

**FACTORS INFLUENCING IMPLEMENTATION OF CENTRALIZED  
GOVERNMENT ADVERTISEMENT PROJECT IN KENYA: A CASE OF  
MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES**

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**DECLARATION**

This research project is my original work and has not been submitted for any award in any other university.

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This research project has been submitted for examination with my approval as university supervisor.

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## **DEDICATION**

I dedicate this study to my late parents, Mr. Samuel Mbuvi and Angelina Munyiva.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ALFA</b>	Agriculture Livestock and Food Authority
<b>APA</b>	American Psychology Association
<b>KALRO</b>	Kenya Agricultural and Livestock Research Organization
<b>KeNHA</b>	Kenya National Highways Authority
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>RBV</b>	Resource-Based View
<b>SCA</b>	Sustained Competitive Advantage
<b>SNE</b>	Special Needs Education
<b>SPSS</b>	Statistical Package for Social scientist

## ABSTRACT

The Government of Kenya centralized all government advertising at the Ministry of Information, Communication and Technology from July 2015 with the aim of ensuring value for money. The Kenyan government spends hundreds of billions of shillings on advertisement for its many projects, programmes, vacant opportunities, products and services each year. The purpose of the study was to determine the factors influencing the implementation of centralized government advertisement project in Kenya: Using a case of the Ministry of Agriculture, Livestock and Fisheries. To achieve this purpose, the objectives of the study included: determining the influence of stakeholders participation on implementation of centralized government advertisement project in the Ministry of Agriculture; establishing the influence of technological developments on implementation of centralized government advertisement project in the Ministry of Agriculture; establishing the influence of resources availability on implementation of centralized government advertisement project in the Ministry of Agriculture; and determining the influence of leadership on implementation of centralized government advertisement project in the Ministry of Agriculture. The study anchored on the resource based view theory and the institutionalization theory. The study adopted a descriptive research design targeting employees at the Ministry and other affiliated autonomous departments (Parastatals). A sample population of 142 was arrived at by calculating the target population of 224 with a 95% confidence level. The study used a questionnaire to collect data which was analyzed using descriptive statistics including mean, frequency distributions, percentages and standard deviations. The analyzed data was presented using tables. The study revealed that questions raised by Ministry staff on the project were well responded to with mean of 4.34 and standard deviation of 0.86, stakeholder participation influenced implementation of centralized government advertisement project in Kenya by great extent, technological development ( $p=0.002<0.05$ ,  $t=3.238>1.96$ ) had significant effect on implementation of centralized government advertisement project, resource availability ( $p=0.025<0.05$ ,  $t=3.667>1.96$ ) had significant effect on implementation of centralized government advertisement project, ministry leaders employed diverse leadership styles that supported project implementation with mean of 4.17 and standard deviation of 0.94, leadership ( $p=0.003<0.05$ ,  $t=3.906>1.96$ ) had significant effect on implementation of centralized government advertisement project. The study concludes that technological developments, significantly influenced the implementation of centralized government advertisement project, resource availability significantly influenced the implementation of centralized government advertisement project and leadership was a significant predictor of implementation of centralized government advertisement project. The study recommends that the top management in the ministry of agriculture, livestock and fisheries should establish clear flow of information on the advertisement centralization project. The national government should ensure that all ministries are adequately staffed within each of their key functions. Leadership of the ministry of agriculture, livestock and fisheries in Kenya and all other ministries in general should promote transparency in advertisement project.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Business operating in today's world must use some form of advertising to make their potential customers aware of the products and services they can provide. Goldfarb and Tucker (2011) noting that advertising has become a lifeline for many organizations, especially with intense competition and high knowledge base of customers. With the entry of technological advancements, where information about a product, services or goods is at a click of a button, many firms are spending millions of shillings on advertising. For instance, a well-known company like Coca-Cola Africa still spends millions of dollars in advertising even today so as to remain in the forefront in the public's eyes (Fetisova, 2015). In fact, it is argued that advertising has been the catalyst for the continued growth of the Coca-Cola brands from the country of origin into different continents.

Advertising is defined as audio, print or visual paid for announcements that inform the public of products, goods and services available for use and from which companies or manufacturers (O'guinn, Allen, Semenik & Scheinbaum, (2014). Advertising is meant to create curiosity among the target audience so that they can take action, become aware of a given product among others purposes (Fetisova, 2015). Advertising must be a strategic decision made by the top leadership in an organization to invite customers to consider purchasing a given product the next time they are shopping. It is assumed that it creates information in the customer top mind of the existence of a given product or service. It is also aimed at convincing people to make the decision to buy a certain product (Carlson, 2015). The most popular and effective advertisements format is to appeal to the emotions of customers by promising them that by consuming their product they will gain satisfaction (Sheehan, 2013). If the emotional needs of the potential customers are met; then as the marketer you are assured of a sale. If they feel safe enough about that product it will encourage repeat purchasing of the said product leading to loyalty to that brand either company or manufacturer.

Many local and national governments lack an agreed upon definition of what constitutes as advertising, and secondly there is no central authority for reporting on the advertising expenditures (Kosar, 2012). In the era of cost cutting and budget

restraints, then there is no justification for advertising (Couldry & Turow, 2014). However, legal provisions require that government offices place advertisements on certain aspects like procurement and hiring of staff among others so that members of the public can get information to freely participate in the process. This leads to transparency and accountability in government operations (Couldry & Turow, 2014).

In 2015, the government of Kenya created a centralized agency to handle all its media advertising with the aim of streamlining government expenditure on advertising (Gathumbi & Mosoti, 2015). The Kenyan government spends hundreds of billions of shillings on advertisement for its many projects, programmes, vacant opportunities, products and services each year. The adverts are placed on television, in magazines and newspapers, on the radio, and on the internet designed to communicate the government projects and entice consumers within and outside the country to purchase the products or services (Couldry & Turow, 2014).

Advertising is an expensive venture for any company as it consumes million of shillings. This is particularly true for government departments and ministries. And as each government in the world attempts to cut costs on advertisement and the Kenyan government isn't left behind as it is on course to centralize all its advertisements. This is only possible with the aid of all stakeholders including the public and government officials who help in accountability and transparency in accounting for all the costs (Argenti, 2015).

The advertising industry thrives on creative self-expression. Thus there is need for rules and guidelines to ensure nobody suffers from their right of self-expression. For some people, the need for rules and guidelines in the sector may seem out of place, but given the role of advertising into the overall marketing communication strategy of a firm, the need for some checking and balancing cannot be overlooked. And furthermore, the advertising sector is one that rakes in billions of US dollar globally (Kosar, 2012), and it is a multi-billion shilling investment sector in Kenya. In Kenya the sector further employs millions of youths hence need for regulation which cannot be left in the hands of dubious offices of quacks and other mal-practitioners

Implementation of centralized advertising project has been made easy due to the fact that in the current modern world, advertising has been made much easier through the

use of technology and digital platforms which have been adopted by almost all government agencies. Carlson (2015) stated that what is paramount for governments is to have a steadfast leadership in the process of implementing the centralized advertising project which would yield higher outcomes with sufficient financial resources.

The Ministry of Agriculture, Livestock and Fisheries which is headed by Cabinet Secretary consist of three state departments namely Agriculture, Livestock and Fisheries each headed by a Principal Secretary. Each of these three departments consists of parastatals. Department of Agriculture has two parastatals namely; Kenya Agricultural and Livestock Research Organization (KALRO) and Agriculture, Livestock and Food Authority (ALFA). They are mandated to improve the Kenyan livelihoods, through livestock development to increase productivity for economic socio-economic development (Gathumbi & Mosoti, 2015).

The Ministry of Agriculture, Livestock and Fisheries intensifies to promote sustainable utilization of natural marine and inland water fisheries resources through intensified patrols to curb illegal fishing and to promote sustainable aquaculture through provision of quality fingerlings supply to fish farmers, train farmers on fish farming husbandry and ensure compliance with fisheries management standards and critical conservation and restoration of fisheries stock and critical habitat, strengthen co- management governance structures to assure fish safety and quality, reduce post-harvest loses and issue health certification of fish and fishery products (Okongo, Ngao, Rop & Nyongesa, 2015). The Ministry of Agriculture, Livestock and Fisheries also focuses on construction and rehabilitation of irrigation schemes, enhanced Livestock Restocking Development Fund, strategic food reserve for drought mitigation, invest more in Agriculture research and development. The programmes that are being implemented by the ministry of Agriculture, Livestock and Fisheries are as follows: Policy, Strategy and Management of Agriculture, Crop Development and Management, Agribusiness and Information Management, Livestock Resources Management and Development, Administrative support services, Fisheries Development and Irrigation and Drainage Infrastructure (Okongo *et al.*, 2015)..

## **1.2 Statement of the Problem**

Advertising is an expensive affair as it accounted for more than forty percent of government expenditure (Hornsby, 2013). This was mainly because of the decentralized nature where different government offices placed their advertisements independently. The Government of Kenya centralized all government advertising at the Ministry of Information, Communication and Technology from July 2015 with the aim of ensuring value for money. However, not all Ministry of Agriculture offices have complied with this directive as some offices have continued to place advertisements directly with media houses without using the centralized channel (Hope, 2013). Individual placement of advertisement has been found to lead to huge duplication and loss of value as compared to centralized advertisement. This examined the implementation of centralized government advertisement project in Kenya. With limited resources, the process of streamlining expenditures and cost cutting is a challenge for any government or organization that aims at yielding higher outcomes. This study examined factors influencing the implementation of centralized government advertisement project in Kenya using a case of Ministry of Agriculture.

## **1.3 Purpose of the Study**

The purpose of the study was to determine the factors influencing the implementation of centralized government advertisement project in Kenya: Using a case of the Ministry of Agriculture, Livestock and Fisheries

## **1.4 Objectives of the Study**

The study specific objectives included:

- i. To determine the influence of stakeholders participation on implementation of centralized government advertisement project in the Ministry of Agriculture.
- ii. To establish the influence of technological developments on implementation of centralized government advertisement project in the Ministry of Agriculture.
- iii. To establish the influence of resources availability on implementation of centralized government advertisement project in the Ministry of Agriculture.
- iv. To determine the influence of leadership on implementation of centralized government advertisement project in the Ministry of Agriculture.

### **1.5 Research Questions**

- i. What is the influence of stakeholder's participation on implementation of centralized government advertisement project in the Ministry of Agriculture?
- ii. How do technological developments influence the implementation of centralized government advertisement project in the Ministry of Agriculture?
- iii. What is the influence of resources availability on implementation of centralized government advertisement project in the Ministry of Agriculture?
- iv. What is the influence of leadership on implementation of centralized government advertisement project in the Ministry of Agriculture?

### **1.6 Significance of the Study**

This study aimed at highlighting the factors influencing the implementation of centralized government advertisement project. The study findings would be significant to a number of sectors. The study would provide useful information to the different organizations that work within the agriculture sector. The findings would be important to the government on its policy on agriculture.

The agriculture sector is the backbone of the economy of the country as a whole. It is therefore hoped that these findings will help the ministry of agriculture to come up with proper policies that safeguards the agriculture sector. This is also likely to affect the Gross Domestic Product GDP overally.

Future scholars and researcher are likely to gain from these study findings, because the study exposes gaps in literature which these future studies should focus on. The study is also to act as a source of empirical literature on factors influencing the implementation of centralized government advertisement project.

### **1.7 Limitations of the Study**

This researcher foresaw various limitations that hindered the achievement of the study objectives. For instance, the fear by respondents to provide study information in that the information requested would be used for commercial purposes, in this regard the researcher assured all respondents that the information gathered would be used for academic purposes only. And the researcher obtained an introductory letter from the University while seeking the attention of the respondents. The researcher ensured



confidentiality of the collected information and the respondents was guaranteed, by them not writing their names on the questionnaires.

The researcher encountered situations where respondents give ideal information instead of the state of affair as they are. To overcome this challenge, the researcher set some questions in a repeated form to check on the respondents' consistence in answering.

### **1.8 Delimitations of the Study**

This study concentrated on the factors that influence the implementation of centralized government advertisement project in Kenya. The study used a case of the Ministry of Agriculture, Livestock and Fisheries. This Ministry was selected because it cuts across the economy of the country. Agriculture is one sector that affects economic growth in Kenya.

Specifically, the study focused on stakeholders' participation; technological developments; resources availability and leadership as independent study variables and implementation of centralized government advertisement project in the Ministry of Agriculture as the dependent variable. The operationalization of the study into independent and dependent variables helped in the analysis process and ensuing presentation of study findings. It also helped the researcher to achieve the study objective.

### **1.9 Assumptions of the Study**

- i. The study assumed that the respondents would be knowledgeable on factors influencing the implementation of centralized government advertisement project.
- ii. The study assumes that respondents are truthful and willing to provide accurate and valid information freely.

### **1.10 Definition of Significant Terms as Used in the Study**

This section looks at the key terms that are used in the study:

**Advertising:** Refers to audio, print or visual paid announcements that inform the public of products, goods and services available for use and from which companies or manufacturers

**Stakeholder participation:** Refers to the progresses where firms involve individuals who may be affected by the decisions towards the growth of a project useful to them by contributing to the implementation.

**Technological Development:** Refers to the systematic growth of scientific approach practically in projects as used in this study.

**Resource Availability:** It is the extent to which the project needs are met by accessible funding.

**Leadership:** It refers to control, manage and supervise effectively to ensure the successful completion of projects.

### **1.11 Organization of the Study**

Chapter one covers the introduction where it has introduced the concept and the context of the study. It covers sections on problem statement, study purpose, the research objectives and questions. It also contains significance of the study, scope, limitations and delimitations and assumptions the study made and definition of key terms.

Chapter two covers literature on each of the independent study variables, the conceptual framework, summary of literature and research gaps. Chapter three looked at the target population and the techniques employed to get the sample size. It also showed the data collection procedure, instruments and analysis. It covered the ethical practices to be adhered to and Operationalization of the study variables.

Chapter Four covers the analysis, presentation of the analysis and interpretation of the findings while Chapter Five covers Summary, Conclusion and Recommendations. The recommendations have relevant implications on theory.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature by different scholars on the factors that influence advertising in governments. It covered the theoretical and empirical reviews, and a conceptual framework in accordance to the variables. The variables include the effect of stakeholder participation, technological development, resource availability, and the influence of leadership on implementation of centralized government advertisement projects.

#### **2.2 Implementation of Centralized Government Advertisement Project**

Implementation of centralized advertising project has been made easy due to the fact that in the current modern world, advertising has been made much easier through the use of technology and digital platforms which have been adopted by almost all government agencies. Carlson (2015) stated that what is paramount for governments is to have a steadfast leadership in the process of implementing the centralized advertising project which would yield higher outcomes with sufficient financial resources (Griswold & Moore, 2012). The advertising industry thrives on creative self-expression. Thus there is need for rules and guidelines to ensure nobody suffers from their right of self expression.

For some people, the need for rules and guidelines in the sector may seem out of place, but given the role of advertising into the overall marketing communication strategy of a firm, the need for some checking and balancing cannot be overlooked. And furthermore, the advertising sector is one that rakes in billions of US dollar globally (Kosar, 2012), and it is a multi-billion shilling investment sector in Kenya. In Kenya the sector further employs millions of youths hence need for regulation which cannot be left in the hands of dubious offices of quacks and other mal-practitioners

#### **2.3 Influence of Stakeholder's Participation on Implementation of Centralized Government Advertisement Project**

Stakeholders are key in the implementation of any project because they determine whether the project is going to succeed or not. Stakeholders include all individuals or groups with potential to affect or be affected by the implementation of given project.

Therefore, it is important that the person charged with the responsibility of managing a project identifies all stakeholders and aligns the project to their interests. It is important that they collect full support from all stakeholders to ensure project success. A number of scholars have examined the extent to which stakeholders influence the success of projects. For instance, Hassan (2012) examined the role of various stakeholders in the performance of Constituencies development fund funded projects and established that key stakeholders promoted the successful project performance.

In another study, Boon, Bawole and Ahenkam (2012) studied how stakeholder participation in community development projects affected the success rate of such projects using data from the International Centre for Enterprise and Sustainable Development (ICED) in Ghana. The study results indicated projects implementation is a challenging task and there is need for participation by the community members. And again, the stakeholder participation led to reduction in tensions between community members and project implementers. Community participation spreads the responsibilities, rights and obligations of the project.

Luyeet al. (2012) explain that implementation entails a multidisciplinary actions including interactions between the top management in the project to the lower level staff. It also involves developing and sharing the purpose and expectations of each individual in the project implementation. For excellent project implementation, there is a need for adaptability, integration and adoption of practical participatory tools. Furthermore, the authors realized there is need for identification and interaction between the potential and current stakeholders. This action will reduce conflicts that may arise during the project implementation phase.

Nangoli et al. (2016) investigation on stakeholders participation in health projects among NGOs in Uganda and realized that stakeholders are not actively involved in health project implementation through consultations and participating in the decision making process. The study also revealed that some key stakeholders reported not being consulted or their opinion sought in the planning and execution phase. This is an error and recommendations made stated that this action needed to be corrected.

Nyandika and Ngugi (2014) in their investigation on the influence of stakeholders' participation on performance of road projects at Kenya National Highways Authority

(KeNHA) noting that donor support, availability of both financial and human resources and their provision positively influences their performance. Furthermore, the adoption in usage of IT And ICT enabled programs also positively influence KeNHA performance. In another study by Wamugu and Ogollah (2017) on Local Authority Transfer Fund (LATF), the findings showed that low stakeholder participation in the LATF activities led to its poor performance. In conclusion the study noted that low stakeholder participation is one of the factors that contribute to poor performance of the authority. While Oyugi et al. (2016) revealed that LATF had poor performance due to lack of capacity building, politics affecting the programs and a bad monitoring and evaluation framework.

And according to Ongaki, Omwoyo and Okibo (2014), despite the promulgation of the new constitution in August of 2010, the public still fails in its participatory role in public projects due to lack of awareness of their roles and responsibilities. The authors also saw that participation was dominated by the elite and not the CBOs and public which were mostly unaware of LATF and its responsibilities.

Okello *et al.*, (2015) stakeholders' participation consist of knowledge and skills development and sharing and capacity building of both organizations and members of the public. There should be civic education and public training to pass information to the public on their value in participating in operations and activities aimed at implementation of public projects.

#### **2.4 Influence of Technological Developments on Implementation of Centralized Government Advertisement Project**

Technology has generally revolutionized the manner in which things get accomplished. Unlike in pre-industrialization period when all operations were manually performed, the advent of technology has brought with it efficiencies. Business units are using Information Technology (IT) to advance their activities and move forward in their operations. The benefits of Information Technology (IT) includes saving on the limited resources, gaining efficiencies in operations and improved quality in the products and services delivered to customers (OECD, 2000). ICT reduces operation costs by cutting amount of labor costs and low management levels.

In education and learning Penuel (2016) established that tutors use laptops on bright students to complete complex assignments while the teachers revealed that they needed more training and workshops to improve their IT skills and aide them to integrate technology and instruction and learning. Macfarlane (2011) noted the South African mining industry need new technology which was vital in them sustaining inclusive, transparent and a holistic process. The study on the implementation of new technology in southern African mines: Pain or panacea, further revealed that both internal and international collaboration was imperative in ensuing a successful mining sector. There is need for adequate research on appropriate technologies and technological strategies to be adopted so as to realize success in not only the mining sector but the general South African government.

Mogoi (2015) asserted that the organization formulated appropriate strategies which were befitting its objectives. The study revealed that there were challenges in communications which were affecting strategy implementation and hence needed to be addressed through a well-defined organization structure. The study indicates that in order to enhance competitiveness in strategy implementation and management process, there was need to align technology with strategy. The study which focused on the effect of technology in strategy implementation at the Nairobi county government recommends that management can elicit more support for the technological ways in implementing strategies by having clear and communicated career paths for their employees, that the organization leaves room for improvement to ensure unity of efforts in support of strategy implementation.

## **2.5 Influence of Resources Availability on Implementation of Centralized Government Advertisement Project**

Okongo et al., (2015) conducted a study on the implementation of inclusive education in pre-school centers in Nyamira north sub-county and the study revealed that inadequate resources in the education sector negatively affected the implementation of inclusive education among pre-school centers in the sub-county. There was inadequate teaching and learning resources and this should be corrected by the county government so as to achieve its goal in inclusive education. The county government of Nyamira should train teachers, provide learning materials even for the Special Needs Education learners (SNE).

Gathumbi and Mosoti (2015) study which focused on the influence of resources and materials on the implementation of non-formal basic education (NFE) curriculum at the non-formal education centers in Nairobi, Mombasa and Kisumu cities. The study revealed that unavailability, inappropriateness and inadequacy of resources and materials hampered the implementation of NFE programs in these main cities in Kenya. The study insists that both the national and county governments should provide adequate resources for the success of the program curriculum.

According to Maithya (2016) there have been various strategic changes that have been taking place at the University of Nairobi; the major change being adoption of information communication technologies which enhanced sharing of information among its stakeholders. The study revealed that knowledge is considered to be a key strategic resource that does not depreciate and can generate increasing returns. The study which focused on human resource on implementation of strategic change management practices at the University of Nairobi. The study further found out that challenges that were encountered in strategy implementation were resistance to change, inadequate resources and lack of adequate personnel. It was observed that the University had adopted performance contracting, service charter and International Standard Organization (ISO) that guided them in improving their service delivery. It was also observed that the University values staff training that is geared towards improving their skills and knowledge.

In a study conducted by Sharma (2012) on advertising effectiveness by conducting a review study in India. The study concentrated on creativity, understand the value of creativity and the importance of creativity as a factor in advertising and how it affects advertising effectiveness. The study showed that some of the creative adverts left a strong impression on its potential and current consumers. For the Indian government and companies, the creativity can and should be used as a resource to generate more business from the advert. Other companies and government institutions can adopt the same thought process to gain more from the adverts whether online, print and on radio.

## **2.6 Influence of Leadership on Implementation of Centralized Government Advertisement Project**

Tomsic *et al.*, (2016) investigated the influence of leadership factors on the implementation of ISO 14001 in organizations. It focused on top managers from various popular firms in Slovenia attempting to assess the major leadership factors that encouraged implementation of the environment component in sustenance among companies. The research used data from 321 large companies and found that vision, credibility, collaboration, action, and accountability were the primary leadership factors that top managers should consider in their effort to achieve sustainable development.

In a study conducted in Auckland, New Zealand, there emerged a significant level of concurrence of objectives between the local community and the agency. The study revealed that safety of the community can be achieved by working with community partners including the transport networks. Since no sector is operable in isolation, the agencies acquired senior staff to be accountable for delivery (Wang, Van Wart & Lebrede, 2014). The study further revealed that senior management ensure that agency representatives have the mandate to deal. They have the authority to engage other stakeholders for progress-shared interests. The role of senior leadership extends influencing local application of national policy including spatial understanding.

Kim and Yoon (2015) noted that effective leadership was evident in agencies tending towards working within clarity of national funding frameworks which also circumscribe chances for local project advocacy in order to obtain wide and efficient resource utility. The researchers noted that the projects with lower standards of alignment were often found outside of the existent funding framework. Moreover, these projects were considered unfair by the local community. The structures in the city of Auckland were found to be coherent with national polices as well as firm arrangements. A National geographic-functional management matrix model is useful to the police department, NZTA and the DHBs. They note that this treatment does not mean a special treatment for Auckland but rather a wider view of an exemplary policy implementation for the entire country.



Leaders of agencies who are focused on creation of a permissive environment make significantly positive impacts and are more likely to have less pressure about enacting change. They are not bound by criticism and cultural perceptions about risky changes. Ogaja and Kimiti (2016) conducted a study titled; the influence of Strategic Leadership on Implementation of Tactical Decisions in Public Universities in Kenya. The findings indicated that strategic leadership influences the implementation of tactical decisions in both institutions. The researcher concluded that strategic leadership plays an important role in the implementation of tactical decisions. The researcher recommended that Universities should review their leadership style and embrace strategic leadership to assist in making tactical decisions in the institutions.

Leadership involves efficient decision making (Blount & Hill, 2015). The finance function, for example, might encourage a decision making process of the entire team of managers with appraisals in determining the financial aspects of investment proposals which is an acceptable standard function. The process is able to encourage crucial decisions on strategic investments and investments that are within the budget process. Other crucial leadership roles include; cost management which is a major function in creation of clarity of how inputs relate to outputs as well as consequences allowing costs to be efficiently monitored to permit leadership to differentiate between short-term cost cuts and sustenance I productivity. Risk management is equally vital because it is responsible for control of only financial risks. Entities in the rest of the sectors, however, are increasing their level of management to a wider range of risks. Although leaders may not be directly answerable for management of the wider risks, this will consistently play a major role in analyzing them.

## **2.7 Theoretical Review**

Theories appropriate to the study will be used to explain the variables. The Resource based theory and the institutional theory will be used in this study as they are relevant to enable the explanation of the literature according to the objectives.

### **2.7.1 Resource-Based View Theory**

This theory was developed by Feurer and Chaharbaghi (1995) who argued that the resources of a firm played a more important role in creating the foundation of the company's strategic plan rather than the environment. It states that a company's

internal sources form the sustained competitive advantage (SCA). According to Grant (1991), resources include; physical, human, and firm capital including capital equipment, patents, finances, individual skilled workers, and talented managers. An organizational complete gain generates from using effective and efficient useful resource (Grant 1991). According to Conner (1991) an organization should gain competitive advantages which are obtained from a resource that is hard to imitate, superior in nature and hard to substitute.

The uniqueness of a firm's resources and capabilities presents the basis for a plan or strategy (Hitt, 2005). Conner and Prahalad (1996) RBV of an organization gives an explanation concerning its capability to bring in sustainable competitive advantage when resources are handled in a way that their result cannot be copied by competitors, which eventually generates to a competitive obstacle. RBV is also concerned with how the external resource of a firm is uttered and the way the firm runs its business. It is very important for a firm's strategic and tactical administration to achieve resources external to the firm (Barney et al., 2001).

Das and Teng (2000) contends that asset reliance theory has suggestions with respect to the ideal divisional structure of organizations, constitution of the boards of management, hiring of workers, production procedures, contract structure, external power linkages, and numerous different parts of the organizational hierarchy. Capital and manpower are some of the diverse resources that firm depend on (Alvarez & Busenitz, 2001). A firm may not be able to put together and carry out strategies that on its own optimize organizational resource such as capital and manpower. Therefore the firm must be grateful that all resources are essentially limited in great quantity and take up the principle of criticality in finding out their levels suitable mix in the use of these resources.

Organizational operation depends on critical resources (Eisenhardt & Schoonhoven, 1996). RBV urges that the achievement of a firm is anchored on quit a few issues like distribution, provision, financing and competition from competitor. Regardless of the fact that managerial resolutions affect staffs higher than non managerial choice, it's significant to know that generally non-managerial decisions are essential as it plays a key function in the success of an organization. Firm's directors are grateful for the

fact that the achievement of their organization greatly depends on their customers, demands and satisfaction (Wright et al., 2001).

Baumol et al. (2009) points out that RBV gives an explanation on the functions carried out by resources owned and possessed by a firm in distinguishing it from other firms in the industry. The resources obtains different forms which include experience of key human resources and the overall personnel adequacy, total assets expressed in monetary terms and measures such as network. BRV helps in giving explanation on differences in competitive position enjoyed by different firms in a given industry. Firms can outperform their competitors and become winners through the resource owned and utilized in the product procedure (Coff, 1997).

Peteraf and Bergen (2003) state that the RBV is based on the argument that firms compete based on the origin of their resources and capabilities. A large number of RBV researchers like (Acedo et al., 2006) urges that the resource influence the firm capability to carry out its game plan strategies which consecutively influence the performance of a firm.

This theory is relevant for this study because it explains the role played by resources controlled by an organization in the level of strategy implementation. The theory links resource availability with implementation of centralized government advertisement projects.

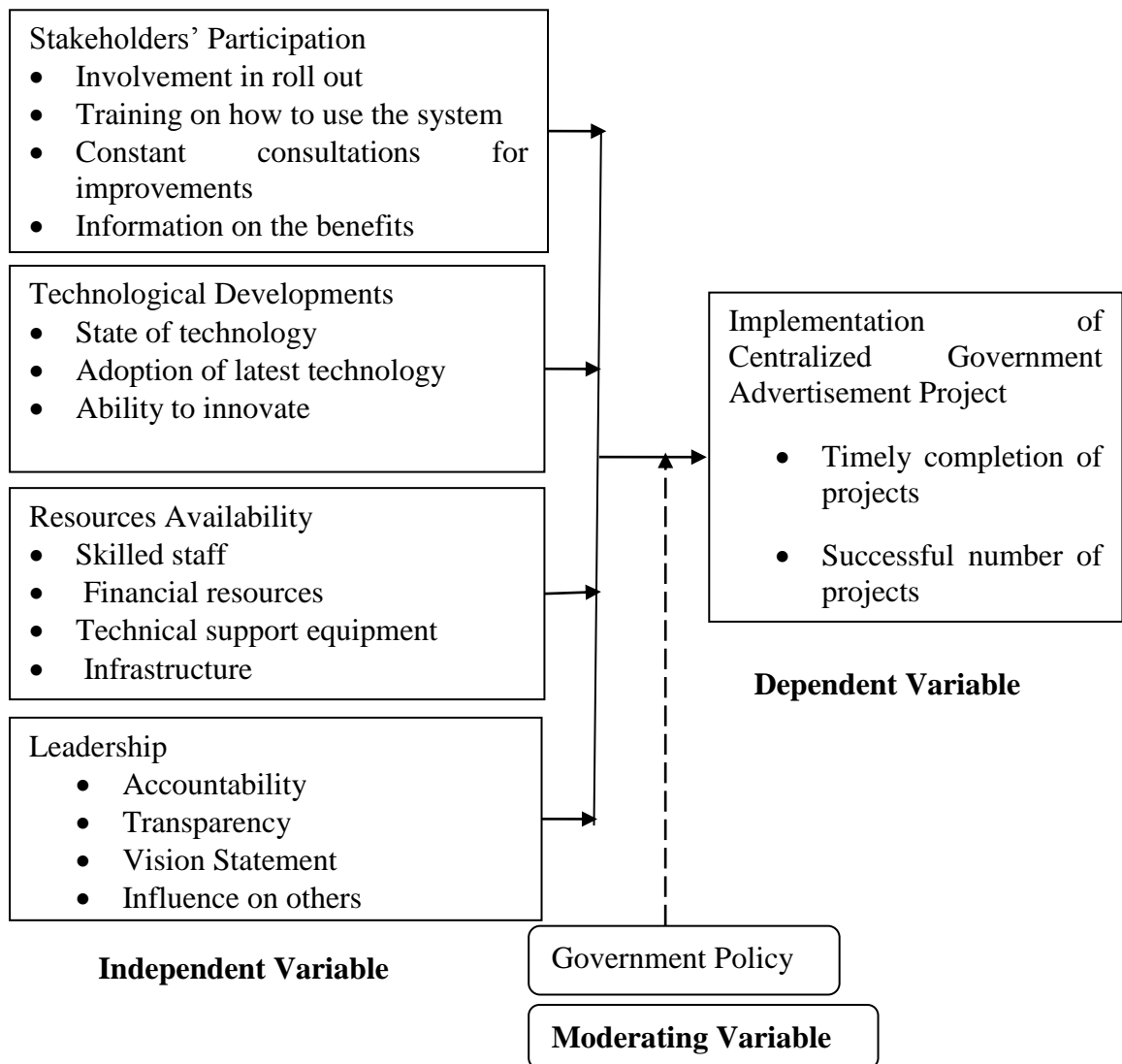
### **2.7.2 Institutional Theory**

This theory was developed by DiMaggio (1988), it urges that formal structure and personal dedication and behavior can limit rational decision making within a firm. Institutional theory is concerned with safety and firmness of relations and homogeneity of outlook. According to Hinings and Tolbert (2008) institutional approach also urges that a lot of environmental forces are not based on effectiveness but social and cultural pressures to conform. Institutional approach is based on the analysis of social sources and alternatives that are bound together on an institutional framework (Friedland & Alford, 1991) thus it ask queries regarding how social choices are formed, intercede and channeled by the institutional environment. Comparisons and firmness among firms signal institutionalization procedure at work

through the effects of carriers such as stories, structures, routine and culture. There is modest attention paid towards the forces that change institutional environment.

According to Scott (1987) the institutional approach urges that the endurance of any firm depends not just on technical information and material resource but also on the perceived organizational legality. The approach recognizes institutional players in an environment of formal and informal regulations. Institutional approach (DiMaggio, 1991) the activities and procedures of a firm is determined by their players in order to give reason for their activity. (Tolbert & Zucker, 1999) institutional approach studies the coming out or formation of firms, how they set up themselves in the marketplace and the procedures of the different transitions they undergo in their development. They further states that this approach improves the way we view organizations by giving out new scope that are richer therefore making us to be able value them for the complex organisms that they are. He further urges that firms are affected by normative pressure which comes from external resource such as the state and also within the firm itself. This effect leads the firm to be guided by legitimated elements, from standard operating procedures to professional certification and state requirement, which in many times cause distractions from the main objectives of the organization. They suggests that implementation of these legitimated elements can guide to alignment with the institutional environment which can advance the organizational probability of endurance and achievement. Institutional theory of have in a very short span of time achieved a lot of traction and proof to the force of the creative thoughts created in hypothetical and experimental work. This theory illustrates how leadership (as seen in decision making) affects implementation of centralized government advertisement projects.

## 2.8 Conceptual Framework



**Figure 2.1: Conceptual Framework**

## 2.9 Summary of the Literature

Luyet et al.,(2012) did a study on a framework to implement Stakeholder participation in environmental projects, Nangoli, Namiyingo, Kabagambe, Namono, Jaaza and Ngoma (2016) conducted a study on stakeholder participation, Nyandika and Ngugi (2014) did an investigation on influence of stakeholders' participation on performance of road projects at Kenya National Highways Authority, and Chen and Lvova (2011) conducted a study on partnership management in agile public projects. Others include; Penuel (2016) did a study on implementation and effects of one-to-one computing initiative, Macfarlane (2011) carried out a study on the implementation of new technology in southern African mines: Pain or panacea, and Mogoi (2015) did a study

on the effect of technology in strategy implementation at the Nairobi county government, Kenya. Okongo, Ngao, Rop and Nyongesa (2015) conducted a study on effect of availability of teaching and learning resources on the implementation of inclusive education in pre-school centers in Nyamira north sub-county, Nyamira County, Kenya. Although some of the above studies have concentrated in counties within Kenyans, variables and past period make it difficult to apply their findings on the current situation.

## 2.10 Research Gap

**Table 2.1: Summary of findings and Research Gaps**

<b>Author</b>	<b>Findings</b>	<b>Research Gaps</b>
Boon, Bawole and Ahenkam (2012)	Applying the model helps limit the tensions associated with stakeholder participation	The study used only data from the International Centre for Enterprise and Sustainable Development (ICED) in Ghana
Luyee <i>et al.</i> , (2012)	They found out that the level of stakeholder participation in health projects among NGOs in Uganda is still low.	The study was limited to the a Ugandan company
Nyandika and Ngugi (2014)	They found that awareness, feasibility, conferences and seminars in user involvement have a great positive influence in road projects performance	This study was limited to the Kenya National Highways Authority and may not be applicable to a wide range of cases
Penuel (2016)	Found that tutors who believe that learners are capable of completing complex assignments on their own or in collaboration with peers may be more likely to assign extended projects that require laptop use and allow students to choose the topics for their own research projects.	Focus was only in technology in institutions of learning.
Okongo <i>et al.</i> , (2015)	They found that there were inadequate teaching and learning resources at pre-school centers in Nyamira North sub-county.	This study focused on procuring teaching and learning materials for Special Needs Education (SNE) learners and may not be applicable to other areas
Gathumbi and Mosoti (2015)	They found that the implementation of the NFE curriculum was hampered by unavailability, inadequacy and inappropriateness of the resources and materials in the centers.	The study focused mainly on the influence of resources and materials on the implementation of non-formal basic education curriculum at the non-formal education centers in Nairobi, Mombasa and Kisumu

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 introduction

This chapter discusses the procedure and the research method that the study will use to achieve the objective of the study. This chapter includes research design, target population, sample size and sampling procedure, data collection instruments and procedure, data analysis techniques and ethical consideration.

#### 3.2 Research Design

A descriptive research design is the most appropriate for investigating the factors influencing the implementation of centralized government advertisement project in Kenya a case of Ministry of Agriculture. This study therefore adopted descriptive type of research design where both quantitative and qualitative methods were used.

#### 3.3 Target population

Target population is defined as the whole group of people or item under deliberation of any field of inquiry and has the same characteristics (Mugenda and Mugenda 2003). In this study, the population includes project staff at the Ministry of Agriculture, Livestock and Fisheries Headquarters based at Kilimo House in Nairobi and all departments and autonomous bodies under the Ministry. These are listed below:

**Table 3.1: Population of the Study**

Category	Target	Percentage
Head Quarter Staff	16	7
Departmental Staff	136	61
Autonomous Body Staff (Parastatals)	72	32
<b>Total</b>	<b>224</b>	<b>100</b>

**Source: Ministry of Agriculture, Livestock and Fisheries (2017)**

#### 3.4 Sample size and Sampling Technique

Onabanjo (2010) defined sampling as the intentional alternative of numbers of individuals who are to give the data where the study will come up with the conclusion regarding a bigger group whom these individual represents. He further defined sample size as the division of a population that is taken as a representative of the whole population. The researcher came up with a sample population of 142 where by the



researcher calculated the target population of 224 using a 95% self- assurance level and an error of 0.05 by using the below formula from Korathi (2014).

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

$$n = \frac{1.96^2 * 224 * 0.5^2}{(224 - 1)0.05^2 + 1.96^2 * 0.5^2}$$

$$\frac{215.1296}{1.5179}$$

$$n = 142$$

Where;  $n$  = Size of the sample,

$N$  = Size of the population and given as 224,

$e$  = Acceptable error and given as 0.05,

$\hat{p}$  = the standard deviation of the population and given as 0.5 where not known,

$Z$  = Standard variate at a confidence level given as 1.96 at 95% confidence level.

$$n = \frac{z^2 pq}{d^2} = \frac{1.96^2 (0.5 * 0.5)}{0.05^2} = 142$$

**Table 3.2 Sample**

Category	Frequency	Proportion (%)	Sample Size
Head Quarter Staff	16	7%	10
Departmental Staff	136	61%	87
Autonomous Body Staff (Parastatals)	72	32%	45
<b>Total</b>	<b>224</b>	<b>1</b>	<b>142</b>

**Source: (Author, 2017)**

This study adopted a proportionate sampling technique where the category bearing a large population contributes the largest number of respondents to the sample. In each category, the study applied simple random sampling because it has the ability of giving each member from the population equivalent opportunity of being integrated in the sample. Structured questionnaires were used in the collection of data. Respondents were required to fill in questionnaires appropriately indicating their perception of the

factors influencing the implementation of centralized government advertisement project. The searcher asked the respondents to rate different features in a Likert scale. The respondents were required to tick where appropriate indicating their opinion regarding the factors influencing implementation of government advertising. Since there could be a chance that some of the respondents chosen would fail to provide the right information, the researcher selected a large number of respondents to ensure that high quality data is collected.

### **3.5 Data Collection Instrument**

The study used questionnaires as the instrument of collecting data. The selection of questionnaires as data collection instrument in this research study was informed by the fact that the current study is based on descriptive data and is aimed at building a profile on different factors influencing the implementation of centralized government advertisement project in Kenya: Using a case of the Ministry of Agriculture, Livestock and Fisheries. According to Yin (2013), managing questionnaire is the common technique for collecting data in many disciplines since the virtual ease and cost efficiency are made and managed to large samples. The data was collected through drop and pick method which is a convenient and time saving mode of administering questionnaires. The questionnaires were dropped at the target respondents' place of work and left there for some days to give them time to fill in.

### **3.6 Pilot Testing of the Instrument**

The piloting involved ten staff from the head office. These respondents did not take part in the main study to avoid chances of bias. The objective of the pilot study was to test the research instrument to be used in the main study.

#### **3.6.1 Validity of the instrument**

Hillier (2012) defined validity as extent to which the outcome found from the analysis of the data really stand for the facts in the study. To ensure the validity of the study, the researcher indicated the objective questions of the study in the questionnaire. The validity of research instrument used in the study was censured by reviewing and discussing them with the supervisor. The supervisor was able to advice on the most appropriate indicators that will measure variables of the study.

### 3.6.2 Reliability of the Instrument

The correctness of data to be gathered mostly depends on the data collection instruments in terms of reliability (Blumberg, Cooper & Schindler, 2014). Reliability is the level where a research instrument reliable in capturing information on a phenomenon. This will be accomplished by pre-testing the instrument that will be used to indicate and change any vague, awkward or unpleasant questions and methods as stressed by (Kothari, 2004). The study ensured reliability through pilot testing of the research instruments and using Cronbach's Alpha value to establish if the research instrument is reliable or not. A Cronbach's alpha value of 0.7 and above is recommended for a reliable research instrument (Cronbach, 1951).

### 3.7 Data Analysis Techniques

The study applied both qualitative and quantitative data. To analyze quantitative data, the researcher used descriptive and inferential statistics. The study also applied descriptive statistics like percentages, frequencies and mean score in analyzing quantitative data. The study used inferential statistics like factor analysis and regression to analyze quantitative data. Statistical Package for Social Scientist (SPSS) was applied as a help in data analysis. The outcome of the quantitative analysis was presented in the table and charts.

Content analysis was applied to analyze quantitative data. The response from open ended question in the interview and questionnaire were grouped based on the emerging them. The emerging themes were used to supplement quantitative data and make conclusions in the study.

The study applied multivariate regression analysis in estimating the extent to which share prices changes as a result of changes in the study variables. The model assumed the following format:

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

Where

Y = Centralized Government advertisement project

X<sub>1</sub> = Stakeholder Participation

$X_2$  = Technological development

$X_3$  = Resources availability

$X_4$  = leadership

$\beta_0$  = Constant

### **3.8 Ethical Considerations**

The researcher sought approval and obtained a research permit from National Commission for Science, Technology and Innovation (NACOSTI). The researcher also sought informed consent from the respondents. The respondents were requested not to indicate any identifying information in the questionnaires that they filled.

Confidentiality was upheld throughout the study from data collection to reporting. The information that was collected from the respondents was reserved private so as to stay away from any possibilities of victimization. The researcher obtained all the essential action to make sure privacy of the respondent's information, while collecting the data through administering the questionnaire (Kothari, 2007).

The study experiment the directing principles of research like acknowledgement of foundation of published information to shun plagiarism (Kothari, 2007). The researcher also made sure that the information taken from different sources applied in this study was suitably referenced as per the American Psychology Association (APA) referencing style.

### 3.9 Operationalization of Variables

**Table 3.3: Operationalization of Variables**

<b>Objective</b>	<b>Variable Type</b>	<b>Indicators</b>	<b>Type of data analysis</b>	<b>Scale of Measurement</b>	<b>Data collection method</b>
Assess the influence on resource availability on implementing centralized advertisement projects support on their	Independent	Adequate of skilled staff Adequate financial resources Technical support equipment Adequate infrastructure	Descriptive Regression	ordinal	Questionnaire
Establish the influence stakeholder involvement in the process of project management	Independent	Involvement in roll out Training on how to use the system Constant consultations for improvements Information on the benefits	Descriptive Regression	Ordinal	Questionnaire
Establish the influence of technological development on implementation of centralized government advertisement	Independent	State of technology Adoption of latest technology Ability to innovate Ability to invent	Descriptive Regression	Ordinal	Questionnaire
Establish the influence leadership in the implementation of centralized government advertisement	Independent	Accountability Transparency Vision Influence on others	Descriptive Regression	Ordinal	Questionnaire

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The researcher presents the analysis and interpretation of the findings in this chapter. The study sought to examine factors influencing the implementation of centralized government advertisement project in Kenya: Using a case of the Ministry of Agriculture, Livestock and Fisheries. The study relied mainly on primary data collected using structured questionnaires. The collected data was coded into SPSS software and the analysis was done using both descriptive and inferential statistics.

#### 4.2 Response Rate

The researcher targeted 142 project staff at the Ministry of Agriculture, Livestock and Fisheries Headquarters based at Kilimo House in Nairobi and all departments and autonomous bodies under the Ministry. Out the 142 questionnaires issued out to these respondents by the researcher, 106 of them were dully filled and returned to the researcher. This represented a response rate of 74.6%.

**Table 4.1: Response Rate**

	Frequency	Percent
Response	106	75%
Non Response	36	25%
<b>Total</b>	<b>142</b>	<b>100%</b>

The response concurred with the findings of Babbie (2004) who found that return rates of not less than 50% are acceptable for analysis and publishing, 60% is good while 70% is considered very good and more than 80% is excellent.

#### 4.3 Validity and Reliability of Data

The researcher ensured reliability and validity of the data using Cronbach Alpha. The findings are indicated in Table 4.2.

**Table 4.2: Validity and Reliability of Data**

	Number of Items	Cronbach Alpha
Stakeholder Participation	12	0.817
Technological Development	5	0.779
Resource Availability	7	0.783
Leadership	5	0.781
Implementations of Centralized Govt. Advertisement Project	3	0.713

From the findings, stakeholder participation had Cronbach Alpha of 0.817, technological development had 0.779, resource availability had 0.783, leadership had 0.781 and implementations of centralized govt. advertisement project had 0.713. A Cronbach's Alpha value of 0.7 and above is recommended for a reliable research instrument (Cronbach, 1951). Therefore, the research instruments used in this study had reliable scales.

#### 4.4 Demographic Information

The researcher sought to determine the demographic information of respondents who took part in the study. The findings are indicated in subsequent sections.

##### 4.4.1 Gender of Respondents

The findings on gender who took part in the study are indicated in Table 4.3.

**Table 4.3: Gender**

	<b>Frequency</b>	<b>Percent</b>
Male	67	63.2
Female	39	36.8
<b>Total</b>	<b>106</b>	<b>100.0</b>

From the findings, 63.2% of the respondents were male; while 36.8% were female. This shows that all categories of gender were involved in the study and therefore reliable findings were sought.

##### 4.4.2 Age of Respondents

The age of respondents who took part in the study are indicated in Table 4.4.

**Table 4.4: Age**

	<b>Frequency</b>	<b>Percent</b>
20-25	16	15.1
26-30	23	21.7
31-35	52	49.1
Above 40	15	14.2
<b>Total</b>	<b>106</b>	<b>100.0</b>

The findings of the study indicated that 15.1% of the respondents were 20-25 years, 21.7% were 26-30 years, 49.1% were 31-35 years and 14.2% were over 40 years. Therefore, most of the respondents were old enough and therefore knowledgeable for the study.

#### 4.4.3 Time Worked

The findings on the number of years respondents had worked in their respective organization are shown in Table 4.5.

**Table 4.5: Time worked**

	<b>Frequency</b>	<b>Percentage</b>
Less than 1 year	20	18.9
1-2 years	56	52.8
Above 2 years	30	28.3
<b>Total</b>	<b>106</b>	<b>100</b>

From the findings, 18.9% of the respondents had worked for less than 1 year, 52.8% for 1-2 years and 28.3% for over 2 years. This shows that most of the respondents had worked for a considerable time period and therefore were informed on the study.

#### 4.4.4 Level of Education

The findings on levels of education are clearly illustrated in Table 4.6.

**Table 4.6: Level of Education**

	<b>Frequency</b>	<b>Percent</b>
Certificate	11	10.4
Diploma	16	15.1
First Degree	72	67.9
Masters	5	4.7
PhD	2	1.9
<b>Total</b>	<b>106</b>	<b>100.0</b>

10.4% of the respondents had certificates, 15.1% had diplomas, 67.9% had first degrees, 4.7% had masters, and 1.9% had PhDs. This is a clear indicator that most of the respondents were educated and therefore knew how to read and interpret questionnaires as required by the study.

#### 4.4.5 Position Held

Various positions held by respondents of the study are indicated in Table 4.7.

**Table 4.7: Position**

	<b>Frequency</b>	<b>Percent</b>
Senior Management	6	5.7
Supervisor	15	14.2
Other Category	85	80.2
<b>Total</b>	<b>106</b>	<b>100.0</b>



5.7% of the respondents were senior managers. 14.2% were supervisors. 80.2% held other positions in their organization. This shows that respondents of the study were drawn from diverse functions of the organization and therefore had different experiences that influenced the study findings.

#### 4.5 Stakeholder's Participation

Several statements on stakeholder participation and how it influences implementation of centralized government advertisement project in Kenya were carefully identified by the researcher. The participants were asked to indicate the extent of their agreement in every statement using a scale of 1-5 where 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

**Table 4.8: Stakeholder's Participation**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
Ministry staff were consulted prior to the centralization of government advertisement	3.90	1.24
Ministry staff were trained on how the project would work	3.75	1.22
Questions raised by Ministry staff on the project were well responded to	4.34	0.86
Ministry staff were well informed on the benefits of the project	4.06	0.82
Ministry staff were well informed on their role in the advertisement structure	4.06	0.86
A clear structure for the project was set up at the Ministry	4.06	0.96
Appropriate awareness campaigns were conducted at the Ministry	3.89	1.15
The platforms of advertisement were well spelt out to the Ministry staff	4.08	1.10
Ministry staff were given various roles in the advertisement project	3.50	1.33
There was clear flow of information on the advertisement centralization project	3.46	1.16
Adequate time was allowed for the implementation of the project	3.35	1.18
The centralization of advertisements project was done in a more transparent manner	3.90	1.17

From the findings, Ministry staff was consulted prior to the centralization of government advertisement with mean of 3.90 and standard deviation of 1.24 and this affected implementation of centralized government advertisement project in Kenya by a large extent. Ministry staff was trained on how the project would work with mean of 3.75 and standard deviation of 1.22. Questions raised by Ministry staff on the

project were well responded to with mean of 4.34 and standard deviation of 0.86. The findings of the study indicated that the ministry staff were well informed on the benefits of the project with mean of 4.06 and standard deviation of 0.82, ministry staff were well informed on their role in the advertisement structure with mean of 4.06 and standard deviation of 0.86 and a clear structure for the project was set up at the Ministry with mean of 4.06 and standard deviation of 0.96.

The study revealed that appropriate awareness campaigns were conducted at the Ministry with mean of 3.89 and standard deviation of 1.15, the platforms of advertisement were well spelt out to the Ministry staff with mean of 4.08 and standard deviation of 1.10 and ministry staff were given various roles in the advertisement project with mean of 3.50 and standard deviation of 1.33. Respondents of the study were not sure whether there was clear flow of information on the advertisement centralization project with mean of 3.46 and standard deviation of 1.16 or adequate time was allowed for the implementation of the project with mean of 3.35 and standard deviation of 1.18. Respondents of the study however agreed that centralization of advertisements project was done in a more transparent manner with mean of 3.90 and standard deviation of 1.17. When asked about the extent which stakeholder participation influenced implementation of centralized government advertisement project in Kenya, most of the respondents 34% indicated great extent.

From the above findings, it is clear that stakeholder participation influences implementation of centralized government advertisement project in Kenya. According to Hassan (2012) key stakeholders promoted the successful project performance. Nyandika and Ngugi (2014) established that top management support was critical in overseeing funding approvals, good will/commitment, participation and approval of projects which influence positively to road projects performance in KeNHA.

#### **4.6 Technological Developments**

Several statements on technological developments and how they influenced implementation of centralized government advertisement project in Kenya were carefully identified by the researcher. The participants were asked to indicate the extent of their agreement in every statement using a scale of 1-5 where 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent

**Table 4.9: Technological Developments**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
The Ministry has capability to adopt the latest state of the art technology	4.15	0.97
The Ministry uses latest technological developments in the market	3.79	1.00
The Ministry has ways of capturing innovative ways of improving its processes	4.02	0.89
The Ministry has ways of implementing innovations developed	3.85	1.09
The Ministry has various systems running at any one time	4.01	1.03

The Ministry had capability to adopt the latest state of the art technology with mean of 4.15 and standard deviation of 0.97, the Ministry used latest technological developments in the market with mean of 3.79 and standard deviation of 1.00 and the Ministry has ways of capturing innovative ways of improving its processes with mean of 4.02 and standard deviation of 0.89. The findings of the study indicated that the Ministry had ways of implementing innovations developed with mean of 3.85 and standard deviation of 1.09 and that the Ministry had various systems running at any one time with mean of 4.01 and standard deviation of 1.03. When respondents were asked to indicate the extent which technological developments influenced implementation of centralized government advertisement project in Kenya, most of the respondents 49.1% said large extent.

The findings above indicate that technological development has an influence on implementation of centralized government advertisement project in Kenya. This observation is in agreement with Mogoi (2015) asserted that in order to enhance competitiveness in strategy implementation and management process, there was need to align technology with strategy.

#### **4.7 Resource Availability**

Several statements on resource availability and how it influenced implementation of centralized government advertisement project in Kenya were carefully identified by the researcher. The participants were asked to indicate the extent of their agreement in every statement using a scale of 1-5 where 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent

**Table 4.10: Resource Availability**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
The Ministry has adequate number of employees	4.05	0.94
Ministry has adequate number of well trained employees in technology	3.78	0.96
Ministry has adequate number of staff with in each of its key functions	2.74	0.85
The Ministry has adequate financial budget for the implementation of the centralized advertising project	3.10	1.14
The Ministry adequate technically qualified staff in information technology	2.87	0.97
The Ministry has sufficient Information technology infrastructure to support the project	3.84	1.02
The Ministry has sufficient equipment to support the implementation of centralized advertisement project	4.12	0.94

The Ministry had adequate number of employees with mean of 4.05 and standard deviation of 0.94. There was adequate number of well trained employees in technology with mean of 3.78 and standard deviation of 0.96. Respondents were not sure whether the ministry had adequate number of staff with in each of its key functions with mean of 2.74 and standard deviation of 0.85, adequate financial budget for the implementation of the centralized advertising project with mean of 3.10 and standard deviation of 1.14 or adequate technically qualified staff in information technology with mean of 2.87 and standard deviation of 0.97. The Ministry had sufficient Information technology infrastructure to support the project with mean of 3.84 and standard deviation of 1.02 and the Ministry had sufficient equipment to support the implementation of centralized advertisement project with mean of 4.12 and standard deviation of 0.94. On the extent which resources availability influenced implementation of centralized government advertisement project in Kenya, most of the respondents 48.1% indicated great extent.

From the above findings, it is evident that resource availability influences implementation of centralized government advertisement project in Kenya. According to Okongo et al., (2015) adequate teaching and learning resources should be provided to ensure effective implementation of inclusive education and more funds to be allocated for procuring teaching and learning materials for Special Needs Education (SNE) learners.

#### 4.8 Leadership

Several statements on leadership and how it influenced implementation of centralized government advertisement project in Kenya were carefully identified by the researcher. The participants were asked to indicate the extent of their agreement in every statement using a scale of 1-5 where 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent

**Table 4.11: Leadership**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
The Ministry leadership supports the centralized advertisement project	3.72	1.24
The Ministry leadership promotes transparency in advertisement project	3.11	1.33
The Ministry leadership shares in the vision of centralizing advertisements	3.83	1.14
Leaders at the Ministry have capability to influence their followers	2.83	1.15
Ministry leaders employ diverse leadership styles that support project implementation	4.17	0.94

From the findings, the Ministry leadership supported the centralized advertisement project with mean of 3.72 and standard deviation of 1.24, Ministry leadership shared in the vision of centralizing advertisements with mean of 3.83 and standard deviation of 1.14 and ministry leaders employed diverse leadership styles that supported project implementation with mean of 4.17 and standard deviation of 0.94. Respondents however were not sure whether the Ministry leadership promoted transparency in advertisement project with mean of 3.11 and standard deviation of 1.33 or leaders at the Ministry had capability to influence their followers with mean of 2.83 and standard deviation of 1.15. On the extent which leadership influenced implementation of centralized government advertisement project in Kenya, most of the respondents 38.7% said very large extent.

In summary, leadership influences implementation of centralized government advertisement project. This finding is in line with Ogaja and Kimiti (2016) who established that strategic leadership influences the implementation of tactical decisions in both institutions.

#### 4.9 Implementation of Centralized Government Advertisement Project

Several statements on implementation of centralized government advertisement project were carefully identified by the researcher. The participants were asked to indicate the extent of their agreement in every statement using a scale of 1-5 where 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

**Table 4.12: Implementation of Centralized Government Advertisement Project**

Statement	Mean	Std. Dev
Centralized advertisement has been fully implemented	2.85	1.10
All advertisements go through the centralized system	4.18	0.97
Centralized advertisement supports timely communication	3.66	1.00

From the findings, respondents were not sure whether centralized advertisement had been fully implemented with mean of 2.85 and standard deviation of 1.10. However, all advertisements went through the centralized system with mean of 4.18 and standard deviation of 0.97 and centralized advertisement supported timely communication with mean of 3.66 and standard deviation of 1.00.

#### 4.10 Regression Analysis

The researcher conducted regression analysis to establish factors influencing the implementation of centralized government advertisement project in Kenya. The findings are indicated in subsequent sections.

**Table 4.13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 <sup>a</sup>	.634	.612	1.75067

From the Model Summary, the coefficient of determination  $R^2$  is 0.634 showing that 63.4% change in implementation of centralized government advertisement project in Kenya is explained by stakeholder participation, technological developments, resource availability and leadership. The other factors explain 36.6%.

**Table 4.14: ANOVA**

	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	52.941	4	13.235	43.752	.003
Residual	30.550	101	.3025		
<b>Total</b>	<b>83.491</b>	<b>105</b>			

An Analysis of Variance ANOVA was done at 5% level of significance. The Value of F calculated was 43.752 while F critical was 2.462. As F calculated is greater than F critical, this shows that the overall regression model was significant.

**Table 4.15: Regression Coefficients**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	4.182	1.462		2.860	.005
Stakeholder Participation	.076	.045	.177	1.677	.097
Technological Developments	.259	.080	.345	3.238	.002
Resource Availability	.022	.006	.035	3.667	.025
Leadership	.125	.032	.186	3.906	.003

The established equation becomes:

$$Y = 4.182 + 0.259 X_2 + 0.022 X_3 + 0.125 X_4$$

Where

Y = Centralized Government advertisement project

X<sub>2</sub> = Technological development

X<sub>3</sub> = Resources availability

X<sub>4</sub> = leadership

Therefore, the possible value for implementation of centralized government advertisement project in Kenya when all factors were held constant is 4.182. A unit change in technological development with other factors constant would result into 25.9% implementation of centralized government advertisement project. A unit increase in resource availability would lead to 2.2% implementation of centralized

government advertisement project and a unit change in leadership would result into 12.5% implementation of centralized government advertisement project.

With regard to significance in view of p values at 5% and t values at 1.96, the study established that technological development ( $p=0.002<0.05$ ,  $t=3.238>1.96$ ), resource availability ( $p=0.025<0.05$ ,  $t=3.667>1.96$ ) and leadership ( $p=0.003<0.05$ ,  $t=3.906>1.96$ ) had significant effect on implementation of centralized government advertisement project. Similar findings were sought established by Gathumbi and Mosoti (2015) whose regression analysis showed that the p value is -0.44931 which was lower than 0.05 which implied that availability of facilities was statistically significant in increasing completion rates.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter entails a summary of research findings based on study objectives. The chapter concludes based on key findings of the study. The recommendations with relevant implications on theory, policy and practice are clearly presented. The suggestions for further research to future scholars and academicians are also presented.

#### **5.2 Summary of the Findings**

The purpose of this study was to determine the factors influencing the implementation of centralized government advertisement project in Kenya: Using a case of the Ministry of Agriculture, Livestock and Fisheries. The study specifically examined how stakeholder's participation, technological developments, resources availability and leadership affected the implementation of centralized government advertisement project in the Ministry of Agriculture. A summary of the analyzed findings is presented below.

##### **5.2.1 Stakeholders' Participation**

The first objective of the study was to determine the influence of stakeholders' participation on implementation of centralized government advertisement project in the Ministry of Agriculture. From the findings, Questions raised by Ministry staff on the project were well responded to with mean of 4.34 and standard deviation of 0.86. The findings of the study indicated that the ministry staff were well informed on the benefits of the project with mean of 4.06 and standard deviation of 0.82, ministry staff were well informed on their role in the advertisement structure with mean of 4.06 and standard deviation of 0.86 and a clear structure for the project was set up at the Ministry with mean of 4.06 and standard deviation of 0.96. The platforms of advertisement were well spelt out to the Ministry staff with mean of 4.08 and standard deviation of 1.10. When asked about the extent which stakeholder participation influenced implementation of centralized government advertisement project in Kenya, most of the respondents 34% indicated great extent.

### **5.2.2 Technological Developments**

The second objective of the study was to establish the influence of technological developments on implementation of centralized government advertisement project in the Ministry of Agriculture. The findings of the study indicated that the Ministry had capability to adopt the latest state of the art technology with mean of 4.15 and standard deviation of 0.97. The Ministry has ways of capturing innovative ways of improving its processes with mean of 4.02 and standard deviation of 0.89. The findings of the study indicated that the Ministry had various systems running at any one time with mean of 4.01 and standard deviation of 1.03. When respondents were asked to indicate the extent which technological developments influenced implementation of centralized government advertisement project in Kenya, most of the respondents 49.1% said large extent. From regression analysis, the study established that technological development ( $p=0.002<0.05$ ,  $t=3.238>1.96$ ) had significant effect on implementation of centralized government advertisement project.

### **5.2.3 Resource Availability**

The third objective of the study was to establish the influence of resource availability on implementation of centralized government advertisement project in the Ministry of Agriculture. From the findings, the Ministry had adequate number of employees with mean of 4.05 and standard deviation of 0.94. There was adequate number of well trained employees in technology with mean of 3.78 and standard deviation of 0.96. The Ministry had sufficient Information technology infrastructure to support the project with mean of 3.84 and standard deviation of 1.02 and the Ministry had sufficient equipment to support the implementation of centralized advertisement project with mean of 4.12 and standard deviation of 0.94. On the extent which resources availability influenced implementation of centralized government advertisement project in Kenya, most of the respondents 48.1% indicated great extent. Regression results indicated that resource availability ( $p=0.025<0.05$ ,  $t=3.667>1.96$ ) had significant effect on implementation of centralized government advertisement project.

#### **5.2.4 Leadership**

The last objective of the study was to determine the influence of leadership on implementation of centralized government advertisement project in the Ministry of Agriculture. The study established that the Ministry leadership supported the centralized advertisement project with mean of 3.72 and standard deviation of 1.24, Ministry leadership shared in the vision of centralizing advertisements with mean of 3.83 and standard deviation of 1.14 and ministry leaders employed diverse leadership styles that supported project implementation with mean of 4.17 and standard deviation of 0.94. On the extent which leadership influenced implementation of centralized government advertisement project in Kenya, most of the respondents 38.7% said very large extent. From regression analysis leadership ( $p=0.003<0.05$ ,  $t=3.906>1.96$ ) had significant effect on implementation of centralized government advertisement project.

#### **5.3 Discussion of the Findings**

The study established that questions raised by Ministry staff on the project were well responded to. The ministry staffs were well informed on the benefits of the project. Therefore, the organization practiced stakeholder participation and this affected the implemented projects. According to Nangoli et al. (2016) stakeholders should be consulted as regards the project before it is implemented and that this participation should be encouraged throughout the project life.

The Ministry had capability to adopt the latest state of the art technology. The Ministry has ways of capturing innovative ways of improving its processes. Adoption of technology results into a number of benefits. According to (OECD, 2000), organizations are taking a highly proactive approach to adopting Information Technology (IT) in their operations in an effort to increase efficiency and effectiveness in their operations. Technological development had significant effect on implementation of centralized government advertisement project.

The Ministry had adequate number of employees. There was adequate number of well trained employees in technology. Okongo et al., (2015) recommended that adequate teaching and learning resources should be provided to ensure effective implementation of inclusive education. Resource availability had significant effect on implementation of centralized government advertisement project. Similar findings

were established by Gathumbi and Mosoti (2015) whose regression results showed that the p value is -0.44931 which was lower than 0.05 which implied that availability of facilities was statistically significant in increasing completion rates.

The Ministry leadership supported the centralized advertisement project. Ministry leadership shared in the vision of centralizing advertisements. The finding concurs with Tomsic et al., (2016) that vision, credibility, collaboration, accountability and action orientation are the dominant leadership factors to be considered by top managers in achieving sustainable development. Leadership had significant effect on implementation of centralized government advertisement project. The finding is consistent with Ogaja and Kimiti (2016) who indicated that strategic leadership influences the implementation of tactical decisions in both institutions.

#### **5.4 Conclusion**

On stakeholders' participation the study concludes that it greatly affected implementation of centralized government advertisement project. Questions raised by Ministry staff on the project were well responded to. The ministry staffs were well informed on the benefits of the project. Ministry staffs were well informed on their role in the advertisement structure and clear structure for the project was set up at the Ministry. The platforms of advertisement were well spelt out to the Ministry staff.

With regard to technological developments, the study concludes that it significantly influenced the implementation of centralized government advertisement project. The Ministry had capability to adopt the latest state of the art technology, had ways of capturing innovative ways of improving its processes and had various systems running at any one time.

In view of the resource availability, the study concludes that it significantly influenced the implementation of centralized government advertisement project. The Ministry had adequate number of employees and had sufficient equipment to support the implementation of centralized advertisement project. The Ministry had sufficient Information technology infrastructure to support the project. There was adequate number of well trained employees in technology

Leadership was a significant predictor of implementation of centralized government advertisement project. Ministry leaders employed diverse leadership styles that supported project implementation. Ministry leadership shared in the vision of centralizing advertisement. Ministry leadership supported the centralized advertisement project.

### **5.5 Recommendations of the Study**

The top management in the ministry of agriculture, livestock and fisheries should establish clear flow of information on the advertisement centralization project. Adequate time should be allowed for the implementation of the project in the ministry of agriculture, livestock and fisheries in Kenya and all other ministries in general.

The national government should ensure that all ministries are adequately staffed within each of their key functions. There should be adequate financial budget for the implementation of the centralized advertising project within the ministry of agriculture, livestock and fisheries in Kenya and all other ministries in general. There should be adequate technically qualified staff in information technology in all ministries in Kenya.

Leadership of the ministry of agriculture, livestock and fisheries in Kenya and all other ministries in general should promote transparency in advertisement project. Leaders at the Ministry level should have capability to influence their followers.

### **5.6 Suggestions for Further Research**

The current study collected data exclusively by use of questionnaires, future scholars should improve on this by adopting the use of secondary data. The current study was done with special emphasis on ministry of agriculture, livestock and fisheries in Kenya, future studies should be across all the ministries in Kenya. Regression analysis indicated a  $R^2$  of 63.4% opening other factors affecting implementation of centralized government advertisement project which can be examined by future studies.

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Kindly take some time to fill this questionnaire on the implementation of centralized government advertisement project in Kenya.

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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

Lucy Mbuvi Mwelu

C/O University of Nairobi,

P.O Box, 19247-00100

Nairobi, Kenya

Dear Sir/Madam

#### **RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I'm a student at the University of Nairobi currently undertaking Master of Arts in Project Planning and Management. I have successfully completed my course work and as part of the university requirements, I am supposed to undertake a research study.

My research will focus on the “**Factors influencing implementation of centralized government advertisement project in Kenya: A case of Ministry of Agriculture, Livestock and Fisheries**”

I would like to request for your participation in this questionnaire. The information obtained will be treated with utmost confidentiality.

Your co-operation will be appreciated.

**Yours faithfully,**

Lucy Mbuvi Mwelu

## APPENDIX II: QUESTIONNAIRE

### SECTION A: DEMOGRAPHIC INFORMATION

1. What is your Gender? Male  Female
2. What is your age?  
 20-25 Years  26-30 Years  31-35 Years  Above 40 Years
3. How long have you worked in this Ministry?  
 Less than 1 Year  1-2 Years  Above 2 Years
4. What is your highest level of education?  
 Certificate  Diploma  First degree   
 Masters  PhD  Other   
 Please specify \_\_\_\_\_

5. Please indicate your position in the Ministry

- Senior Management
- Supervisor
- Other category

### SECTION B: STAKEHOLDER'S PARTICIPATION

6. Below are several statements on the effect of stakeholder participation implementation of centralized government advertisement project in Kenya. Please indicate the extent to which you agree with each of the statement. Use a scale of 1-5 where; 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

	1	2	3	4	5
Ministry staff we consulted prior to the centralization of government advertisement					
Ministry staff were trained on how the project would work					
Questions raised by Ministry staff on the project were well responded to					
Ministry staff were well informed on the benefits of the project					
Ministry staff were well informed on their role in the advertisement structure					
A clear structure for the project was set up at the Ministry					

Appropriate awareness campaigns were conducted at the Ministry					
The platforms of advertisement were well spelt out to the Ministry staff					
Ministry staff were given various roles in the advertisement project					
There was clear flow of information on the advertisement centralization project					
Adequate time was allowed for the implementation of the project					
The centralization of advertisements project was done in a more transparent manner					

7. To what extent does stakeholder participation affect implementation of centralized government advertisement project?

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]

8. How can stakeholder participation improve the effective implementation of centralized government advertisement project

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**SECTION C: TECHNOLOGICAL DEVELOPMENTS**

9. Below are several statements on the effect of technological development on implementation of centralized government advertisement project in Kenya. Please indicate the extent to which agree with each of the statement. Use a scale of 1-5 where; 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

	1	2	3	4	5
The Ministry has capability to adopt the latest state of the art technology					
The Ministry uses latest technological developments in the market					

The Ministry has ways of capturing innovative ways of improving its processes					
The Ministry has ways of implementing innovations developed					
The Ministry has various systems running at any one time					

10. To what extent does the effect of technological development have implementation of centralized government advertisement project in Kenya?

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

Little extent [ ]

No extent [ ]

11. What can the ministry do to improve the effectiveness of technological development on implementation of centralized government advertisement?

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#### SECTION D: RESOURCE AVAILABILITY

12. Below are several statements on the Influence of resource availability on Implementation of Centralized Government Advertisement Project. Please indicate the extent to which agree with each of the statement. Use a scale of 1-5 where; 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

Statements	1	2	3	4	5
The Ministry has adequate number of employees					
Ministry has adequate number of well trained employees in technology					
Ministry has adequate number of staff with in each of its key functions					
The Ministry has adequate financial budget for the implementation of the centralized advertising project					
The Ministry adequate technically qualified staff in information technology					
The Ministry has sufficient Information technology infrastructure to support the project					
The Ministry has sufficient equipment to support the implementation of centralized advertisement project					

13. To what extent does the Influence of resource availability influence Implementation of Centralized Government Advertisement Project?

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]

14. What is else the importance of resource availability on implementation of centralized government advertisement project?

**SECTION D: LEADERSHIP**

15. Below are several statements on the Influence of Leadership on Implementation of Centralized Government Advertisement Project. Please indicate the extent to which agree with each of the statement. Use a scale of 1-5 where; 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

Statements	1	2	3	4	5
The Ministry leadership supports the centralized advertisement project					
The Ministry leadership promotes transparency in advertisement project					
The Ministry leadership shares in the vision of centralizing advertisements					
Leaders at the Ministry have capability to influence their followers					
Ministry leaders employ diverse leadership styles that support project implementation					

16. To what extent does the Influence of Leadership affect Implementation of Centralized Government Advertisement Project?

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- No extent [ ]

17. How else does leadership influence the implementation of Centralized Government Advertisement Project?

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**SECTION F: IMPLEMENTATION OF CENTRALIZED GOVERNMENT ADVERTISEMENT PROJECT**

18. Below are several statements on Implementation of Centralized Government Advertisement Project. Please indicate the extent to which agree with each of the statement. Use a scale of 1-5 where; 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

Statements	1	2	3	4	5
Centralized advertisement has been fully implemented					
All advertisements go through the centralized system					
Centralized advertisement supports timely communication					

**APPENDIX III: AUTHORIZATION LETTER FROM THE UNIVERSITY OF  
NAIROBI**



**UNIVERSITY OF NAIROBI**  
**OPEN DISTANCE AND e- LEARNING CAMPUS**  
**SCHOOL OF OPEN AND DISTANCE LEARNING**  
**DEPARTMENT OF OPEN LEARNING**  
**NAIROBI LEARNING CENTRE**

Your Ref:  
Our Ref:  
Telephone: 318262 Ext. 120

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
NAIROBI

15<sup>th</sup> November, 2017

REF: UON/ODeL/NLC/27/488

**RE: LUCY MWELU MBUVI - REG NO.L50/84728/2016**

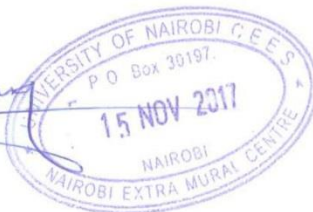
The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "Factors Influencing Implementation of Centralized Government Advertising in Kenya. Case of Ministry of Agriculture Livestock and Fisheries."

Any assistance given to her will be appreciated.

2  
  
For:

**CAREN AWILLY**  
**CENTRE ORGANIZER**  
**NAIROBI LEARNING CENTRE**



## APPENDIX IV: AUTHORIZATION LETTER FROM NACOSTI



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,  
0713 788787,0735404245  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/09199/20272**

Date: **11<sup>th</sup> December, 2017**

Lucy Mwelu Mbuvi  
University of Nairobi  
P.O Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on “*Factors influencing implementation of centralized Government advertising in Kenya: Case of Ministry of Agriculture, Livestock and Fisheries*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **11<sup>th</sup> December, 2018.**

You are advised to report to, **the Principal Secretary, Ministry of Agriculture, Livestock and Fisheries, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

*G.P. Kalerwa*

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:



The Principal Secretary  
Ministry of Agriculture, Livestock and Fisheries.



## APPENDIX V: RESEARCH PERMIT

**CONDITIONS**

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.

  
**REPUBLIC OF KENYA**  
  
**National Commission for Science,  
Technology and Innovation**  
**RESEARCH CLEARANCE  
PERMIT**  
**Serial No.A 16907**  
**CONDITIONS: see back page**


**THIS IS TO CERTIFY THAT:**  
**MS. LUCY MWELU MBUVI**  
**of UNIVERSITY OF NAIROBI, 1612-100**  
**Nairobi, has been permitted to conduct**  
**research in Nairobi County**

**on the topic: FACTORS INFLUENCING**  
**IMPLEMENTATION OF CENTRALIZED**  
**GOVERNMENT ADVERTISING IN KENYA:**  
**CASE OF MINISTRY OF**  
**AGRICULTURE, LIVESTOCK AND**  
**FISHERIES**

**for the period ending:**  
**11th December, 2018**

.....  
**Applicant's**  
**Signature**

**Permit No : NACOSTI/P/17/09199/20272**  
**Date Of Issue : 11th December, 2017**  
**Fee Received :Ksh 1000**

  
**S.P. Kalewa**  
.....  
**Director General**  
**National Commission for Science,  
Technology & Innovation**