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**Community Involvement and Project Outcomes Among Non-
Governmental Organizations in Kenya: A Case of Avsi Foundation**



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Community Involvement and Project Outcomes Among Non-Governmental Organizations in Kenya: A Case of Avsi Foundation



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ABSTRACT

Purpose: This study sought to evaluate the influence of community involvement on project outcomes among NGOs in Kenya with a focus on AVSI Foundation.

Methodology: It employed a descriptive research design, stratified and simple random sampling techniques targeting beneficiaries, partners, project teams, and managers. Questionnaires and interviews were used to collect quantitative and qualitative data, respectively, from a sample size of 304 respondents, with 31 participants taking part in the pilot study. A test for reliability and validity was conducted to test the accuracy of the research instruments. The study adopted a self-administered questionnaire technique (digital or paper-based). Quantitative data were edited, sorted and coded into SPSS 25 and presented in the form of standard deviations, means, averages, correlations, and regressions, while qualitative data was analyzed using NVIVO 10. The results of the study were presented in form of tables and figures. Prior to data collection, the study considered ethics such as anonymity and acquiring research approvals from relevant institutions. The study applied a drop-and-pick data collection approach where the targeted respondents were given sufficient time to respond to the questionnaires.

Findings: The study established that community involvement positively and significantly influenced project outcomes of AVSI Foundation in Kenya. This was depicted by a beta value of 0.227 and a respective significance value of 0.000. The results imply that increasing the aspect of community involvement by one unit increases the levels of project performance by the respective beta unit. The study concluded that meaningful community involvement enhances project implementation, accountability, stakeholder ownership, organizational responsiveness, and the sustainability of project interventions.

Unique Contribution to Theory, Practice and Policy: The study recommended strengthening community involvement through inclusive community participation.

Key Words: *Community Involvement, Project Outcomes and Non-Governmental Organizations*

1. Background of the Study

Project outcomes in NGOs are measured by achievement of objectives, effectiveness, efficiency, impact and sustainability. These constructs depict how well a given project utilizes resources, benefits the community, meets its goals, and maintains longevity. However, most NGOs encounter many challenges that prevent success. These challenges include poor planning, scarce stakeholder engagement, weak monitoring and evaluation structures, and misuse of resources often resulting in inefficiencies and unmet goals (Shafa Azahra Siregar, 2024). While International Development projects conducted by Non-Governmental Organizations (NGOs) are considered one of the critical factors for the provision of assistance to developing countries, these projects are reported to have high failure rates and often do not attain satisfactory performance. This is attributed to the lack of adoption of project management practices (Elsevier, 2019). Furthermore, (Elsevier, 2019) indicates that there is limited literature on best practices, approaches, and management techniques in project management. Despite efforts to enhance sustainability, the study reveals a troubling picture of project outcomes with inefficiency and instability within NGOs and financial instability remaining a key concern. This is mainly due to overreliance on limited funding sources, particularly CSR contributions which leaves NGOs vulnerable to financial shocks (Shafa Azahra Siregar, 2024).

Project outcomes refer to measurable results and impacts witnessed as a result of implementing capacity building initiatives for NGOs. Therefore, NGOs aim to optimize operations and diversify funding whilst facing various challenges (Shafa Azahra Siregar, 2024). Global empirical studies across varying regions of Asia and Europe reveal that project outcomes for development interventions, especially within NGO and governmental transition frameworks are occasioned by persistent systemic challenges. Post-socialist transition towards EU integration in Central and Eastern Europe has encountered weak civil society engagement, clientelism and ingrained corruption all of which have obstructed optimization of democratic norms and economic reform (Jiroudkova, 2016). Meanwhile, in Poland, projects targeting marginalized groups such as persons living with disabilities encounter funding, organizational limitations, and deep-seated societal stigmas especially in negligible municipalities. In spite of the potential economic and social benefits such projects aim to give, these challenges significantly hinder participation and sustainability (Kuchta, 2023). In Southern Asia, specifically Indonesia educational NGOs such as Mataharikecil Indonesia and Gerakan Mengajar Desa grapple with unreliable funding and institutional capacity constraints. These barriers compromise their operational consistency and sustainability (Shafa Azahra Siregar, 2024)

Despite the crucial role NGOs play in rural development, regional studies indicate that many NGOs in South Africa struggle with deep-rooted inefficiencies that ultimately hinder intended project outcomes. The main challenges include poor governance, lack of strategic planning, and mismanagement of resources leading to project failures and exposing vulnerable communities

(Makofane H. R., 2022). Additionally political interference and lack of transparency allow corruption hence diverting resources from vulnerable communities. Nigeria has numerous initiatives aimed at women empowerment, however, the project outcomes paint a bleak picture synonymous with systemic failure and inefficiency. While NGOs have made strides towards uplifting women economic empowerment their impact remains limited due to insufficient funding, poor partnership between organizations, and inadequate government support (DIBIE, 2015). The project outcomes of local NGO's implementing community based environmental and forest development interventions depict a bleak picture owing to the absence of precise and standardized policy frameworks across project phases, weak communication strategies, and the need for organizations to retain the face value rather than practicality which has increased the disconnect between intended outcomes and tangible results (Mekonnen Hailemariam Zikargae, 2023).

Many NGOs in Kenya struggle with project planning and execution. Many initiatives therefore struggle due to unclear objectives, poor resource mobilization, and insufficient monitoring and evaluation systems. Furthermore, the lack of stakeholder engagement has led to misalignment between project goals and community needs, hence unsustainability (Muchelule, 2023). A study conducted in Nakuru county NGOs indicates that there is increasing disconnect between donor interests and NGO outcomes, it further suggests that NGOs should take into consideration project scope, communication planning, budgeting and project scheduling to minimize delayed project implementation (Nyanje, 2016). In Kisumu Central Sub-County 98% of NGOs struggle with project sustainability and effectiveness as a result of financial constraints occasioned by shifting donor priorities, stiff competition from larger, more established NGOs, and bureaucratic red tapes (Odhiambo, 2019). Furthermore, poor accountability, increased taxation and insufficient resource mobilization expertise exacerbates the longstanding challenges.

Community Involvement

Community involvement refers to the active engagement of community members in the life cycle of development projects that affect their lives. It is a critical factor in the success of development initiatives. This involvement fosters ownership, empowerment, and the use of expertise and capacities, making development initiatives more sustainable (Davis, 2020). According to Yanacopulos (2019) effective community engagement transcends task-taking to include decision-making at all the stages of the project life cycle, it promotes accountability and transparency. However, community involvement continues to face persistent challenges such as limited community awareness, donor-driven agendas, poorly structured participation frameworks, and power disparities that favor elites over marginalized communities. These roadblocks continue to hinder well-intentioned projects, in spite of significant investment and effort.

According to Tsiga (2019), community involvement is often superficial, with beneficiaries filling in the place of task-takers rather than project drivers. Common challenges include limited

participatory tools, restrictive regulations, feedback mechanism constraints, and dominance by local elites who marginalize vulnerable groups. These gaps prevent communities from optimizing the benefits of development projects and result in unstainability. According to Hared Osman (2017) community members in Kibera slums are generally well informed of development projects but only a small percentage are included in decision-making, more so during needs identification and monitoring of projects. Weak communication between NGOs and community members further hinder the effectiveness of development projects. To mitigate these challenges, there is a need for structured participation frameworks, better community empowerment, harmonious feedback loops, and robust partnership between governments, NGOs, and financiers. In the current study community involvement refers to grassroots consultation, bottom-up approach, participatory governance and citizen engagement.

Statement of the Problem

In spite of the vital role Non-governmental organizations in Kenya play, a majority of NGOs, including AVSI foundation Kenya, continue to struggle with poor project outcomes characterized by unmet objectives, unsustainable results, and resource wastage. Diverse interventions are launched yet they result in unmet expectations marked by stalled implementation, negligible community ownership, weak monitoring and evaluation structures, and lack of longevity. This dire situation is aggravated by insufficient stakeholder engagement throughout the project lifecycle, resulting in fragmented execution, lack of community ownership, and unsuccessful project outcomes (Davis, 2020). Empirical studies in Kenya and the region indicate that there is a significant gap in corresponding project planning with community participation, as well as a top-down approach that neglects the community, leading to desolate project success rates. Reports from NGOs in Zimbabwe indicate that stakeholders are frequently minimized to task-takers rather than project drivers, leading to ineffective projects (Tsiga, 2019). Despite the intensive nature of donor investments, project outcomes remain unsatisfactory, indicating a systemic failure to adequately engage stakeholders in decision-making, monitoring, and evaluation (Mungai, 2024).

Further studies indicate that strong stakeholder participation remarkably contribute to organizational productivity and project sustainability (Siregar, 2024). Yet most NGOs in Kenya face challenges in project planning and participatory frameworks that hinder successful project outcomes (Muchelule, 2023). The ripple effect of these challenges is communities remain cajoled in vicious cycles of poverty, erosion of NGO trust, and donor exhaustion. Yet, there scarce studies focusing on how community involvement influences project outcomes among NGOs in Kenya. Given these worrying circumstances, the study sought to address the knowledge gap by examining the effect of community involvement on project outcomes at AVSI Foundation Kenya, with a goal of providing practical insights to upset the tendency of NGO project failures and enhance sustainability.

Objective of the Study

To evaluate the influence of community involvement on project outcomes among non-governmental organizations in Kenya.

2. Literature Review

Theoretical Review

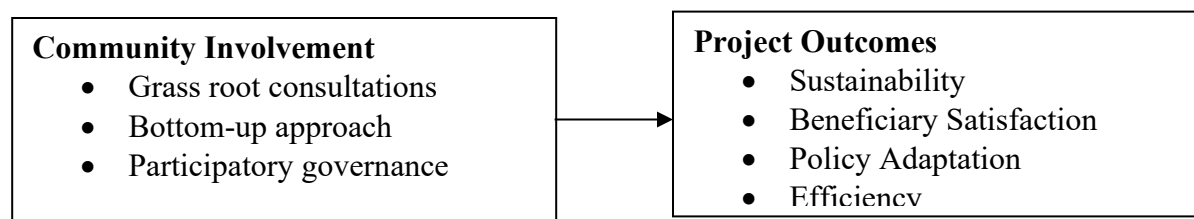
Systems Theory

The systems theory was coined by Ludwig von Bertalanffy in the 1950s and was initially grounded in the biological sciences. The theory posited that systems share common organizing principles, hence versatile application from biological to social sciences (Bertalanffy, 1951). Other early scholars such as Talcott Parsons (1951) highlighted structural functionalism, based on systemic functions for example adaptation and integration, while Kenneth Boulding (1956), focused on the hierarchical and multifaceted nature of systems across disciplines. Further elaboration came from philosophers such as C. West Churchman, who linked systems thinking to management science, and Niklas Luhmann, who developed social systems theory to elaborate how organizations react to complex environments (Schneider, 2016).

Systems theory argued that systems, whether biological creatures or organizations, function like complex entities comprising of interconnected subsystems. The theory assumes that the behavior of a system cannot be understood solely by examining its components in isolation; instead the interlinkages and feedback loops among the parts lead to arising properties (Lin, 2017). Key tenets include feedback mechanisms, equifinality, open ness to the environment, and self-regulation. The systems theory emphasizes on the need for organizational internal alignment among subsystems such as communication, strategy, and structure to enhance performance. The theory has been critiqued being overly causal and lacking prescriptive mechanisms, assuming organizations simply react environmental changes instead of being protagonists of their environments (Teece, 2018).

In the study, systems theory provided a framework for understanding the functioning of NGOs as open systems engaging with varied stakeholder environments. The theory offers a prism for analyzing how community involvement functions as integrated subsystems for optimal project performance. Systems theory underscores the comprehensive interconnection between internal stakeholders (project staff, administration & management) and external actors (beneficiaries, the government).

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

3. Research Methodology

Research Design

The study adopted a descriptive research design as a result of the qualitative (community involvement), and quantitative (project outcomes) nature of the variables. Therefore, this approach facilitated a comprehensive understanding of the relationship between the independent and dependent variables (Gregar, 2015). A descriptive approach enhanced the structured evaluation of the nexus between community involvement and project outcomes among non-governmental organizations in Kenya by enhancing an inclusive analysis without manipulating the study area. To understand experiences and perceptions of the target population the study used qualitative data collection methods, while quantitative data collection measured the impact of key success factors.

Target Population

This study targeted 1257 stakeholders associated with AVSI Foundation Kenya, and divided into 4 cadres that is 7 management members, 200 project teams, 50 partners and 1000 beneficiaries from various projects implemented by AVSI Foundation Kenya.

Table 1: Target Population

Cadre	Target Population	Sample Size
Management	7	4
Project Teams	200	80
Partners	50	20
Beneficiaries	1000	200
Total	1257	304

Source: AVSI Foundation Kenya

Sampling Techniques

The study adopted stratified sampling due to the heterogeneous nature of AVSI Foundation Kenya which is made up of different cadres and many beneficiaries. This method is crucial in ensuring representation of each stratum (cadre), hence more precise estimates (Bala, 2017). Additionally, the study used simple random sampling to identify respondents from each strata (cadre) in AVSI Foundation Kenya.

3.7 Sample Size

The study utilized Yamane (1967) formula to calculate the sample size.

n = sample size,

N = population size

e = level of significance (5%)

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1257}{1 + 1257(0.05)^2}$$

$$n = 304$$

Research Instruments

The study utilized questionnaires and interview schedules as the primary tools of data collection. Structured questionnaires were adopted to collect quantitative data and was administered to 80 project teams, 20 partners, and 200 beneficiaries in order to provide statistical data to measure the nexus between community involvement and project outcomes. Interviews and unstructured questionnaires were used to collect qualitative data to gain in-depth understanding into the perspectives and experiences of various stakeholders, and were administered to 4 managers. Combined the two data collection tools provided a comprehensive understanding of the independent and dependent variables.

Data Collection Techniques

The study adopted a self-administered questionnaire technique (digital or paper-based) across 80 project teams, 20 partners, and 200 beneficiaries. The research gave the respondents sufficient time to read and understand the questionnaire content before responding. Additionally, the study conducted interviews with 4 managers at AVSI Foundation. The interviews were either face-to-face, via Zoom, or through phone calls and were at the convenience of the interviewees.

Data Analysis and Presentation

Quantitative data from the structured questionnaires were edited, organized and encrypted into SPSS 25 software for inferential and descriptive examination. Descriptive data from the Likert scale was evaluated and presented using standard deviations and means. Inferential data were evaluated using correlation and regression analysis and presented using tables.

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where:

Y = Project Outcomes

β_1 = Independent variables coefficients

X_1 = Community Involvement and e = Error term

Qualitative data from interview schedules were processed into NVIVO 10 to examine feedback through description, combination, and classification across research variables.

4. Results

Response Rate

The study aimed at collecting data from 300 respondents comprising of project teams, partners and Beneficiaries using the questionnaires and 4 members from the management using an interview schedule. Table 2 presents the results.

Table 2: Response Rate

Data Collection Instrument	Response	Non-Response	Response Rate
Questionnaire	236	64	78.7%
Interview Schedule	2	2	50%

According to the results presented in Table 2, 236 questionnaires were fully filled and returned for analysis, accounting for a response rate of 78.7% while two interview schedules were responded accounting for a 50% response rate. The response rate was considered appropriate for the study as it exceeded the accepted threshold of 70%, which is considered very good for survey research and sufficient for reliable data analysis (Mugenda & Mugenda, 2013). Although the interview response rate was lower at 50%, the interviews were intended to provide supplementary qualitative insights, and the responses obtained were considered useful for enriching the quantitative findings (Creswell & Creswell, 2018).

Descriptive Statistics

The study conducted a descriptive analysis aiming to describe the nature of responses derived from the issued questionnaires. The main descriptive statistics employed in the study comprised the mean and standard deviation. To arrive at the statistics, the researcher presented questionnaires to the targeted respondents and requested them to rate their level of agreement with various statements for each of the variables. Mean response and standard deviation for each statement were then calculated. The following sections present the descriptive results for each of the variables.

Community Involvement

Table 3 presents the descriptive statistics on community involvement.

Table 3: Descriptive Statistics on Community Involvement

Statement	Mean	Std.Dev
Community members are included in project planning and implementation	2.932	1.236
Composite	2.932	1.236

The results presented in Table 3 show that respondents were neutral with the statement that community members were included in project planning and implementation (mean=2.932, std.dev=1.236). The results tally with findings from Topaloglou et al. (2024), who established that limited stakeholder engagement reduced community involvement in decision-making and weakened ownership of development initiatives, suggesting that community participation is not always adequately integrated into project processes. On the contrary, Oketch et al. (2024) found that community involvement through enhanced ownership and awareness had a significant positive influence on the performance projects, indicating that effective inclusion of community members is achievable and contributes to successful project implementation.

Respondents were further requested to indicate the extent of community involvement in project implementation and give recommendations on ways of improving community involvement. On the extent of community involvement in project implementation, the majority of the respondents indicated that community participation was not always meaningful or inclusive. They observed that key decisions were often made by individuals in positions of authority before engaging the community, while in other cases the community was merely informed after decisions had already been reached. Others mentioned that the effectiveness of community involvement depended not only on the level of participation but also on the quality and inclusiveness of engagement. Effective participation should ensure that diverse groups within the community are adequately represented in decision-making processes. Remarkably, meaningful engagement required continuous communication and clear accountability structures that demonstrated how community contributions influence project decisions.

Others indicated the presence of participation of community members across the entire project life cycle, including beneficiary identification, project planning, implementation, monitoring, evaluation, review meetings, feedback sessions, follow-up assessments, and policy discussions. Several respondents described the level of participation as "100% involvement," "fully involved,"

or "very much involved," emphasizing that communities are engaged from project inception to completion. Others highlighted that the community forms the foundation or baseline for most projects, with their participation enhancing project ownership, accountability, and sustainability. Community involvement was also associated with activities such as decision-making, sharing ideas, financial literacy initiatives, mobilization of beneficiaries, and ensuring that projects are implemented both for and with the intended beneficiaries.

On the recommendations to improve community involvement, a common theme was that community engagement should begin at the earliest stages of the project cycle and continue throughout implementation and completion. Many respondents recommended involving communities during needs assessment, project identification, concept development, proposal preparation, implementation, monitoring and evaluation, and project closure. Participants emphasized that early engagement enables projects to address genuine community priorities while promoting ownership and sustainability. Others proposed involving communities in identifying viable projects, contributing to decision-making, and developing sustainability and transition plans to ensure continued project benefits after donor support ends.

Some respondents mentioned the need to strengthen communication, awareness creation, and community capacity building. Respondents suggested conducting community forums, sensitization campaigns, stakeholder meetings, and awareness programs to improve understanding of project objectives and available opportunities. Several respondents also recommended strengthening monitoring and evaluation processes while ensuring communities have opportunities for providing feedback and suggesting adjustments during project implementation. Respondents further proposed providing financial facilitation, transport stipends, or other forms of support to enable attendance at meetings and stakeholder engagements. Others emphasized the importance of recognizing diverse community dynamics, ensuring inclusive participation across different demographic groups, and introducing stricter accountability measures that require evidence of community consultation before project implementation. There was also a recommendation of establishing a formal community engagement structure that meet regularly throughout the project cycle.

Project Outcomes

Table 4 present the descriptive statistics on project outcomes.

Table 4: Descriptive Statistics on Project Outcomes

Statement	Mean	Std.Dev
AVSI Foundation meets the objectives of a majority of its projects.	3.517	1.204
AVSI Foundation initiatives have improved your well-being.	3.458	1.204
Composite	3.487	1.204

The results in table 4 show that respondents agreed with the statement that AVSI Foundation meets the objectives of a majority of its projects (mean=3.517, std.dev=1.204). The results are supported by Golini et al. (2018), who found that NGOs that effectively apply the Logical Framework throughout the project cycle are more likely to achieve project objectives through improved project

efficiency, strategic implementation, and better time-cost. However, respondents had a neutral perception with the statement that AVSI Foundation initiatives had improved their well-being (mean=3.458, std.dev=1.204). This is supported by sentiments from Dibia (2015), who established that although NGO interventions contribute to socio-economic empowerment, their overall impact on beneficiaries' well-being is often constrained by financial limitations, inadequate government support, and socio-cultural barriers. A composite mean of 3.487 implied an overall neutral stance amongst respondents with the statements on project outcomes. According to Murithi and Muchelule (2023), weak monitoring and evaluation systems, bureaucratic challenges, and ineffective project management limit the achievement of desired project outcomes, resulting in only moderate perceptions of project success.

Respondents were further requested to indicate what has been the most impactful transformation they had encountered as a result of AVSI Foundation project (s). The dominant theme was improved livelihoods and economic empowerment. Many respondents indicated that AVSI Foundation had significantly enhanced the economic well-being of beneficiaries through livelihood diversification, business grants, apprenticeship opportunities, entrepreneurship support, and agricultural initiatives such as dairy farming. Respondents further observed that beneficiaries had successfully established and sustained small businesses, enabling them to generate income, support their families, and improve their overall standard of living.

Respondents further indicated capacity building and skills development. Several respondents acknowledged that their involvement with AVSI Foundation projects had enabled them to acquire valuable technical and professional skills beyond their formal job descriptions. These included reporting skills, time management, accountability, project implementation, case management, community mobilization, and general professional competence. Others highlighted learning experiences gained from implementing diverse projects in sectors such as education, health, agriculture, and economic resilience. A further theme was personal growth and transformation. Several respondents described improvements in their personal values, confidence, and appreciation of human dignity as a result of their engagement with AVSI Foundation. Others indicated that the organization had positively transformed their education, enhanced their quality of life, and instilled values such as respect for others and accountability.

Results on Interview Schedule

The study administered an interview schedule to two respondents (managers) from the management level of the AVSI Foundation. The first section required the respondents to indicate their designations and the duration they had been working in this specific role. One respondent identified as a Project Manager (labelled as K1001), while the other served as the Logistics, Procurement, Safety, and Security Manager (labelled as K1002), whose role involved overseeing the acquisition of goods and services, ensuring transparency, and coordinating logistical support and safety procedures. On the duration, the Project Manager reported having been in the role for four months, whereas the Logistics Manager indicated a tenure of 11 years. The subsequent sections required the respondents to give their views on the various aspects of the variables considered in the study.

Community Involvement

The study sought to establish how members of the community were included in the project life cycle. K1001 stated that they engage approximately 8,000 households and recruit workforce members, such as VSLAs and CHVs, from within the communities they serve. K1002 noted that all beneficiaries were included in the projects.

On the mechanisms put in place to ascertain community ownership, K1001 explained that they use mechanisms such as community scorecards for accountability and design savings groups to operate independently after the project cycle ends. K1002 highlighted the involvement of community leaders in distribution processes.

Inferential Statistics

Correlation Analysis

Table 5 present the correlation analysis results.

Table 5: Correlation Analysis

		Community Involvement
Community Involvement	Pearson Correlation	1
	Sig. (2-tailed)	
Project Outcomes		.458
	Pearson Correlation	
		.000
	Sig. (2-tailed)	
	N	236

The results established the existence of a positive and significant correlation between community involvement and project outcomes among non-governmental organizations in Kenya. This is depicted by a correlation value of 0.458 and a significance value of 0.000. The results bear the implications that enhancing aspects of community involvement enhances the project outcome levels of NGOs. The results were consistent with Oketch et al. (2024) who found a significant positive relationship between community involvement strategies and the performance projects in Kenya. Additionally, Kroese et al. (2021) demonstrated that community involvement significantly improved the relevance, acceptability, and feasibility of clinical research in Ghana by strengthening stakeholder trust and participation.

Regression Analysis

The study conducted regression analysis to determine how each independent variable related independently to the dependent variable. Each independent variable was regressed against the dependent variable. The regression resulted in three outcomes: Model Summary, ANOVA and Regression Coefficients.

Community Involvement and Project Outcomes

Table 6 presents the regression analysis results.

Table 6: Community Involvement and Project Outcomes**Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.458 ^a	.209	.206	.545

a. Predictors: (Constant), Community Involvement

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.414	1	18.414	61.956	.000 ^b
	Residual	69.548	234	0.297		
	Total	87.962	235			

a. Project Outcomes

b. Predictors: (Constant), Community Involvement

Model Coefficient

Predictors	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.823	.092		30.841	.000
Community Involvement	.227	.029	.458	7.871	.000

The Model Summary results presented in Table 6 show that the R-value was 0.458, implying that there exists a moderately high relationship between community involvement and project outcomes. Additionally, the coefficient of determination represented by R-Square was 0.209, implying that 20.9% of the variation in project outcomes can be attributed to community involvement. The ANOVA result showed that the significance value was 0.000, which was less than 0.05. This implies that the model linking project outcomes with community involvement was statistically significant in assessing the relationship. It was therefore considered good for the study.

The model coefficient results further revealed that community involvement positively and significantly influences project outcomes among non-governmental organizations in Kenya. This was depicted by a beta value of 0.227 and significant value of $0.000 < 0.05$. This implies that increasing aspects of community involvement by one unit increases project outcomes by 0.227 units. The results are consistent with the study by Oketch et al. (2024) found a significant positive relationship between community involvement strategies and the performance projects in Kenya.

The regression equation connecting project outcomes and community involvement thus becomes:

$$\text{Project Outcomes} = 2.823 + 0.227(\text{Community Involvement})$$

5. Conclusions and Recommendations

Conclusion

The study concluded that meaningful and continuous community involvement significantly contributed to improved project outcomes by enhancing project relevance, stakeholder ownership, accountability, and sustainability. Active participation of beneficiaries throughout the project cycle enabled projects to better address community needs while fostering shared responsibility for implementation and long-term success. However, where community engagement was limited to consultation after key decisions had been made, the effectiveness of participation was reduced. Therefore, promoting inclusive, continuous, and structured community engagement throughout all project phases was essential for achieving successful and sustainable project outcomes.

Recommendations

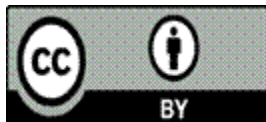
The study recommended that non-governmental organizations should adopt inclusive and participatory approaches that actively involve community members throughout the entire project cycle, from project identification and planning to implementation, monitoring, and evaluation. Mechanisms that facilitate continuous stakeholder participation, transparent decision-making, and shared ownership should be strengthened to ensure that projects adequately address local needs and priorities. This approach enhances community commitment, improves accountability, strengthens project sustainability, and increases the likelihood of achieving desired project outcomes.

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