

**FACTORS INFLUENCING IMPLEMENTATION OF ECONOMIC STUMULUS  
CONSTRUCTION PROJECTS IN NYAKACH, KISUMU COUNTY**

**BY**

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## DECLARATION

### Student's declaration

This research project is my original work and has never been submitted to any learning institution for the award of any academic qualification in any college or university.

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**Johnson Awuor**

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**Date**

### Supervisors' declaration

This research project has been submitted for examination with my approval as university supervisors for the award of degree of Master of Arts in Project Planning and Management of University of Nairobi

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Mr. Joseph Awino

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Date

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>i</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iii</b>
<b>LIST OF FIGURES</b> .....	<b>vii</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>ABBREVIATIONS/ACRONYMS</b> .....	<b>ix</b>
<b>ABSTRACT</b> .....	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the study .....	1
1.2 Statement of the problem .....	2
1.3 Purpose of the Study .....	4
1.4 Research Objectives.....	4
1.5 Research Questions.....	4
1.6 Significance of the study.....	5
1.7 Basic Assumptions of the Study .....	5
1.8 Limitations of the Study.....	5
1.9 Delimitation of the Study.....	6
1.10 Definitions of Significant Terms used in the Study.....	6
1.11 Organization of the study.....	6
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>8</b>
2.1 Introduction.....	8
2.2 The influence of stakeholder participation in implementing the ESP construction projects....	9
2.3 The influence of funding on the implementation of ESP construction projects. ....	13
2.4 Influence of leadership on implementation of ESP projects.....	16
2.5 The influence of project management capacity on the implementation of ESP construction projects.....	18
2.6 Conceptual Framework.....	20
2.6.1 Relationship between Variables.....	21

<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>22</b>
3.1 Introduction.....	22
3.2 Description of Study Area .....	22
3.3 Research Design.....	22
3.4 Target Population.....	23
3.5 Sampling and Sampling Procedures .....	23
3.5.1 Sampling Design.....	23
3.5.2 Sampling Techniques.....	24
3.6 Data Collection Instruments .....	24
3.6.1 Methods of Data Collection.....	24
3.6.2 Validity of the Instruments .....	25
3.6.3 Reliability of the Research Instrument .....	25
3.6.4 Data Collection Procedures.....	26
3.7 Data Analysis Techniques.....	26
3.8 Ethical Considerations .....	26
<b>CHAPTER FOUR: RESEARCH FINDINGS, ANALYSIS .....</b>	<b>27</b>
4.0 Demographic and socioeconomic characteristics of the respondents.....	27
4.1 Funding of ESP projects .....	28
4.2 Capacity building in ESP projects .....	30
4.3 Stakeholders participation in ESP projects.....	31
4.4 ESP Project leadership.....	33
4.5 Discussion of Results.....	34
4.5.1 Project Financing .....	34
4.5.2 Capacity building .....	35
4.5.3 Stakeholders participation.....	36
4.5.4 Project leadership.....	37
<b>CHAPTER FIVE: SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>38</b>
5.1 Introduction.....	38
5.2 Summary of the findings.....	38
5.3 Project financing .....	39

5.4 Community issues in participation.....	39
5.5 Capacity building of Project management committees .....	40
5.6 Leadership in project management .....	40
5.7 Conclusion .....	40
5.8 Recommendations of the Study .....	41
5.9 Areas for Further Study .....	41
<b>REFERENCES.....</b>	<b>42</b>

## LIST OF FIGURES

Figure 4.1: Duration of contact.....	28
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## LIST OF TABLES

Table 4.1: Demographic and socioeconomic characteristics .....	27
Table 4.2 Funding aspects of the ESPs.....	29
Table 4.3: Capacity building in the ESPs .....	31
Table 4.4: Stakeholders participation in the projects.....	32
Table 4.5: project leadership.....	34



## **ABBREVIATIONS/ACRONYMS**

<b>CDF</b>	Constituency development funds
<b>CMAR</b>	Construction Management at Risk
<b>DEO</b>	District Education Officer
<b>DFO</b>	District Fisheries Officer
<b>ESP</b>	Economic Stimulus Program
<b>GDP</b>	Gross Domestic Product
<b>GOK</b>	Government of Kenya
<b>ICT</b>	Information and Computer Technology Method
<b>PEV</b>	Post-Election Violence
<b>RFP</b>	Request for Proposal
<b>SPSS</b>	Statistical Package for Social Sciences

## **ABSTRACT**

The main purpose of this study was to examine how project financing, project management, community participation issues and support infrastructure influenced the implementation of ESP projects in Nyakach constituency. The study used survey research design. The sample included 39 project beneficiaries /community members, 34 stimulus project management committee (SPMC) members and 2 Constituency Development Planning Officers (CDPO) and Constituency Development Fund officials in the constituency. Both simple random and purposive sampling procedures to generate the sample were used. Questionnaires and interview guides were used to collect data. The data was analyzed using Statistical package for social science (SPSS) and in descriptive form. Data from questionnaires were analyzed quantitatively and presented infrequencies and percentages while data from the interview guide was analyzed qualitatively and both findings were integrated.

The following findings were made: funds provided in quarterly tranches were not adequate enough, poor training, illiteracy and lack of skills among the community members made their participation in the implementation minimal, key infrastructure required was either poor or inadequate.

The following recommendations were made: adequate training and awareness needed to be provided to the managers and community members for success of Economic stimulus Projects and a departure from the quarterly funding model so as to catalyze the efficiency and effectiveness expected in the implementation of the ESP projects.

Improvement of the requisite infrastructure, creation of a land bank in the constituency so as to have land available for public projects and establishment of marketing linkages between products from the ESP projects and the consumers were also among the recommendations made.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the study**

The Kenya Economic Stimulus Program (ESP) was initiated by the Government of Kenya (GOK) to boost economic growth and lead the Kenyan economy out of a recession situation brought about by economic slowdown. Its aim was to jumpstart the Kenyan economy towards long term growth and development, after the 2007-2008 Post Election Violence (PEV) that affected the Kenyan economy, prolonged drought, a rally in oil and prices and the effects of the global economic crises. Between 2003 and 2007, the Kenyan economy was growing quite fast at an average growth rate of 5%. However, due to government corruption scandals and political unrest which resulted in the 2008 Post Election Violence, businesses and investment projects collapsed. This was accompanied by prolonged drought which forced the price of food to rise beyond the means of most Kenyans (Economic Stimulus Programme Handbook).

According to the 2009 Economic Survey, the country recorded a depressing Gross Domestic Product (GDP) growth of 1.7 percent in 2008 compared to an impressive record of 7.1 percent in 2007. All these setbacks called for immediate action from the government to restore the economy to its earlier status. Thus in the 2009/2010 Budget, the then Finance Minister Uhuru Kenyatta launched the Economic Stimulus Program (ESP) to stimulate the growth of the Kenyan economy through the rapid creation of jobs and business opportunities all over the country (Economic Stimulus Programme Handbook).

The Economic Stimulus Programme was a government programme coordinated by the Ministry of Finance and Kshs. 22.0 Billion was committed to the Programme. The aim of the programme was to support local development projects in every Constituency. The construction of these

projects would create employment and the finished project would provide essential services, jobs and business opportunities and enough food at the constituency level. The key objectives of ESP included boosting of the country's economic recovery, investment in long term solutions to the challenges of food security, expansion of economic opportunities in rural areas for employment creation, promotion of regional development for equity and social stability, improvement of infrastructure and the quality of education and healthcare, investment in the conservation of the environment and expand the access to, and build the Information and Computer Technology (ICT) capacity in order to expand economic opportunities and accelerate economic growth.

However, questions are being raised on government's capacity to sustain the programme owing to the tight budgetary constraints bedeviling most sectors of the economy, the funding levels, stakeholder participation in the design and implementation of the projects, capacity of the project management committees and leadership of the project teams. It in this background that the researcher set out to investigate the situation about the implementation of the ESP projects in Nyakach constituency.

## **1.2 Statement of the problem**

In Kenya, the launch of the Economic Stimulus Programme (ESP) in 2009 was considered a major driving force that has led to tremendous growth of the country's economy despite its impediments in implementation. The realization of the ESP and the increase in government spending from a national point of view played a major role in reducing unemployment in the country, encouraging entrepreneurship, stimulating economic growth, fostering education and innovation, which aimed towards the attainment of Vision 2030. The inception of the stimulus programme was based on the global economic crisis, drought and the sad experiences of post-

election violence in Kenya which saw the country's economic growth plunge from a growth of 7.1 percent to a mere low of 1.7 percent.

The realization of the ESP goals was not adequately achieved in Kenya at the grassroots level because of poor infrastructure and management practices within the localities, lack of adequate finances and minimal participation of the community members in the programme influenced the implementation of the programme to some extent in Nyakach constituency.

The introduction and implementation of Economic Stimulus programs was a recent proposed idea that needs to be documented and accounted for. The study was a major contribution to the role of economic stimulus programme, although there were some gaps in terms of factors influencing the implementation of various projects such as the construction of markets, schools and district headquarters. The enactment of the new constitution in the year 2010 emphasized that resources and power should be devolved to the counties. It was this understanding that called for a study on factors influencing the implementation of economic stimulus projects in Nyakach constituency. This research study informed better ways of managing the devolved funds.

The economic stimulus projects were designed to meet the social, economic and political needs of the constituencies in Kenya as a whole in education, health, environmental and information technology sectors. Each constituency had her peculiar socio-economic, political and physiographic set up. As such, the challenges met by each constituency in the implementation, monitoring and evaluation of the projects will be myriad and regional-specific. Nearly all the constituencies had logistical problems at divergent magnitudes. At initiation, how were the projects identified, once identified did the funding come in time and was it adequate. What challenges were experienced during the implementation stage and what were the impacts of the

projects on the members of the constituency? How far did the projects meet the envisaged government objectives of employment creation, improvement of education and health infrastructure in Nyakach constituency?

### **1.3 Purpose of the Study**

The purpose of this study was therefore to investigate factors that influenced the implementation of Economic Stimulus Programme projects in Nyakach constituency of Kisumu County.

### **1.4 Research Objectives**

This study was guided by the following research objectives:

1. To investigate how project financing affects the implementation of economic stimulus projects in Nyakach Constituency.
2. To examine the stakeholder participation issues that affects the implementation of economic stimulus projects in Nyakach Constituency.
3. To evaluate how capacity building affects the implementation of economic stimulus projects in Nyakach Constituency
4. To establish the extent to which leadership affects the implementation of economic stimulus projects Nyakach Constituency.

### **1.5 Research Questions**

The following research questions were used to guide the study:

1. How does project financing affect the implementation of economic stimulus projects in Nyakach constituency?
2. What are the community participation issues that affect the implementation of economic stimulus projects in Nyakach constituency?

3. To what extent does capacity building affect the implementation of economic stimulus projects in Nyakach constituency?
4. To what extent does leadership affect the implementation of economic stimulus projects in Nyakach constituency?

### **1.6 Significance of the study**

The life of a project begins with conception and ends with impact assessment and evaluation. This research will provide knowledge to project planning specialist and insights about the up-bottom project implementation process where the state dictates to people the projects to be implemented. Further, it will enlighten the political class on their role and impact on project implementation. Finally, it will help the constituents understand and appreciate their role in socio-economic development and political emancipation of their regions.

### **1.7 Basic Assumptions of the Study**

The study will assume that the recommendations of the research from Nyakach constituency shall also apply to other constituencies in the whole country. It is also assumed that the respondents shall willingly give the required and accurate information about the projects.

### **1.8 Limitations of the Study**

Due to limitation of time and resources the study was narrowed to cover Economic Stimulus Programme Projects in Nyakach constituency though the ESP was designed and implemented across the entire country.

## **1.9 Delimitation of the Study**

The major component of the Economic Stimulus Programme entailed implementation of projects falling under various government departments. The conceptualization, planning, development and production of designs, tendering process, award of contracts, and implementation phase of the projects was undertaken through the cooperation and engagement of various stakeholders. These stakeholders comprised of the following: - The Treasury, client ministries, Ministry of Public Works and Representatives from Constituency Development Fund offices. The specific ministries were: - Ministries of Education, Industrialization, Health, Local Government and Office of the President Provincial Administration. All these Ministries had projects in all the 210 Constituencies. This study will concentrate on ESP construction projects implemented in Nyakach constituency.

## **1.10 Definitions of Significant Terms used in the Study**

**Economic Stimulus:** A government initiated programme intended to boost economic growth and lead the country out of recession through provision of funding to key public sectors/projects and hence facilitate creation of employment, markets for local materials, and provision of essential services, business opportunities and enough food at the constituency level.

**Effective Implementation:** Project completion that meets the original objectives within the constraints and specifications of budget, time and quality.

## **1.11 Organization of the study**

The research study is to be organized under five main chapters. It starts with an introductory chapter which will outline the statement of the problem, research objectives as well as the research questions, significance, assumptions, limitations and delimitations of the study. In Chapter Two review of all related literature will be undertaken from various sources of materials



including magazines, journals and books. Chapter Three shall contain the research methodology adopted in the study as well as the research design used, the target population and the sample used for the study. Chapter Four will capture the data collection, analysis and presentation and finally Chapter Five shall entail the study's recommendations and conclusions.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presented a review of related literature pertinent to this study. It focused on an overview of economic stimulus projects and its role in catalyzing economic growth, the influence of stakeholder participation in the implementation of economic stimulus construction projects, the relationship between funding and the implementation of ESP construction projects, the bearing of program management capacity on ESP construction projects and the influence of leadership on implementation of ESP projects.

**Economic stimulus program** is a short to medium term high intensity and impact program which was meant to jumpstart the economy towards long term growth and development by securing the livelihood of Kenyans and addressing the challenge regional and intergenerational inequality, restore the confidence and help the business community to weather the storm while protecting the livelihood of poor population and creating jobs for the youth (**GoK, 2009**). Some of the projects covered by ESP included education infrastructure projects, expansion of irrigation-based agriculture, and construction of wholesale and fresh produce markets and fish ponds.

Being a widely acceptable tool to spur economic growth world over, economic stimulus programs implementation has been witnessed in many countries world over. In the year 2009 United States of America adopted \$787 billion stimulus package to rescue their economy which was melting down. Among the goals which this tool was to achieve was to create jobs, spur economic growth, foster unprecedented levels of accountability and transparency in government spending. These goals were to be achieved through tax cuts, funding for entitlement programs

and funding federal contracts (American Recovery and Reinvestment Act, 2009). In Britain, the government launched a Pounds 200 billion to rescue their economy in 2012. This package was directed at the banks to improve on their liquidity.

In Kenya, following the aftermath of post-election violence and effects of world economic recession, the government did put in place an economic stimulus package worth KSH 22 billion. This package was to benefit the agricultural, education and health sectors (Republic of Kenya Budgetary Report, 2009).

## **2.2 The influence of stakeholder participation in implementing the ESP construction projects**

Stakeholder participation is the process by which all the diverse concerns, needs and values of the public are incorporated in the government's decision making. It's a two-way communication and interaction with the overall goal of better decisions that are supported by the public (Creington L. James, 2005). Thus, stakeholder participation goes beyond provision of information to the public to include positive interaction between organization making the decision and the stakeholders who want to participate.

In their resource book on stakeholder participation, International Fund for Agricultural Development (IFAD, 2001) argues that involving stakeholders in project is important specifically enabling them to identify, manage and control their own development aspirations so as to empower themselves.

A Guide to the Project Management Body of Knowledge (PMBOK@Guide) breaks down a stakeholder as person, a group or organization: that is actively involved in the project, has an interest that may be positively or negatively affected by the performance or completion of the

project and may exert influence on the project, its deliverables and its team members, PMI (2009).

**Nuguti (2009)**, defines a stakeholder as any individual or group or institutions that have a vested interest in the natural resources of a given area or who potentially will be affected by the project activities and have something to gain or lose if conditions change or remain the same. He argues that the importance of stakeholder participation should be recognized in a number of aspects of project preparation and implementation. These aspects include the identification stakeholder interests in, importance to, and influence over the proposed project; the identification of local institutions upon which to build support for the project; and the provision of the foundation and strategy for involving the stakeholders in various stages of preparing and implementing the project.

Therefore, involving stakeholders in a participatory analysis and decision making in community project development issues is an important operational method. Stakeholders may have varied levels of interests, involvements and influence on the project. It's extremely important to identify all the stakeholders and manage them as they have negative and positive influence on the project. Key values have been put forward to guide the practice of stakeholder participation. These include:

- i. The stakeholders should have a say about decisions and actions which affect them.
- ii. The stakeholders to include the promise that their contribution will influence the decision.
- iii. The participation process communicates the interests and meets the process needs of all participants.

- iv. The participation process seeks out and facilitates the involvement of the potentially affected.
- v. The participation process provides the participants with the information they need to participate in a meaningful way.
- vi. The process communicates to the participants how their input affected the decision.

In a Study conducted in **Malawi by da Silva Samantha and Kamwendo Christine (2007)** findings were that participation by the larger community is much greater during subproject identification and planning than during implementation (Silva, 2000). It is primarily the Project Management Committee and not the larger community that is involved in contracting and procuring as well as supervising during subproject implementation (Silva, 2000). The Kenyan situation and Nyakach constituency in particular could be more revealing.

There was a large knowledge gap between the Project Management Committee (PMC) and the community leaders/members regarding project related information, particularly regarding the procurement of goods and services. In nearly all of the communities visited PMC members see themselves as being accountable to Malawi Social Action Fund (MASAF), not to the larger community (Silva, 2000). Community leaders also do not feel it is their role to actively provide oversight to the PMC. Training for the PMCs should specifically address this problem and discuss ways in which they can inform and mobilize the community to participate throughout the sub-project cycle. Information, Education and Communication (IEC) messages, for example, should target community leaders and explain the role that they are expected to play in terms of providing oversight and guidance to the PMC (Silva, 2000).

In Kenya a study done by **Rose Jonathan and Omollo Annette (2013)**, the CDF programs did not provide the mechanisms or incentives to include citizens in the process that determined which projects would be selected and funded with CDF resources.

The LATF/LASDAP system required a ward decision meeting and a consensus meeting with citizen representatives for selecting projects to be funded, a system that is not present in the CDF process. The citizen groups who would make proposals to the CDFC were quite diverse, but it was unclear how well they represented community interests. The CDFC, which is composed of appointees from the MP, had almost full discretion in deciding which project proposals by citizen groups were funded and which were not, with few clear criteria guiding those decisions.

In a study conducted in Rift Valley (Baringo North) by Kipkabut J. C. (2012) to assess the level of citizen participation in management of CDF construction projects, it did emerge that 75% of those interviewed were of the opinion that all the construction projects were identified in public Barraza's while 24% suggested that the projects were identified by the Location Development Committees (LDC). In the study only 17% were of the opinion that the projects were identified by the area MP. This shows that there was high citizen involvement in the project management. However this would also mean that the community agreed with the decision presented by their leaders in cases when identification was done by the LDC.

Still to build on the values carried on board by stakeholder participation, there is need to recognize the roles played by different stakeholders in project management. **Nithu M. L. (2012)** in her study "**Evaluation of logical framework approach and its effects on stakeholder participation in the design and execution of projects in Nairobi County**", she examined the role of each and every member participating in the ESP management. Her findings were that

different people had different roles to play in the project management with CDF a/c Manager performing 50% of the tasks, Men representative performing 18% of the roles, Religious representative with 12%, Women had 12% and the youth representative performed 6% of the management tasks.

### **2.3 The influence of funding on the implementation of ESP construction projects.**

Funding implies money that a government or an organization provides for a specific project (Macmillan Dictionary). Adequacy, mode of disbursement, variety of sources and frequency of disbursement all has direct effect on the project life.

For **de Silva Samantha et al (2002)** after a study In Malawi, she concluded that disbursement of subproject funds in tranches is seen both as a negative and positive feature by communities. While some communities noted that tranching allowed them to gradually build their expertise in handling large sums of money, others considered it a burden saying that delays in project implementation were most often linked to late disbursements (Silva, 2000). While reducing the number of tranches would greatly reduce the administrative burden both on the community as well as the Social Fund, it would also reduce the oversight and control function that the trenching system is used for. It may be worthwhile looking into offering communities different financing packages based on their capacities to implement subprojects (Silva, 2000).

A delay in disbursement of project funds was the complaint most commonly heard from communities. Delays in releasing tranches often meant that subproject implementation came to a halt for long periods of time causing contractors and wage laborers to lose interest/money. Inflation is also more likely to affect subprojects that are experiencing long lapses in implementation (Silva, 2000). Tranches are delayed either because of poor financial reporting (Justification Reports) provided by communities and/or because of delays in the processing of

financial reports at the project management level. Even PMCs who had undergone the necessary training found it difficult to complete the Justification Reports. Capacity building programs targeted at both PMC members and Social Fund staff should stress the importance of timely disbursements. It is crucial that training programs are designed based on the capacity of the community -one training model may not suit all PMCs. DEC members as well as Zone Officers should be mobilized to assist communities with reporting(Silva, 2000).

(Bank, Ghana : The Village Infrastructure Project, 2006-2009)In **Ghana**, the Village Infrastructure Project, with an IDA credit of US\$30 million, and a total of \$60 million was implemented by the government between 1998 and 2004. It was jointly financed by KFW \$7m; IFAD, \$10; GoK \$7.1m; District Assemblies \$3.0m and beneficiaries \$2.9m. Its main objective was to support the government's efforts to reduce poverty and enhance the quality of life of the rural poor through the increased transfer of technical and financial resources for the development of basic village-level infrastructure that could be maintained by the beneficiaries. It also supported the capacity building of District Assemblies to better plan and manage these investments (Annor-Frempong, 2006). The project had four components: (i) Rural water infrastructure; (ii) Ruraltransport infrastructure; (iii) Rural post-harvest infrastructure; and (iv) Institutional strengthening. At Completion World Bank report had the under listed as the benefits :(Annor-Frempong, 2006)

- Crop production under irrigation nearly doubled as beneficiary vegetable growers took advantage of the availability of water and ensured four growing seasons per year (Bank, Ghana : The Village Infrastructure Project, 2006-2009).



- The local capacity of communities to manage water resources and their sense of ownership was also greatly increased as witnessed by the high rate of facilities adequately maintained (Bank, Ghana : The Village Infrastructure Project, 2006-2009).
- The capacity of Area Councils (ACs) to plan, negotiate, operate and maintain water-related infrastructure was also considerably enhanced (Bank, Ghana : The Village Infrastructure Project, 2006-2009).
- This increase in capacity at the community and Council level has led to significant increases in the quality of life of beneficiaries through a reduction in water-borne diseases, improved nutrition and reduced effort in carrying water and watering crops (Annor-Frempong, 2006).

The project constructed or rehabilitated 552 km of feeder roads, farm tracks and trails and supplied, through the private goods delivery system 207 intermediate means of transport made up of power tillers, motor-tricycles, with carts and animal traction systems. The recipients of IMTs were also trained in their maintenance. These facilities have improved access to production centers, and substantially reduced the drudgery of long-distance travel and head portage for women and children (Bank, Ghana : The Village Infrastructure Project, 2006-2009) (Annor-Frempong, 2006).

Under the component on Rural Post-harvest Infrastructure, 174 markets were constructed or rehabilitated. This number included 16 grain stores, 2 abattoirs and 1 fish-landing site. Over 1,900 groups benefited from post-harvest infrastructure, and training and capacity building was carried out in over 30 villages (Bank, Ghana : The Village Infrastructure Project, 2006-2009). These activities contributed to more hygienic food transformation, improvement in storage

facilities, increased shelf-life of harvest produce, and better prices for produce (Annor-Frempong, 2006). (**World Bank 2006-2009 – The Village Infrastructure project.**)

In a study by **Otundo D. M. (2012)**, it emerged that the funds which were allocated to various projects under the stimulus program in Nyamira District were sufficient to drive the projects to completion. He also revealed that funding for the most of the projects were not consistent thus leading to some projects stalling along the way with only 7.5% of the respondents agreeing that the funds were released in time. 70% of the respondents cited claims of delay of funds.

However, **Muyiri J. K. (2013)**, reveals that most of the ESP projects face the challenge of inadequate funds, funds being released to projects in quarterly basis affecting continuous implementation of projects.

#### **2.4 Influence of leadership on implementation of ESP projects.**

Leadership in project management is the principal means of overcoming program fragmentation, correcting the weaknesses of bureaucracy, substituting willing cooperation for rules authorized by top management and making it possible for people to enjoy their work as well as earn a living (**Dimock et al, 1983**). To achieve this end therefore, leadership must go beyond routine variety to become entrepreneurial, it must also be innovative, ready to break new grounds and willing to experiment.

For **Harlan Cleveland (1979)** leadership means supplying the energy, the signals and the examples needed to sustain cooperative activity in a program in which many individuals with formally assigned roles act to achieve a particular objective, which includes factors such as personality and values, signals of communications which may be silent as well as spoken, attitudinal as well as formalized in the written word, supplying the examples that means active

participation of the leader as peer among peers. Thus, leadership is a matter of doing things together.

**Masti Lawrence (2008)** defines leadership as the art driving change towards achieving the right results while **Emmanuel et al (2012)** demonstrated that enabling environment established through leadership, collaborative efforts and good team dynamics helped the Baghdad water supply and sewerage to achieve ambitious goals such as improvement of service delivery and promote learning, greater accountability and full ownership of the process involved in reaching a common goal.

**In Burundi**, the government appealed to the World Bank Institute (WBI) for help in strengthening the capacities of leadership to implement policies and programs that would achieve measurable results. The new government needed to make tough decisions on competing priorities, including allocating an estimated US\$12 billion to achieve the millennium development goals, and carrying out reforms to ensure efficient allocation of public resources. The government understood it would need to invest in leadership development in order to drive change at the institutional level and achieve results, and that this would require more than the traditional classroom method of leadership training. Instead, the following approaches were needed: 1) training programs adapted to the needs of leaders; 2) a learning-by-doing approach to capacity development; and 3) a participatory approach to action planning, work planning, and defining modalities for resource management. After the leadership training, a pilot that followed yielded tremendous results. The government managed to distribute 25000 first year text books to primary schools in the country in 60 days which was a big improvement in past years when delivery sometimes took the entire school year. In the health sector, 482 pregnant women visited

centers and were subjected to HIV/Aids screening in a month, a large increase from the average of 71 such screenings in the preceding months before the training (**World Bank, 2008**).

## **2.5 The influence of project management capacity on the implementation of ESP construction projects.**

Project management is a discipline of planning, organizing and managing resources to bring about successful completion of specific goals and objectives (Lock, 2007). The capacity to manage these projects has a direct bearing on the success or failure of the projects.

In Niger, Mohan (2002) in his study “The Natural Resources Management Project” (1996-2002), which was intended to provide assistance to the Government of Niger to (a) assist rural communities in designing and implementing community-based land management plans by providing them with the necessary know-how, information, technical and financial resources, and proper institutional and legal framework for implementation; and (b) assist the borrower in building capacity to promote, assist and coordinate various natural resources management initiatives within the framework of a long-term national program (Bank, 1996-2002). The project was to initially operate in five Districts selected in various regions of the country and would be extended to other regions of the country if successful. Project design capitalized on experience gained in Niger and the sub-region by the World Bank and other donors (multilateral and bilateral) in community-based operations and natural resources management (Bank, 1996-2002). During the first phase (1996-1999), efforts focused on capacity building at both institutional and community level, and by January 2000, when the MTR was implemented, the 95 communities originally targeted for implementation had drafted their community development plans including CBNRM (Community-Based Natural Resources Management). An episode of acute food crisis in 1998 resulted in these plans focusing initially on food security and the establishment of

community cereal banks. At the Mid-term Review (January 2000), community-based procurement was introduced, and implementation was extended to a further 30 communities bringing the total number of beneficiaries to half a million (Bank, 1996-2002).

In the rural parts of Cote de Ivoire, Hishamanda (2001) observed that fish farming didn't yield the expected results because of a separation of ownership of the projects and the management with the farmers lacking the adequate skills to manage the whole process from pond construction to marketing. Mwangi (2008) also observed that inadequate technical skills by extension staff occasioned by low staff levels with limited practical aquiculture skills as the main constrain to fish farming in Kenya. In a study done by Kinyua (2012) to assess the role of management in performance of Economic stimulus packages in educational institutions in Nyeri County, she found out that majority organized into life cycle and necessary information had been availed to them. She also noticed some project management tools largely in practice. She also reported financial management availability for most of the projects. She again reported that conformance to actual spending being average. This implied that the project managers had a certain level of capacity to manage the project.

However, she noted that on procurement, most of the projects had the materials they needed but didn't have a materials manager. Thus, the study concluded that project management skills were evident but some important planning tools were missing a pointer to inadequacy of their training and frequency of training.

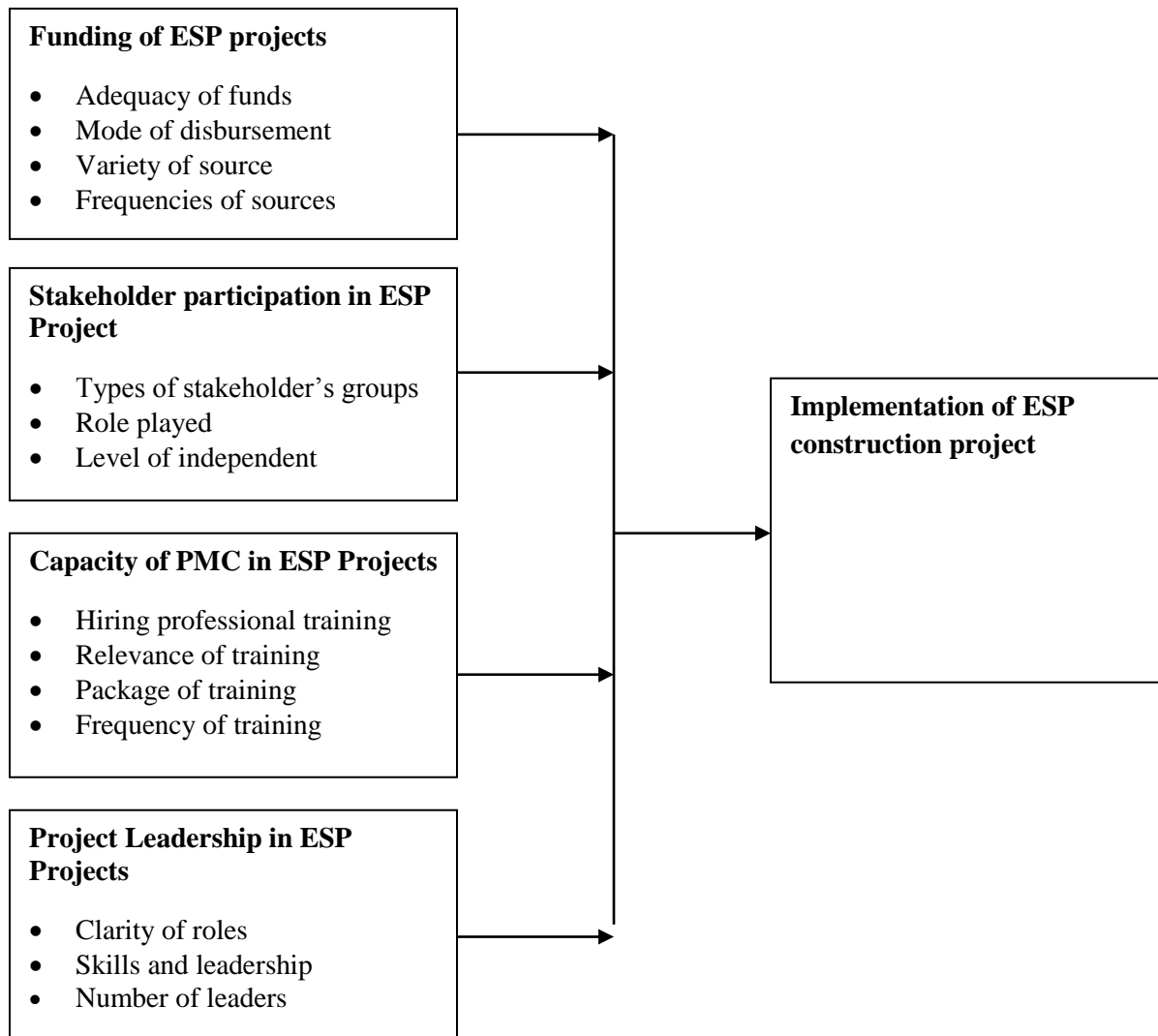
## 2.6 Conceptual Framework

The relationship between independent variables: - variation in construction designs, contractor's selection process, project funding levels, project cost control and project life are illustrated in figure 1.2, conceptual framework.

**Figure 2: conceptual framework**

Independent variables

Dependent variables



### **2.6.1 Relationship between Variables**

The relationship between the independent and dependent variables is discussed in the sections that follow. Changes to construction design documents can significantly change the scope of the project necessitating amendments in the project duration scheduling, project costs, procurement processes and human resource management. The said changes could arise as a result of client's requests, incomplete drawings at the time of tendering process, errors and defects in designs or poor site investigations leading to circumstances that were unforeseen. Such changes in design when project has already commenced has a bearing on projects costs as well as project duration and could lead to cost overruns and extended project durations.

The selection process of the contractor to undertake works should have a well-defined criterion. The criteria should be adhered to so as to facilitate selection of the right contractor to undertake the works hence ensuring effectiveness in construction projects. Projects cannot run smoothly if funding is either insufficient or is not forthcoming. It is therefore of utmost essence to facilitate and ensure adequate project funding is maintained throughout the lifecycle of the project so as to avoid delays in works or stalling of the project altogether. Delivery of project on time also avoids unnecessary cost overruns and subsequent contractual disputes.

Effectiveness in implementation of construction projects requires the exercise of project cost control so as to avoid cost overruns. Execution of a project whose scope is beyond the available financial resources can lead to cost overruns, delays in project completion, stalled projects as well as contractual disputes. This eventually ends up with ineffective project implementation.

Project duration estimation should be realistic and the appropriate project scheduling tools should be employed in project scheduling so as to achieve timely management of the project.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter contains the research methodology as well as the research design used in carrying out the research study. There is also description of the sources and types of data, sampling and sampling procedure and the procedures of data collection.

Methodology refers to the conceptual framework underlying the strategy, while methods refer to the tools used during the study (Murthy et al, 2001). The research instruments for this study included questionnaires, personal interviews in addition to focused group discussions. Data collected was coded, cleaned, collated and interpreted using inferential and descriptive statistics.

#### **3.2 Description of Study Area**

The study was conducted in Nyakach Constituency of Kisumu County. Nyakach is an electoral constituency being one of the seven constituencies of Kisumu County. The constituency has five wards represented by members of county assembly. Administratively, the constituency is divided into two divisions, upper and lower Nyakach. Upper division houses the Nyabondo plateau while lower division borders Kano plains and Lake Victoria. Given the topographical divergence Nyakach constituency would give a clear picture of how projects are environment-specific.

#### **3.3 Research Design**

Research design provides a framework for the collection and analysis of data. Quantitative and qualitative data shall be collected and a descriptive survey design shall be applied. The design is appropriate since descriptive survey design entails the collection of information and data from respondents on their opinions and experiences as at the time of the study on the factors that influenced the implementation of ESP projects in Nyakach constituency, Kisumu County.



### **3.4 Target Population**

Target population is the total number of the projects the researcher intends to collect data from in order to achieve the envisaged objectives. The study targeted all the ESP Projects in Nyakach constituency, Kisumu County that were initiated through the economic stimulus programme falling under various government departments.

### **3.5 Sampling and Sampling Procedures**

Sampling is the act, process or technique of selecting a suitable group or a representative part of a population for the determining parameters or characteristics of the whole population. A sampling frame is a list, directory or index of cases, that enables realization of a representative sample (Donald, 2006; Mugenda & Mugenda, 2003). A sample is the segment of the population that is selected for investigation. It is also a small group taken from a larger population composed of members being studied (Bryman, 2012; Maximiano, 2007). This research is to use a stratified sampling technique given that the targeted projects fall under different ministries and in different administrative areas. From each of the five wards one project would be picked from every line ministry giving a total of 20 projects. In every project, the project manager shall be the major respondent along with the area chief and 20% of the intended beneficiaries of the project.

#### **3.5.1 Sampling Design**

Purposive sampling methodology was utilized. This is because not all persons in the target population would fit into the sample group. The sample size of the study was 39 project committee members derived from the six construction projects that were implemented in Nyakach Constituency. This sample of 39 persons was representative of the total population. These included departmental staff, community leaders and CDF representatives

### **3.5.2 Sampling Techniques**

Simple Random sampling technique was adopted in this research study to select respondents from the ESP construction projects. The ESP construction projects were undertaken in the Ministries of Education, Industrialization, and Provincial Administration and Internal Security. The projects in the different ministries formed strata, the sample size was then drawn from the lists of the government at the sub county level.

### **3.6 Data Collection Instruments**

The main data collection instrument was a questionnaire which contained both open-ended and closed-ended questions. The same questionnaire was administered on the project manager, the area chief as the state representative and the beneficiaries. The questionnaire contained two Sections A and B. Section A asked questions pertaining to the respondents' personal details whereas Section B contained questions designed to capture the respondents' response to the research questions.

#### **3.6.1 Methods of Data Collection**

The study used primary and secondary sources of data. Questionnaires, interviews and focus group discussions were used. Project records were sampled and looked into.

**Project management committee:** Questionnaires were developed and administered by the researcher. They had clear and specific guidelines on how to answer the questions. Questions were both opened ended and closed.

**Project leaders:** Interviews were made by the researcher. Questions were clearly stipulated and explained by the interviewer.

**Project management committee focus group discussion:** A focus group discussion was held for the PMC in a bid to gather more information and as a clarification of questionnaires already filled.

### **3.6.2 Validity of the Instruments**

Content validity of the self-administered questionnaires was established by carefully designing clear and unambiguous questions making it easy for the respondents to easily answer all questions. The study supervisor and project planning specialists were consulted for guidance and advice on the structure and content of the questionnaire to avoid ambiguity and irrelevance.

Before the actual data collection, questionnaires were piloted with a sample project in Nyando constituency. This ensured that internal consistency was determined during the pilot study. The researcher sought rapport with the sample project committee members to ensure that they were totally convinced that the study would by no means affect their membership and/or linkages to their projects.

### **3.6.3 Reliability of the Research Instrument**

Reliability of the research instrument is its ability gives a consistent result whenever it is administered. The reliability of the questionnaire was done through a test-retest method. The questionnaire was piloted on two projects from the neighboring constituency of Nyando and this was administered on the same group after a period of one month. A Pearson correlation coefficient of above 0.50 was considered as reliable enough (Mugenda & Mugenda, 2010). To establish reliability, the same question was asked in different ways and answers forth with were compared. Thus, questions similar in content and measuring the same variable were asked in the interviews, questionnaires and the focus group discussion.

#### **3.6.4 Data Collection Procedures.**

Data collection was carried out through questionnaire administered by research assistants who had been briefed by the researcher. Data collection was undertaken after approval of the questionnaire instrument. Telephone contacts and physical address of respondents were obtained. Deliveries were carried out, reminders made and personal collection was done by the researcher and the research assistants. The respondents were asked to fill the questionnaires within two weeks and then the researcher organized to get the questionnaires back.

#### **3.7 Data Analysis Techniques.**

Data collected from the field was analyzed by both descriptive and inferential statistics through statistical package for social sciences (SPSS). It was presented in percentages and frequencies. Content analysis and thematic analysis was utilized for data obtained from interpersonal interviews and focus group discussions and key quotes were noted. The data collected was arranged in groups and the categorized into nominal, ordinal, ratio and interval scales of measurements. Thereafter, the data was coded and analyzed by the aid of the Statistical Package for Social Sciences (SPSS) computerized software. Open-ended questions data that are qualitative in nature were analyzed through deriving explanations and interpretations of the findings and described.

#### **3.8 Ethical Considerations**

This study handled ethical issues by instituting various measures commencing with the use of introductory letter that sought the consent and voluntary participation of the respondents.

The letter and the accompanying questionnaire communicated the purpose of the study and the process of conducting the study. The right of confidentiality and anonymity was also assured and the findings were only to be used as a source of knowledge.

## CHAPTER FOUR

### RESEARCH FINDINGS, ANALYSIS

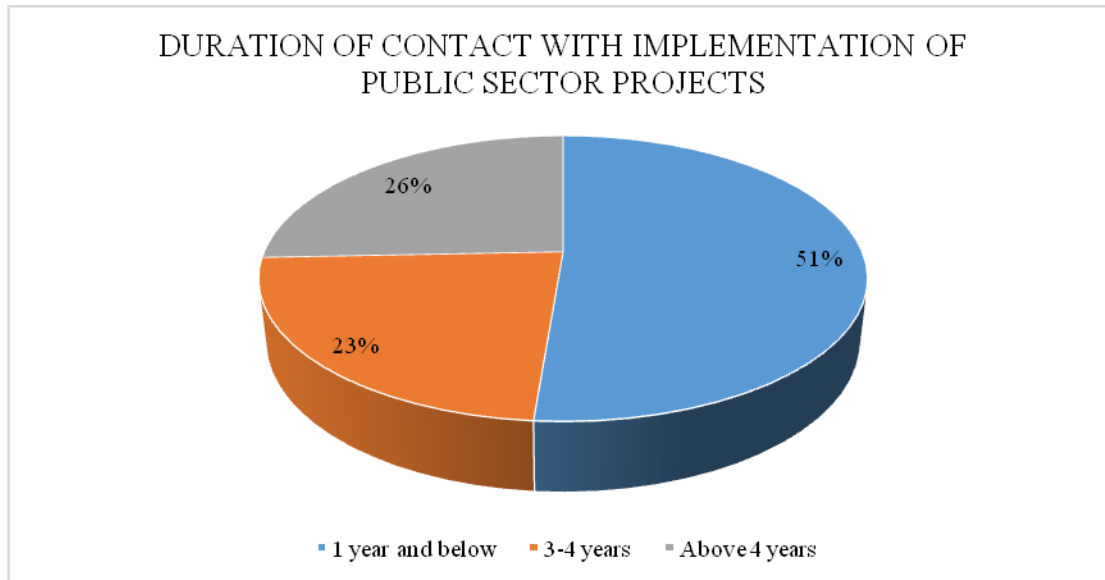
#### 4.0 Demographic and socioeconomic characteristics of the respondents

The data was collected from 39 respondents out of which 79.5% were males while the remaining 20.5% were females. A sizeable proportion 74.3% of the respondents were in the age range 20-50 indicating an active population while the age range above 50 constituted 25.6%. The study also revealed that 94.9% of the respondents were married while the remaining 5.1% were not. In terms of education status, majority 61.6%, had college and above level of education followed by 25.6% with secondary education. The remaining 12.8% had attained primary education as shown on table 4.1.

**Table 4.1: Demographic and socioeconomic characteristics**

<b>VARIABLES</b>	<b>RESPONSES</b>	<b>FREQUENCY N=39</b>	<b>PERCENT</b>
<b>Sex</b>	Male	31	79.5
	Female	8	20.5
<b>Age</b>	20-30	7	17.9
	30-40	9	23.1
	40-50	13	33.3
	Above 50	10	25.6
<b>Marital status</b>	Single	2	5.1
	Married	37	94.9
<b>Level of education</b>	Primary	5	12.8
	Secondary	10	25.6
	College	15	38.5
	University	9	23.1

Majority of the respondents 51% had been involved in the implementation of public sector project for less than one year. However, 26% had been involved the implementation for more than 4 years while the remaining 23% had been involved for a period of 3-4 years.



**Figure 4.1: Duration of contact**

#### **4.1 Funding of ESP projects**

The respondents were asked about various aspects of funding of the ESP projects and the findings collated on table 4.2. According to 69.2% of the respondents the funding of ESP projects was adequate as opposed to the 12.8% who disagreed with the idea that funding is adequate. The other 10.3% remained non-committal. The mode of disbursement of funds was identified by the majority, 79.5% as annually. The other respondents at both 2.6% said that the funds were disbursed semi-annually, quarterly, monthly and weekly which did not seem to be very accurate.

Most of the respondents (87.2%) stated that government of Kenya was the most common source of funds for the ESP projects. Those who identified the donors as the source of funds for the ESP projects were 10.3% while the remaining 2.6% of the respondents talked of integrated sources.

Frequency of sourcing for funds by the project management committee is often as indicated by 28.2% of the respondents. However, majority of the respondents (46.2%) remained unresponsive

while the remaining 25.6% stated that the sourcing of funds by the project committee was less often.

**Table 4.2 Funding aspects of the ESPs**

<b>VARIABLES</b>	<b>RESPONSES</b>	<b>FREQUENCY N=39</b>	<b>PERCENT</b>
<b>ESP has adequate funding</b>	Strongly agree	2	5.1
	Agree	25	64.1
	Neutral	4	10.3
	Disagree	5	12.8
	Strongly disagree	3	7.7
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Mode of disbursement of funds</b>	Weekly	1	2.6
	Monthly	1	2.6
	Quarterly	1	2.6
	Semi-annually	5	12.8
	Annually	31	79.5
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Common sources of funding of ESP project</b>	Government	34	87.2
	Donor	4	10.3
	Integrated sources	1	2.6
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Frequency of fund sourcing</b>	More often	4	10.3
	Often	7	17.9
	Indifferent	18	46.2
	Less often	10	25.6
	<b>Total</b>	<b>39</b>	<b>100.0</b>

Funding of the implemented ESP construction project motivated the community around to take their children to school. This was influenced by the beautiful and permanent structures constructed by the projects. The overall impact noted was high enrolment in schools, coupled with good learning environment thus inspired teachers and pupils resulting in improved academic standards. There was also positive attitude of the community towards the schools.

The funds had also led to maintenance of the buildings thus ensuring that the image of the schools was improved. There was general improvement in the lives of community members.

#### **4.2 Capacity building in ESP projects**

The table 4.3 shows the distribution according to capacity building in ESP projects. It was noted that most of the respondents, 76.9% had diploma and above academic qualification. Those with certificate and below were at 7% while the remaining 5.1% had attained their professional qualification through workshops and seminars and practical work experience.

Most of the respondents, 20.5% had been trained in education while the other 17.9% were trained on business. Another 12.8% were trained in social work. The remaining 48.7% were trained in other courses which were not clearly specified.

The most preferred package of capacity building was on the job training as indicated by 51.3% of the respondents. Also, a good number 38.5% preferred workshops/seminars while 7.7% preferred informal kind of capacity building.



**Table 4.3: Capacity building in the ESPs**

		<b>Frequency</b>	<b>Percent</b>
<b>Highest level of professional training</b>	Certificate and below	7	17.9
	Diploma	10	25.6
	Degree	15	38.5
	Post graduate	5	12.8
	Others	2	5.1
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>State your area of training</b>	Business	7	17.9
	Education	8	20.5
	Social work	5	12.8
	Others	19	48.7
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Most preferred package of capacity building</b>	Formal	1	2.6
	Informal	3	7.7
	Workshop/Seminars	15	38.5
	On the job	20	51.3
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>How often do you embrace training</b>	1 year and below	24	61.5
	1-3 years	15	38.5
	<b>Total</b>	<b>39</b>	<b>100.0</b>

Most of the respondents, 61.5% preferred trainings which were 1 year and below while 38.5% desired a training of 1-3 years.

### **4.3 Stakeholders participation in ESP projects**

The respondents were asked about the nature of participation of various stakeholders and the findings were as shown on table 4.4. Several stakeholders were involved in the implementation of the ESP projects; however, it was noted that government staff were the highest number of stakeholders as stated by 41.0% of the respondents. The contractors were identified by 12.8% of the respondents as the second highest number of stakeholders while the community leaders were third as stated by 12.8% of the respondents. The least number of stakeholders as indicated by 10.3% of the respondents were the NGOs. The extent of stakeholders' involvement in the implementation of ESP projects was found to be low as indicated by 64.1% of the respondents. Those who said that the involvement was generally high and moderate were both 17.9%.

The most preferred way of community participation was noted to be community consultation as specified by 51.3% of the respondents. This was followed by collective action at 28.2% of the respondents while both monitoring and community audit were at 7.7%. Other preferred methods of community participation as suggested by 5.1% of the members included formation of advisory committees, community reference groups, deliberations and drama workshops.

Most of the stake holders, 43.6% stated that the implementation of the projects had failed and this was supported by another 12.8% who said that the implementation was slightly successful.

The total percentage of those who said it was successful was 38.5% while the remaining 5.1% indicated that the implementation was average.

**Table 4.4: Stakeholders participation in the projects**

		<b>Frequency</b>	<b>Percent</b>
<b>Stakeholders involved in implementation of ESP</b>	Government staff	16	41.0
	NGOs	4	10.3
	Community leaders	5	12.8
	Contractors	12	30.8
	Others	2	5.1
	Total	39	100.0
<b>Extent of stakeholder's involvement in imp of ESP projects</b>	Very high	2	5.1
	High	5	12.8
	Medium	7	17.9
	Low	25	64.1
	Total	39	100.0
<b>Preferred way of community participation</b>	Community consultation	20	51.3
	Collective action	11	28.2
	Monitoring	3	7.7
	Community audit	3	7.7
	Others	2	5.1
	Total	39	100.0
<b>Rating project implementation success</b>	Very successful	4	10.3
	Successful	11	28.2
	Medium	2	5.1
	Slightly successful	5	12.8
	Failed	17	43.6
	Total	39	100.0

#### **4.4 ESP Project leadership**

A good proportion of the respondents, 48.7% agreed that there are skills of project implementation among the leaders. Another good percentage 46.2% remained neutral on the issue while the remaining 5.1% disagreed and said that the leaders did not have enough skills of project implementation.

Leadership of the project management committee influenced the success of the ESP project as was indicated by 53.8%. A sizeable proportion of the respondents, 35.9% disagreed with the fact that leadership affected the implementation of ESP projects. The remaining 4% of the respondents said that the influence of leadership in the success of project implementation was average.

A greater proportion of the respondents 71.8% agreed that number of leaders affected the decision-making process. On the contrary 23.1% were in disagreement while the remaining 5.1% neither agreed nor disagreed.

The study revealed that project leaders' level of education affected the implementation of the ESP projects as seen among 87.2% of the respondents. Those who disagreed with this idea were 10.2% of the respondents while the remaining 2.6% of the respondents neither agreed nor disagreed.

**Table 4.5: project leadership**

		<b>Frequency</b>	<b>Percent</b>
<b>Presence of skills of project implementation</b>	Strongly agree	3	7.7
	Agree	16	41.0
	Neutral	18	46.2
	Disagree	2	5.1
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Leadership influenced the success of ESP project</b>	Very high	5	12.8
	High	16	41.0
	Medium	4	10.3
	Low	9	23.1
	Very low	5	12.8
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Number of leaders affected the decision-making process</b>	Strongly agree	5	12.8
	Agree	23	59.0
	Neutral	2	5.1
	Disagree	5	12.8
	Strongly disagree	4	10.3
	<b>Total</b>	<b>39</b>	<b>100.0</b>
<b>Project leaders' level of education affected the process</b>	Strongly agree	4	10.3
	Agree	30	76.9
	Neutral	1	2.6
	Disagree	2	5.1
	Strongly disagree	2	5.1
	<b>Total</b>	<b>39</b>	<b>100.0</b>

## 4.5 Discussion of Results

This section presented a discussion of the findings basing on the key objectives of the study. This included project financing, stakeholder participation, capacity building and leadership in project management.

### 4.5.1 Project Financing

Project financing especially adequacy of funds was found to be a critical element in the overall implementation process of ESP projects. In this study 62.2% of beneficiaries and PMC members

indicated that finances were adequate and would influence implementation of ESP, however, the disbursement of funds was said to be annually by 79.5% of the respondents, which would probably delay the implementation process. Webster (2000) states that project financing is a key determining factor in the sustainability and full effectiveness of a project in a community. Neupane (2012) further observes that project finance is the long-term financing of infrastructure and industrial projects of which they form the backbone of projected cash flows of a project.

Hoffman (2007) articulates that the financing structure for Economic stimulus programmes may involve a number of equity investors, known as sponsors, as well as a syndicate of banks or other lending institutions that provide loans to the operation. This is per the findings of this study whereby the respondents (87.2%) indicated that the most common source of funds was the government followed by the donors. But the Government was the custodian of even the donor funding. The funds are also be noted to be useful when they are sourced for frequently as was indicated by 28.2% of the respondents.

#### **4.5.2 Capacity building**

This study noted that poor organizing, poor administration of resources, poor training and quality assurance were some of the great managerial issues that impeded the overall implementation of ESP projects. The findings of this study correspond with Gathoni (2012) in her study on the *Influence of Economic Stimulus Program's Management on Primary School Infrastructure Projects in Southern Part of Kitui County, Kenya*, who observed that key stakeholders involved in the implementation of projects had no knowledge or training on the key managerial skills for effective project implementation. The findings of Gathoni (2012) correspond with this study where by 92% indicated that poor knowledge on key concept of management contributed to the

ineffectiveness of the PMC members in executing their roles towards the implementation of ESP projects. Roman (2010) indicates that managers who have no technical capabilities and skills on various aspects of Economic Stimulus programmes may not be effective in fully implementing the programmes. Markiewicz (2009) noted that undue influence from the political members and commissioners in the government ministries do influence the implementation and evaluation of projects. This influence was observed to affect each stage of the implementation process. This corresponds with the findings of this study where a good percentage of the respondents noted that political influence did affect to a greater extent the implementation process. It was further added that committee members involved in the management of ESP were selected due to political reasons and they served the interest of Members of parliament. The PMC members' selection was not based on their qualification and training experience.

#### **4.5.3 Stakeholders participation**

Majority of the respondents in this study indicated that the government officials were the major stakeholders involved in the implementation of economic stimulus projects. However, the overall involvement of stakeholders was indicated to be low as was seen among 64.1% of the respondents. This according to a majority of the respondents affected negatively the implementation of ESP in the constituencies. This is consistent with the findings by McCammon (1993) who noted that communities were not involved in the implementation of projects and in most cases the leaders would just sell the ideas to the community. McCammon (1993) noted that most community members were illiterate and lacked requisite skills so as to be fully involved in the implementation process. This is also reflected in this study where majority of the respondents indicated that the main reason why community members were not involved in the implementation process is due to lack of skills or training. The most preferred way of community

participation is through community consultation as indicated by majority of respondents. In this study, it was however, noted that a few of the community members were involved as stakeholders in the ESP projects. The few that were involved must have had knowledge and skills in ESP projects. This was simply because they had some knowledge about their area of expertise which conforms to Chamber (1994) views that community participation is a process whereby control over resources and regulative institutions by groups previously excluded from such control is increased. Lack of proper community participation must have led to the failure of ESP projects as indicated by 43.6% of the respondents.

#### **4.5.4 Project leadership**

For the successful implementation of ESP projects, the leaders need to have project management skills. In this study, quite a number of respondents neither agreed nor disagreed with the fact that the leaders have project management skills. However, there are some respondents who were of the opinion that the leaders do not have the required skills of project management. The overall picture derived from the study is that implementation of the projects failed due to lack of enough project management skills. It was also noted from this study that leadership of the management committee influenced the success of the ESP project. The decision process making process is also affected by the number of leaders as there are always wrangles making the processes to be long and eventually delaying the implementation process of ESP projects. The level of education is also vital in the success of ESP projects.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presented the summary of the findings, conclusions and recommendations based on the area of study which was the factors influencing the implementation of Economic Stimulus Projects in Nyakach Constituency in Kisumu County.

#### **5.2 Summary of the findings**

The main purpose of this study was to examine the factors influencing the effective implementation of Economic Stimulus Project in Nyakach Constituency. This study was further guided by the following research objectives: To investigate how project financing affects the implementation of economic stimulus projects in Nyakach Constituency, to examine the stakeholder participation issues that affects the implementation of economic stimulus projects in Nyakach Constituency, to evaluate how capacity building affects the implementation of economic stimulus projects in Nyakach Constituency and to establish the extent to which leadership affects the implementation of economic stimulus projects Nyakach Constituency.

The study employed a survey research design with a sample of thirty-nine project beneficiaries who are also community members (n=39) selected from the six projects in the constituency. Both simple random and purposive sampling procedures were used to arrive at the sample. Questionnaires were used to collect information from the project beneficiaries and Stimulus Project Management Committee. The Interview guide as a data collection tool was used with Constituencies Development Planning Officer and Constituency Development Funds officials.



The collected data was analyzed with the help of SPSS. Descriptive analysis was used in data analysis. Where data from questionnaires were analyzed quantitatively and presented in frequencies and percentages while data from the interview guide was analyzed qualitatively the findings were integrated within the quantitative data. From the analysis, the following findings were made.

### **5.3 Project financing**

The ESP construction projects implemented in Nyakach Constituency are one secondary school, two market, two primary schools and the district headquarters financed majorly by the government of Kenya. The contractors were directly procured from the headquarters and funding disbursed through the Constituency Development fund office annually. The study further found out that the available funds were not adequate enough to facilitate the implementation process as evidenced by the income markets and district headquarters.

Other findings included; bill of quantities provided by the Ministry of Public Works were not adhered to by the contractors who were awarded the contracts, the community members were not aware of the budgets and so they could not hold the contractors accountable.

### **5.4 Community issues in participation**

Majority of the respondents indicated that the community members were not fully involved in the implementation of ESP since the project were identified without consulting the community and contractor's engagement with the community was on the information based on the design of the projects to be implemented. The community members participated mostly in the provision of manual labor and marginally in decision making.

### **5.5 Capacity building of Project management committees**

The project management committees were found to be wanting in skills and competencies. The ESP project did not provide for capacity building initiatives for the committee members to enhance their capacity in project management. Majority of the respondents agreed that as project management committee, they were not effective in executing its role in the implementation of ESP due to poor knowledge and inadequate training on key concepts of management.

### **5.6 Leadership in project management**

In relation to the leadership of the project, the study found out that most of the committees who were offering leadership for the project lacked skills and knowledge on project management and this compromised the implementation of the project. In addition, the committees had little capacity to monitor and supervise the various contractors who were awarded the contracts by the national government.

### **5.7 Conclusion**

Based on research findings and summary, the following conclusions were made on the factors influencing the implementation of ESP in Nyakach Constituency: Project financing has influenced the overall management and implementation of ESP in Nyakach Constituency.

Despite the fact that the government and donors are involved in the provision of funds, still these funds have not been adequate enough to facilitate the effective implementation of ESP in the two constituencies as funding was in quarterly tranches and not full tranche. There is need for a well-established funding criterion to be formulated for effective implementation of ESP.

Despite the fact that there are a few members of the community involved in the implementation process, more needs to be done to ensure more participation by the community members. The

lack of training and awareness among the community members has contributed to the community being less involved in the implementation process. This has been noted to slow down the implementation process of ESP and hindered projects sustainability and ownership by the community.

## **5.8 Recommendations of the Study**

1. The study recommended a review of the funding methods to mitigate inadequacy and delays which affected the ongoing projects in the two constituencies. A departure from the quarterly funding model for ESP projects would be appropriate to catalyze the efficiency and effectiveness expected in the implementation of the ESP projects. A project-based funding model is recommended.
2. Since success of projects in Nyakach Constituency depend very much on leadership and management provided, the knowledge and skills required to manage projects is vital. This study recommended further training for ESP managers and beneficiaries especially in relation to the areas of management, leadership and technical skills. This is why Slater (2001) stated that leaders are people ‘who inspired with clear vision of how things can be done better.

## **5.9 Areas for Further Study**

The study recommended the following areas for further investigation:

1. The Contribution of financial institutions such as banks and other micro finance sectors in facilitating the implementation of the ESP program in Nyakach Constituency
2. Youth involvement in the ESP programme, an interest triggered by rising numbers in youth unemployment a problem that needs to be urgently addressed.

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