financial resource allocation practices to reduce development durations, relatively little research has investigated allocation policy design. Financial resource allocation practices can include many types of information, including resource needs across activities and time, productivities of resource types, and resource availability.

Delays in making financial allocation decisions, implementing reallocations, and productivity ramp-up of re-allocated resources also make resource allocation practice difficult. Resource adjustment delays can be large due to the number of information and physical activities that must occur for a complete change in allocation, the time requirements for those activities, and the prerequisite information needs in those processes. Intuitively, managers should incorporate financial resource adjustment delays into allocation policies. But several types of managerial errors can thwart these efforts, including the challenges in predicting the sizes of multiple interacting backlogs, the uncertain sizes of actual delays, and the lack of understanding of how demand forecasting and allocation delays impact performance Yassine et al.,(2018) assume there are no resource allocation delays, that these exchanges are perfectly synchronized, or both.

Financial resource allocation can be based on a simple heuristic that is, allocating resources to each development activity in the same proportion that the activity's current backlog contributes to the total backlog (Repenning, 2016). This practice is attractive for at least three reasons: (1) current conditions are relatively easy to observe and use, (2) current conditions are easier than forecasted demands to defend to practice critics and (3) basing allocations on current conditions and direct

proportions is cognitively simple. But such a practice has at least two important defects. The policy fails to include the impacts of future changes in backlogs and the growth in total effort required due to rework. In contrast, Joglekar and Ford (2015) recommend basing financial resource allocations on estimates of future resource demands that are continuously adjusted based on current conditions. This approach partially addresses the challenges posed by allocation delays.

Community Participation

Community participation is the sociological process by which residents organize themselves and become involved at the level of a living area or a neighborhood, to improve the conditions of daily life (water, sanitation, health, education). It comprises various degrees of individual or collective involvement (financial and/or physical contributions, social and/or political commitment) at different stages of a project. Since, it implies that residents set up management committees in charge of equipment (Moningka, 2015).

Moningka (2015) adds that community participation can be seen as a process in which community members are involved at different stages and degrees of intensity in the project cycle with the objective to build the capacity of the community to maintain services created during the project after the facilitating organizations have left. Community participation throughout the 10-whole project, thus from project design and implementation to evaluation, ensures the reflection of community priorities and needs in the activities of the project and motivates communities into maintaining and operating project activities after the project is completed.

According to Mansuri and Rao (2015) community-based projects are typically implemented in a unit referred to as a 'community'. This often refers to either an administratively defined locale such as a village, a tribal area, or a neighborhood, or identifies a common interest group, such as a community of weavers or potters. It is common in the literature on development policy to use the term, without much qualification, to denote a culturally and politically homogeneous social system, or one which is, at least implicitly, an internally cohesive and more or less harmonious entity.

Approaches of participation have been popularized by RRA and PRA approaches to community development and research which Chambers(2015) refers to as a family of approaches and methods to enable rural people to share, enhance, and analyze their knowledge of life and conditions, to plan and act. Cleaver (2019) observes participatory approaches as ways of building synergy, ownership and enhancement of sustainability.

Participatory approach has been criticized on the basis that no single study (to establish) a causal relationship between any outcome (of a project) and (its) participatory elements (Mansuri & Rao, 2015). They have also faulted the individualization of the concept of action and the depolarization of empowerment. Their observation is that it would be difficult to elaborate on who is empowered; individual or community or categories of people, for example, women, the poor or socially excluded (Cleaver, 2019).

Mansuri and Rao (2015) observe that there is a substantial, and disparate, theoretical literature on collective action and coordination by economists, sociologists and anthropologists which examines the relationship between heterogeneity and the capacity for collective action. This literature has identified a number of constraints to collective action and has also indicated the types of environments in which coordination issues are likely to be more or less problematic.

Community participation is key to the success of any given project at the level of the community. Members of the community through community-based projects address issues that directly affect them in an effort to curb situations of interest to them. Intercommunity is therefore not involved at the various project levels, chances of it not owning the project may render its operational capacity unattainable.

The communities participate through planning the projects, conducting needs assessment, mobilization, awareness creation and implementation. During planning the community takes part in formulating objectives, setting goal and criticizing plans. On needs assessment, the community expresses their opinions about desirable improvements, prioritizing goals and negotiating with agencies in charge of the project. The community can also create and raise awareness about their needs while providing support to the organizational structure organizational structures within the community through mobilization. The community can engage in management activities; contributing directly to operation, maintenance of the project by contributing cash towards costs, paying of services or membership fees of community organizations which can facilitate implementation of the set projects.

Project Completion

In order to manage projects effectively and increase the chances for a project's success, it is important to follow certain project management method for completing the project. Project management focuses on responsibility, authority, and scheduling of the project in order to attain defined goals (Baker & Baker, 2017). Essentially, Project Management results in better control and coordination while lessening development period, lowering costs, and generally generating higher quality results. It forces team members to contemplate what needs to be done to achieve project aims and work out how activities can be harmonized while bearing in mind possible risks and trying to alleviate them. Baz (2019) in UK noted that 31% of IT projects were cancelled before completion, and 52.7% of completed projects cost over their original estimates, in addition 1 in 8, is the number of projects that can be considered truly successful.

The criteria in which project completion has often been measured and have been called key performance indicators and even dimensions to project performance, (Atkinson, 2019, Betham et al., 2015). Several other authors, within the multi-dimensional construct of project performance have suggested diverse measures or indicators based on experimental research. While some concentrated on using these measures as strategic weapons, others underscored the proper demarcation of the measures and groupings into classes that would make tracking and management of projects reasonable (Gwaya, Masu, and Wanyona, 2015).

A major problem found with the present patterns of project performance measurement is the lack of consensus on what constitutes success or failure of the project. Various authors have expressed concern about the definition of success and failure. Citing from Morris and Hough (2016), Murray et al, (2017) specify that the definition of a success or failure of a project is not always an easy one. Project management models have not always agreed on a universal definition of what is meant by a project success (Shenhar et al, 2017). Accordingly, the factors causing success (or failure) have been similarly defined in limited proportions by different authors. Murray et al (2017) noted from literature that projects are often labelled as a technical success in spite of being behind schedule and over budget. On the other hand, projects may be ahead of schedule and within budget but still be a technical failure. This position was substantiated by Willard (2015) who provided examples showing the various means by which success have been acknowledged. Within a definite context, Ludin and Soderholm (2015) observed that a project could be considered a success in the sense that it has successfully passed through all the sequences of the typical stages: concepts, development, implementation and termination.

One of the results of this disagreement is the inherent assumption that the two are dichotomous; that a project either it's completed successfully or it's failed. One of the causes of the difficulty in reaching consensus on the definition of project success or failure lies in the fact that these two have been treated as a dichotomous. This study takes the view that the two are not mutually exclusive and that they could, in fact, exist together across the stages of the project life cycle. It uses the contingency theory. Whereby uncertainty about what to build and how, is reduced as projects move

from conception to completion through abstract planning, design, and construction. Owners, designers, contractors and suppliers include additional time and money in their estimates to absorb uncertainty, in order to reduce failure and increase success. Likewise, project owners may include addition space or capacities in their package to cope with changes, and architects and engineers may make provisions for the unexpected and unknown in their designs. These contingencies, established to absorb uncertainty, may be reduced as the project matures, as what and how become clearer and more stable (Howell, 2017).

Githenya and Ngugi (2015), state that good project implementation is essential. An individual or group of people should be given responsibility to drive success in project implementation. First, scope should be established and controlled and must be clearly defined and be limited. This includes the amount of the systems implemented and amount of projects process reengineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase. The project must be formally defined in terms of its milestones. The critical paths of the project should be determined. Timeliness of project and the forcing of timely decisions should also be managed.

For project implementation to be a success management needs to provide direction and support. Crawford and Nahmias, (2015) found that top management objective support and stakeholder management are critical factors in implementation and completion of housing projects in Kenya. Lack of finance seems to be the main constraint preventing the completion of projects in Kenya.

Empirical Review

Financial Resources and Project Completion

Enshassi (2018) in a study on project performance in Gaza air strips, distributed a total of 120 questionnaires to 3 key groups of project participants; namely developers, consultants and contractors. The survey findings indicate that all 3 groups agree that the most important factors affecting project performance are: delays because of borders/roads closure leading to materials shortage; unavailability of resources; low level of project leadership skills; escalation of material prices; unavailability of highly experienced and qualified personnel; and poor quality of available equipment and raw materials. They study also found that financial resource scheduling; financial resource availability and optimization were considered key to successful project management. The above study contextualizes the pure theory of capital and its relevance to the current study. This study therefore recommends costs of the project must be given priority when setting up a project to ensure completion. This study presents a conceptual gap since it focused on the project performance in Gaza air strips. The current study focuses on poverty eradication.

Saiai and Ngahu (2015) established the financial factors that affect successful completion of construction projects in public universities. It specifically sought the influence of access to infrastructure capital on success completion of the aforesaid projects. The study found out that the relationship between access to infrastructure capital and successful completion of construction projects is positive and very strong. The result implies that the greater the access of capital, the higher the chances of successfully completing the construction projects. The findings underpin the fundamental importance of accessibility to infrastructure capital in determining how successfully construction projects are completed. It was recommended that the public universities' project committees should devise various sources of finance to fund construction projects.

Siborurema, Shukla and Mbera (2015) studied the effects of projects funding on their performance in Rwanda has considered a case study of construction of Bukomane-Gikoma Road in Gatsibo district, Rwanda. Findings indicated that both the cost estimation and technical design interfere with the projects funding policy and affect negatively the scheduled projects implementation time. It was found that due to the mistakes commonly made during the projects' cost estimations and

technical designs, factors that influence projects' budgets which are the bases for funding the projects use to contrast with the projects funding policy. This affected the projects implementation time when these budgets were subjected to modifications during the project implementation, fact that is frequent in public projects in Rwanda, especially construction projects.

Mwangi and Ngugi, (2015) conducted a study on determinant of regulations on growth of electricity projects in Kenya. The study targeted 450 respondents while employing a simple random sampling technique in coming up with a sample size of 45 respondents. The study generated both qualitative and quantitative data where quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 21) and analyzed using descriptive statistics. The study found out that top management practices, policy planning and execution are key in establishment and growth of electricity projects in Kenya.

Similarly, the study also found out that dependence on capital from donors for electrification growth slowed programme development hence affecting project performance. There exists a conceptual research gap between the above study and this study. The above study focused on the determinants of regulations on growth of electricity projects at REA while the current study focuses on factors that influence poverty eradication projects.

Community Participation and Project Completion

According to Wanjohi, (2018) active participation of project participants is necessary and important for several reasons. Only the beneficiaries know and understand their needs and priorities best. It is therefore necessary for the success of the project to involve the intended beneficiaries at every stage of the project life cycle, from identification to evaluation. Related to the issue of participation are issues of ownership and sustainability. Before these concepts came into the mainstream of development discourse and practice, development organizations would 'deliver' pre-packaged development to recipient and passive communities with they (the communities) themselves having nothing to contribute. For example, based on their own judgment as experts, they would drill and install boreholes for the local community and expect the local community to catch on at the flick of a switch (as it were), and start to benefit from the project. And when they left, they expected the infrastructure to remain in a state of repair and to continue serving the community. In most cases, however, neither did the communities benefit nor did the infrastructure survive the end of outside involvement as the local community did not own the project. Hence, lack of beneficiary participation in the projects affects project sustainability.

Poplins (2017) found out that in any community's development, there is need for cooperation between the organization and the community. In most of the communities where projects are based, there are social problems, which include poverty, unemployment and other social evils. In view of the prevalence of the socio-economic problems and geo-physical characteristics, the people in these communities have limited options for their development needs. Consequently these people remain backward and the mass living in these backward pockets are affected socially and physically.

According to Mansuri and Rao (2015) community based projects are typically implemented in a unit referred to as a 'community'. This often refers to either an administratively defined locale such as a village, a tribal area, or a neighborhood, or identifies a common interest group, such as a community of weavers or potters. It is common in the literature on development policy to use the term, without much qualification, to denote a culturally and politically homogeneous social system, or one which is, at least implicitly, an internally cohesive and more or less harmonious entity.

Project Completion

Kuen *et al* (2018) concluded in a study of critical factors influencing the project success amongst manufacturing companies in Malaysia that three main factors determined success of a project. These factors were top management support, clear project mission and competency of the management team. This was true as without top Management support especially with resource allocation and formulation of clear missions, the project may not be successfully implemented. A competent team with the requisite qualifications in project management and with proper technical skills was also required for the success of the project. Munns *et al* (2016) observed that selecting the right project at the outset and screening out potential unsuccessful projects would be more important to ensuring total project success. Indeed, this should have been a very useful observation for CDF funded projects as no proper project screening was done leading to poor project selection and eventually failure of the projects to meet stakeholder needs.

Hussen (2015) concluded that participatory leadership, and goal-oriented leadership among others increased project implementation. In Kenya where community-based projects were supposed to be identified by the local community, Members of Parliament were expected to spearhead this process by holding locational meetings after every two years. However, this never happened as the MPs decided which projects were to be implemented without the participation of all stakeholders. This explained the situation where most of the community-based projects were rejected by the would-be beneficiaries. Most projects had no specific goals making them vague investments. Bjeirmi *et al* (2016) observed that successful projects management techniques would contribute to the achievement of projects, but project management would not stop a project from failing to succeed. This would be interpreted to mean that what matters in the successful implementation of projects was not just project management but rather the techniques that were employed in project implementation.

RESEARCH METHODOLOGY

Descriptive research design was adopted. The study used the poverty eradication CBOs based in Nairobi City County that are involved in planning and management of the poverty eradication projects. There are fifty six (56) poverty eradication CBOs based in Nairobi City County (CGK, 2018). The study targeted three management representatives from the CBOs (Project Managers, Field Officers and Project Coordinators). Therefore, the total target population was 168 respondents. The unit of analysis was project managers, field officers and project coordinators from each poverty eradication CBO. Since the population was small, census approach was used. Therefore, the total number of respondents was one hundred and sixty-eight. Primary data was obtained from the questionnaires that were administered to respondents dealing with poverty eradication. Descriptive statistics such as, mean and frequencies were used to perform data analysis. The analysis of variance (ANOVA) was checked to reveal the overall model significance. In particular, the calculated f statistic was compared with the tabulated f statistic. A multiple regression model was used to link the independent variables with the dependent variable

RESEARCH FINDINGS

A total of 168 questionnaires were issued to project managers, field officers and project coordinators. Out of the number, 132 questionnaires were responded to by the respondents. This gives a response rate of 78.6% which is satisfactory. This did not have a problem on the study findings since it agrees with the assertion by Finchman (2008) as well as Kothari (2004) who argued that provided the response rate is above 50% of the target that is good enough to be used in making generalizations.

Descriptive Statistics

This study rated statements on factors influencing completion of poverty eradication projects based in Nairobi City County on a likert scale. Five point likert scales was used to rate statements on financial resources, community participation, and projects completion from 1 to 5 where 1 was strongly disagree, 2 was disagree, 3 was neutral, 4 was agree and 5 was strongly agree. The mean responses are presented in the subsections that follow.

Financial Resources

The study findings indicated that the respondents agreed that the Finance adequacy influences completion of poverty eradication projects (Mean = 3.96), technological infrastructure influences the completion of poverty eradication projects (Mean = 4.62) and financial capital influences the time scheduled for the completion of poverty eradication projects (Mean = 4.81). The respondents neither agreed nor disagreed that financial availability influences scope completion of poverty eradication projects (Mean = 3.36). The respondents however agreed that Technological infrastructure influences the completion of poverty eradication projects (Mean = 4.48) as well as Finance availability influences the time completion of poverty eradication projects (Mean 3.98). On average, the respondents agreed on the need of financial resources for effective completion of projects (Average Mean = 4.20). A standard deviation of 0.79 indicated small variation in the responses. The findings concur with Nysten et al, (2010) who concluded lack of resources to put up green shades in Siaya County for selling agricultural products have made sellers to resort to lining directly along the road with their products exposing them to adverse weather conditions. In addition, the findings agree with Kabega (2016) who concluded that the great milestone achieved by the cottage industries in India was facilitated by the government interest in allocating funds to the industry as it was creating job opportunities to the citizens. He further noted that it was because of proper financial resource mobilization that has led to the growth of cottage industries and other financial institutions in the same country. From the study findings, it implies that financial resources is paramount in the completion of projects.

Table 1: Descriptive Statistics on Financial Resources

Statements	Mean	Standard Deviation
Finance adequacy influences completion of poverty eradication projects	3.96	0.98
Human capital influences the time scheduled for the completion of poverty eradication projects	4.81	0.39
Human resource availability influences completion of poverty eradication projects	3.36	1.11
Technological infrastructure influences the completion of poverty eradication projects	4.48	0.53
Finance availability influences the completion of poverty eradication projects	3.98	0.95
Average	**4.20**	**0.79**

Community Participation

The study findings revealed that the respondents agreed that the local community involvement influence the completion of poverty eradication projects (Mean = 3.51), interest and power from politicians influence the completion of poverty eradication projects (Mean = 3.79) and that Need assessment level influences the completion of poverty eradication projects (Mean = 4.22). The

respondents were however neutral on whether mobilization and awareness influences the time completion of poverty eradication projects (Mean = 3.39). The respondents also agreed that Effective planning influences the cost completion of poverty eradication projects (Mean = 3.78) as well as Local community participation influences the scope completion of poverty eradication projects (Mean = 3.56). On average, the respondents agreed to the presence of community involvement in the implementation of poverty eradication projects (Average Mean = 3.71). A standard deviation of 1.21 similarly indicated a small variation in the responses. The findings are tandem with Mohammed, (2008) who noted that a main challenge to those in developments is the hard realization that any program, working in isolation only delivers up to certain level. Concisely, the study findings implies that community participation is key in expediting completion of projects.

Table 2: Descriptive Statistics on community Participation

Statements	Mean	Standard Deviation
Local community involvement influence the completion of poverty eradication projects	3.51	1.40
Interest and power from politicians influence the completion of poverty eradication projects	3.79	1.33
Need assessment level influences the completion of poverty eradication projects	4.22	1.10
Mobilization and awareness influences the time completion of poverty eradication projects	3.39	1.20
Effective planning influences the cost completion of poverty eradication projects	3.78	1.12
Local community participation influences the scope completion of poverty eradication projects	3.56	1.09
Average	**3.71**	**1.21**

Project Completion

The study sought to examine the respondent's percentage measurement of completion of poverty eradication projects within the firm over a period of five years in relation to Scheduled time frame, Cost of the project and Project beneficiaries

Scheduled time

The study findings are summarized in the figure 1

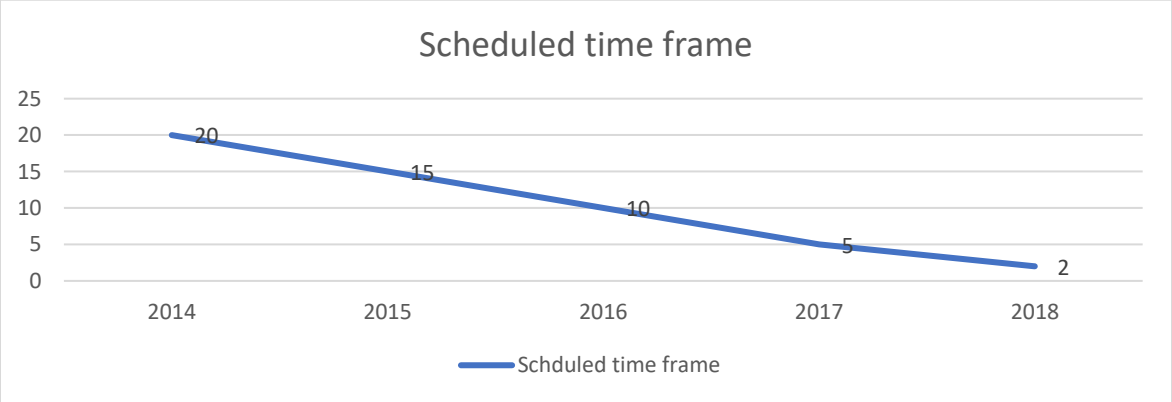

Figure 1: Scheduled time frame

The study findings indicate that majority of the respondents are indifferent about completion of projects on time, it is clear that in the years and scheduled times are fluctuating and improving which shows a positive improvement. The year 2018 had the shortest time of project completion of 2 years due to influencing factors while the year 2014 had the longest time of completion of 20 years. This implies that rate of successful projects fluctuates depending on the factors affecting such as financial resources, and community participation.

Cost of the projects

The study findings are summarized in the figure 2

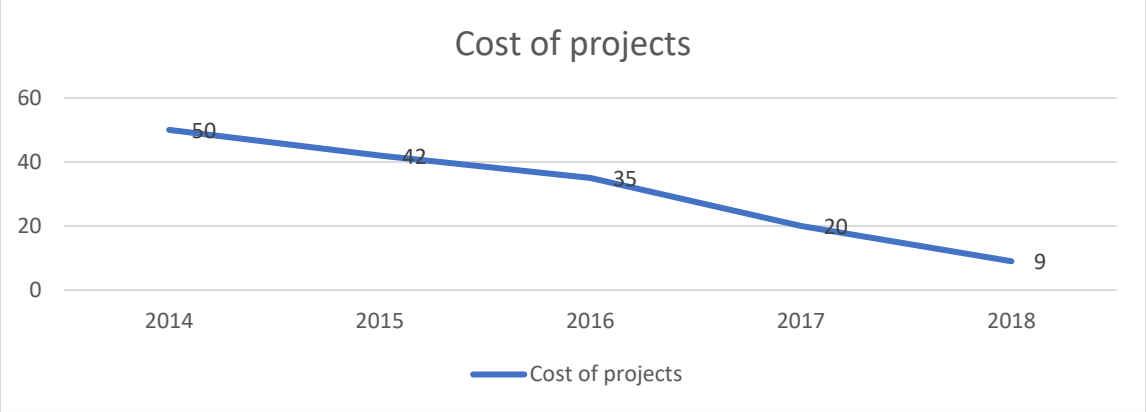

Figure 2: Cost of Projects

The study found out that 2014 had the highest cost of projects at 50% while 2018 had the lowest at 9%. Participation of the interested parties such as local communities have led to a reduction in the amount of resources and funds used for projects. From the findings, it is clear that employment of key factors influencing completion of projects have led to significant improvement. These findings are tandem with Rotich, (2014) that effective project management, in the aspect of compliance and meeting specifications in state cooperation's in Kenya.

Number project beneficiaries

The study findings are summarized in the figure 3

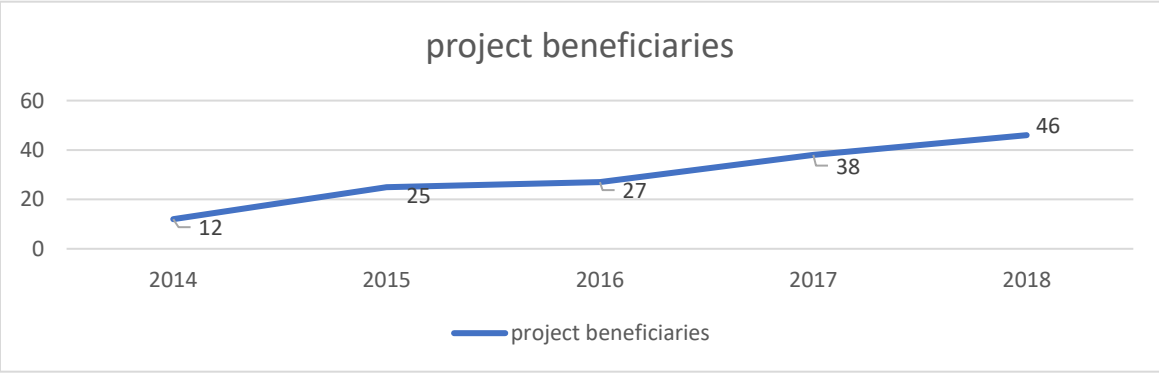

Figure 3: Number project Beneficiaries

The study findings indicate that number of project beneficiaries has been improving. The number of completed poverty eradication projects has been improving as the years progressed due to improvement in factors affecting project completion. The findings concur with Kakwezi (2012) that resources mobilization in public procurement has significant implications for service delivery through significant reduction of time of projects completion.

Inferential Analysis

Correlation Analysis

The findings in Table 3 indicates that financial resources has a positive and significant influence on completion of poverty eradication projects (r = .581, Sig = .000). This shows that an increase in financial resource indicators such as financial adequacy, financial availability, technical infrastructure and time of remittance leads to an increase in project completion. The findings are consistent with Okoth (2014) who found high correlation between financial resources and project completion.

The study also established that community participation has a positive and significant influence on completion of projects (r = .318, Sig = .000). This shows that an improvement in community participation indicators such as community involvement, need assessment and interest and powers leads to an increase in project completion. The findings are consistent with Hameed and Amjad (2010) who indicated that stakeholders' involvement is crucial in enhancing effective project completion.

Table 4: Correlation Results

		Financial Resources	Community participation	Project Completion
Financial Resources	Pearson Correlation	1		
	Sig. (2-tailed)			
Community participation	Pearson Correlation	.477**	1	
	Sig. (2-tailed)	0.001		
Project Completion	Pearson Correlation	.581**	.318**	1
	Sig. (2-tailed)	0.000	0.000	
	N	132	132	

Multiple Regression Analysis

The study also used a multiple regression model to find out the relationship between the variables as well as determine the percentage change in project completion as a result of the change in factors that influence. The model summary findings in Table 5 revealed that factors such as financial resources, community participation account for up to 51.8% of the variation in project completion. This means that the remaining 48.2% of the variation in project completion is attributed to other factors other than the stated above.

Table 5: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.720	0.518	0.447	0.3101
Predictors: (Constant), Financial resources, community participation,			

The study also established whether the regression model linking factors to completion of projects was fit. The findings in Table 6 indicates that F value was significant (Sig = 0.000) which is less than 0.05 to imply that the multiple regression model was significantly fit. The F calculated value of 25.896 was also compared to the F critical value of 2.435 from the F distribution tables. Since the F calculated (25.896) was greater than the F critical (2.435), it was similarly concluded that the multiple regression model was fit.

Table 6: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.92	4	4.48	25.896	.000
Residual	22.013	127	0.173		
Total	39.933	131			
Dependent Variable: Project Completion					
Predictors: (Constant), Financial resources, community participation,					

The model coefficients findings presented in Table 6 show that community participation has a positive and significant influence on project completion (Beta = .314, Sig = .000). It has the most significant influence (t = 6.408). The findings imply that a unit increase in community participation leads to an increase in project completion by 0.314 units. The findings are consistent with the findings of a study by Hammer, Saksvik, Nytrø, Torvatn and Bayazit (2014) which indicated that need assessment and community participation in projects made beneficiaries very satisfied and demonstrated satisfactory levels of commitment towards the organization resulting in improvement in performance of projects.

It also indicated that financial resource has a positive and significant influence on project completion (Beta = .484, Sig = .001). It has the second most significant influence (t = 6.127). The findings imply that a unit increase in financial resources leads to an increase in project completion by 0.484 units. The findings are consistent with Muchiri (2016) who found that there exists a significant relationship between resource availability and completion of projects.

Table 7: Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t value	Sig.
(Constant)	0.550	0.440		1.251	0.213
Financial Resources	0.484	0.079	0.455	6.127	0.001
Community Participation	0.314	0.049	0.061	6.408	0.000
Dependent Variable: Project Completion					

Optimal Regression

Performance = 0.550 + 0.484 (Financial resources) + 0.314 (Community participation)

The most significant factor is community participation (t = 6.408), followed by Financial resources (t = 6.127).

Conclusion

The study findings led to the conclusion that financial resources positively and significantly improve project completion of poverty eradication projects. The study also concludes that an increase in financial resources practices such as finance adequacy, finance availability and timely remittance leads to an increase in performance.

Another conclusion made by the study is that community participation positively and significantly improves project completion of poverty eradication projects. Furthermore, the study concludes that an improvement in community participation practices such as improvement in need assessment, mobilization and awareness and projects planning.

Recommendations

Since the study established that financial resources has a positive and significant influence on project completion of poverty eradication projects., the study recommends the study recommends that mobilization policy should be developed to mobilize funds from other developmental partners of the projects. There should be health collaboration with other agencies in co funding of the community projects.

Since the study established that community participation has a positive and significant influence on project completion of poverty eradication projects, the study recommends that community participation practices such as need assessment need to be invoked. Other potential stakeholders should be actively involved in the development of a framework to be used in the project implementation.

Areas for Further research

The study is a milestone for further research in the field of poverty eradication projects completion in Africa and particularly in Kenya. The findings demonstrated the important aspects of. The current study obtained an R^2 of 51.8% and should therefore be expanded further in future in order to include other aspects of that may as well have a positive significance to completion of poverty eradication projects. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other counties in Kenya and other countries in order to establish whether the explored factors of poverty eradication projects herein can be generalized to influence completion of other projects in other counties.

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