

**FACTORS INFLUENCING THE IMPLEMENTATION OF
ECONOMIC STIMULUS PROJECTS IN KITUI CENTRAL AND
WEST CONSTITUENCIES IN KITUI COUNTY, KENYA**

BY

MUNYIRI JULIUS KIAMA

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DECLARATION

This research project report is my original work and has not been presented for the award of a degree in this university or any other institution of higher learning.

.....

Munyiri Julius Kiama

L50/71381/2011

.....

DATE

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

.....

Dr Akaranga S. I

Senior Lecturer, Department of Philosophy
and Religious Studies, University of Nairobi.

.....

DATE

DEDICATION

To my mother Esther Nyakaheti Munyiri.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDPO Constituency Development Planning Officers

DoD Department of Defence

ESP Economic Stimulus Projects

ICT Information Computer Technology

IBM Information Business Machine

KHRC Kenya Human Rights Commission

MOA Ministry of Agriculture

MOF Ministry of Finance

SIC School Infrastructure Committee

SPAN Social and Public Accountability Network

SPMC Stimulus Project Management Committee

SPSS Statistical Package for Social Science

U.S United States of America

WC Water Committee

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 Kitui Central and West Constituencies. The study used survey research design. The sample included 36 project beneficiaries /community members, 34 stimulus project management committee (SPMC) members and 4 Constituency Development Planning Officers (CDPO) in the two constituencies. However, 32 beneficiaries, 25 Stimulus Project Management Committee members (SPMC) and 3 Constituency Development Planning Officers (CDPO) participated in the study. 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 analysed using International Business Machines Statistical package for social science (IBM SPSS) and in descriptive form. Data from questionnaires were analysed quantitatively and presented in frequencies and percentages while data from the interview guide was analysed 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 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 two constituencies 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 of the Study

This section provides an overview of the ‘economic stimulus concept’ and further reviews it from international to local perspective. Some examples of economic stimulus programs in some countries in Africa are cited before settling on Kenya’s case.

The term Economic Stimulus refers to the use of monetary policy to stimulate the economy. This has been a subject of scrutiny in the recent years following the wave of economic recessions in both developed and developing nations of the world. Various governments of the world have in the past used tactics such as lowering interest rates, increasing government spending and quantitative easing to stabilize the economy (Greenspan, 2009). Following the recession created by the 2008-2009 Credit Crisis, the economic stimulus became an everyday economic term which caused most, if not all of the world's nations to enter recessions and depressions.

Shikha (2010) observes that the global economy, which has been showing nascent recovery signs in the first quarter of 2012, is facing renewed threats from events in Europe coupled with geopolitical uncertainties affecting oil production in the Middle East. It is against the background of these elevated vulnerabilities that the global economic activity is projected to decrease from 3.9% in 2011 to an estimated 3.5% in 2012, before rebounding to 3.9% in 2013 (Lee, 2008).

The worsening Euro-zone debt crisis, high government debt and budget deficit levels in the United States have occasioned concomitant economic slowdowns in China and India, who are the world’s largest commodity consumers. Global monetary authorities are continuing to fund

programmes designed to support economic activity through a variety of channels, including borrowing-to-buy, refinancing to bolster cash flows, and a shift into risk assets (Shikha, 2010). The effects of economic stimulus on Africa's economic performance may be offset by the deterioration of the trade balance. In most African countries, the propensity to import is high (import shares of GDP are large) and net exports is further decreased with the declining prices of commodities (Shanta, 2009).

Most African governments unfortunately find it necessary to increase spending in order to maintain the current poverty rates and more importantly to avoid social discontent and political instability. Long term economic gains could be achieved by increasing spending more so if the money is spent wisely. This could lead to an increase in monetary stimulus resulting into an attractive policy for Africa at this time especially if external funds can be secured (Hammerstad, 2012).

African countries have much lower economic deficits compared to other world economies. The assumption is that Africa can be financed from abroad. The African countries should contemplate a modest monetary stimulus as a way of shoring up the economy's growth. Shanta (2009) urges governments to seek measures of increasing expenditures that could create jobs in the short run, and leave the economy in a more efficient state in the longer run. This could be due to the under-funded maintenance of infrastructure such as roads, water pipes and electricity grids, as the Democratic Republic of Congo is doing (Bosch, 2010). Investment however, which has been long neglected in the agricultural infrastructure, in Africa could also be made productive in order to create off-farm employment. This calls for the need to provide finance to

small and medium enterprises and for infrastructure projects to create employment and make the economy more productive (Sales, 2010).

The Kenyan economy grew from a minimum 2% to a maximum of 7% from 2002 to 2007. Due to local and external actors, the economic growth dropped from 7.1% in 2007 to 1.7% in 2009 (MoF, 2010). The local Kenyan post election violence of 2007/2008 led to a slowdown of economic activities, poor inter- regional trade due to disruptions of transports systems and directing of limited resources to remedying the effects of the post election violence. The foreign tourists' arrivals further dropped for fear of being caught up in the violence. The world economic growth declined internationally, leading to shrinking of demand for our exports and drop in remittances from Kenyans living in the Diaspora (MoF, 2010).

The concept, 'Economic Stimulus Programme or package (ESP)' in Kenya came into existence and was brought into public limelight in the 2009/10 Budget speech to parliament (MoF, 2010). It is premised on the theme, 'Overcoming today's Challenges for a Better Kenya Tomorrow', aimed at urgently jumpstarting the Kenyan economy towards long-term growth and development particularly in the wake of the 2007/08 Post-election violence that brutally battered the Kenyan economy and the 2008/09 global economic recession which had astronomical negative shocks on economies, Kenya inclusive (Gregory, 2005): The government allocated a total of Kshs 22 Billion to the budget for the Economic stimulus program (MoF, 2009).

Oparanya (2010) reports that the key objectives of the economic stimulus included ; boosting the country's economic recovery; investing in long –term solutions to the challenges of food security; expanding economic opportunities in rural areas for employment creation; improving

infrastructure and the quality of education and health care for all Kenyans; investing in the conservation of the environment; expanding access to and build the ICT capacity of the Kenyan people and to promote regional development for equity and social stability.

In Kitui County, the ESP funds released from the treasury were used to reconstruct or upgrade two primary schools and one secondary school to serve as centres of excellence in the two constituencies of Kitui Central and Kitui West (Appendix I). The objective was to increase school enrollment and improve the quality of education. The ESP funds were further used to construct one maternity and children's ward so as to improve maternal and child health. In addition, one fish pond, one new prototype fresh produce and wholesale market, one Industrial shed were constructed. The objective was to improve food security and empower economically the local population and enhance their agricultural and entrepreneurial skills. Additional tools and personnel were hired to support the functions of these facilities.

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. Safari Africa Radio (2011) however, explained that since inception to implementation, the ESP faced 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 the two constituencies.

The introduction and implementation of Economic Stimulus programs was a recent proposed idea that needs to be documented and accounted for. One good example was the study by Gathoni (2012) who examined the influence of Economic Stimulus Program's management on primary school infrastructure projects in the southern part of Kitui County focusing on only one aspect of the ESP program.

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 constituency industrial parks, fish ponds, infrastructure development for health and education facilities in the two constituencies. The enactment of the new constitution in the year 2010 emphasized that resources and power should be devolved to the counties. It was with this understanding that called for a study on factors influencing the implementation of economic stimulus projects in the two constituencies in Kitui County. This research study informed better ways of managing the devolved funds.

1.3 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 the two constituencies.
2. To establish the extent to which project management affects the implementation of economic stimulus projects in the two constituencies.
3. To examine the community participation issues that affect the implementation of economic stimulus projects in the two constituencies.
4. To evaluate how the support infrastructure affects the implementation of economic stimulus projects in the two constituencies.

1.4 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 the two constituencies?
2. To what extent does project management affect the implementation of economic stimulus projects in the two constituencies?
3. What are the community participation issues that affect the implementation of economic stimulus projects in the two constituencies?
4. How does support infrastructure affect the implementation of economic stimulus projects in the two constituencies?

1.5 Significance of the Study

The enactment of the new constitution in the year 2010 implied that resources and power were expected to be devolved to all the 47 county governments. This was expected to lead to great challenges in implementation of economic stimulus projects and the need to manage the funds well by the leaders. This study was a wake- up call to community members in the two constituencies in Kitui County, project managers and policy makers who could otherwise benefit from the resourcefulness of this study on major issues facing the implementation of Economic Stimulus Projects (ESP).

The study also aroused new interest among scholars, development practitioners and students of research on re-mapping the traditionally established paths towards the implementation of economic stimulus projects. This study contributed to the global knowledge on factors influencing the effective implementation of ESP in developing countries.

1.6 Limitations of the Study

The study faced the challenges of the geographical vastness of the area, the availability and willingness of the respondents to participate in the study and language barrier. The study covered two constituencies; namely Kitui Central and Kitui West. The researcher sought the assistance of research assistants to ensure adequate collection of data and coverage of the area. The consent of the respondents was sought and their confidentiality ensured. The research assistants who assisted in the study were secured from the constituency hence mitigating the issue of language.

1.7 Delimitations of the Study

This study focused on factors influencing the implementation of Economic Stimulus Projects and emphasized on how project financing, project management, community participation issues and infrastructure affect the implementation of economic stimulus projects. The study targeted project beneficiaries who are also community members, Stimulus Project Management Committee members (SPMC), and the Constituency Development planning officers. The study is geographically delimited to the two constituencies of Kitui Central and Kitui West.

1.8 Definition of Significant Key Terms used in Study

Community Participation: the involvement of the local members of the society in the implementation process of economic stimulus project and how it influenced its effectiveness.

Community Issues in Participation: issues of community training, education, skills, awareness and community input towards the project implementation and sustainability.

Economic Stimulus Projects: those projects that are implemented in the community with an aim of improving the economy of a given community where it's being implemented.

Factors influencing: are the major factors influencing effective implementation of Economic Stimulus Projects. These factors include project financing, management issues, poor infrastructure and minimal community participation.

Infrastructure: the basic physical structures and services needed for the effective implementation and operationalization of the Economic Stimulus Projects.

Implementation of Economic Stimulus Projects: it's the process of transforming of the project proposal components, from erection to completion of the Economic Stimulus Projects .

Project Management: the activities of planning, organizing, staffing directing and controlling the implementation of the Economic Stimulus Projects.

Project beneficiaries: members of the community who are the major beneficiaries of Economic Stimulus Projects.

Project Financing: funding issues in relation to the implementation of Economic Stimulus Projects.

1.9 Organization of the Study

Chapter one provides the background of the study which covered an overview of the economic stimulus concept and reviewed it from international to local perspective.

It also examined the research objectives, research questions, significance of the study, limitations, scope and definitions of key significant terms.

The second chapter which comprises the literature review presents works from an international, regional, and local perspective related to the study. The literature review was based on the research objectives that guided the study.

Chapter three deals with the research design and methodology that was used in the study. It consists of research design, target population, sample and sampling procedures, data collection and data analysis.

Chapter four presents the data analysis and discussion of the findings and gives the results of the research instruments and interpretation of the data in relation to the research questions.

The last chapter consists of the summary of the findings, recommendations of the study and areas for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the factors which influence the implementation of economic stimulus projects. The sources of literature include: books, journals articles and published studies. The chapter is sub-divided into the following sections: influence of project financing on project implementation, effect of Project management on the implementation of economic stimulus projects, how support infrastructure affect the implementation of economic stimulus projects and community participation issues that affects the implementation of economic stimulus projects. The reviewed literature focuses on studies about factors influencing effective implementation of programmes in America Department of Defense and also reviews regional and local studies done about the same factors on projects and programmes of secondary and primary schools amongst others.

2.2 Influence of Project Financing on Project Implementation

The availability of finance may determine the effectiveness in the implementation of any programme / project. Webster (2000) further states that one of the key determining factors in the sustainability and full effectiveness of a project in a community is the availability of funding. The implementation of Economic Stimulus Projects requires two types of funding: money to help them set up and also to cover running costs. Both are equally important but many projects find funding for running costs very difficult to obtain. As a result, projects have constantly reinvented themselves so as to qualify again for set-up funding. Some projects are trapped in this cycle; this is not only time consuming but hinders the natural development of the project.

Neupane (2012) observes that project finance is the long-term financing of infrastructure and industrial projects based on the projected cash flows of the project rather than the balance sheets of its sponsors. In the implementation of Economic Stimulus Projects, the financing structure may involve a number of equity investors, also known as sponsors, a syndicate of banks or other lending institutions that provide loans to the operation (Hoffman, 2007). The funding obtained is mostly non-recourse loans, which are secured by the project assets and paid entirely from project cash flow, rather than from the general assets or creditworthiness of the project sponsors, a decision in part supported by financial modeling (Neupane, 2012). The financing is moreover typically secured by all of the project assets, which even include the revenue-producing contracts. Project lenders are given full authority on all of these assets and are able to assume control of a project if the project company has difficulties in complying with the loan terms (Sorge, 2004). The study by Neupane (2012) is limited in that it examines projects largely driven by making of profits and repayment of borrowed funds but does not examine projects done to uplift the living standards of the citizens as this study addressed.

Bosch (2010) argues that risk identification and allocation is a key component of project finance in the implementation of any stimulus program. A project may be subject to a number of technical, environmental, economic and political risks, particularly in developing countries and emerging markets. Financial institutions and project sponsors may conclude that the risks inherent in project development and operation are unacceptable. Project sponsors in these industries are generally complimented by a number of specialist companies operating in a contractual network with each other that allocates risk in a way that allows financing to take place hence boosting the implementation of such projects. The financing of projects must be distributed among multiple parties, so as to distribute the risk associated with the project while

simultaneously ensuring profits for each party involved (Bosch, 2010). Bosch, 2010 study highlights on issues of risk spreading to various multiple players in contrast to this study which documents risks being shared by members of the community or by their local authorities by donation of land for use by the project.

Otundo (2012) carried out a study on factors influencing effective implementation of projects in public secondary schools in Nyamira District. The study was guided by the following specific objectives: how does management skills influence effective implementation of projects in public secondary schools , to establish the criteria used to allocate and utilize resources on effective implementation of projects in public secondary schools, establish to what extent management skills influence effective implementation of projects in public secondary schools ,determine to what extent stakeholders support influence the effective implementation of projects in public secondary schools ,the target population was public schools and their management teams in the district.

Otundo (2012) study was conducted among 46 public secondary and sampled 16 schools which is one third of the population targeting five (5) respondents each from each school. The data was collected using questionnaires and interviews. It also adopted a descriptive design using bar graph, pie charts and frequency tables in data analysis. The research design enabled the researcher to generalize the outcome to all projects carried out in public secondary schools in Nyamira district. Result of the study showed that all the four factors influence the implementation of projects in schools. Otundo (2012) findings showed that management skills influence effective project implementation, and then project managers should be trained on the project financial and resource allocation management skills. There should also be regular

auditing of the project funds and resource allocated to projects so as to enhance efficiency and effectiveness. Otundo (2012) study was conducted among schools and the findings align with the findings of this study.

2.3 Effect of Project Management on Project Implementation

Project management plays a key role in project implementation. It is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals of a give project. A project is defined as a temporary endeavour with a defined beginning and end which is undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value (Oelman, 1994). The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies (Schultz & Slevin, 1987).

Schultz and Slevin (1987) indicate that management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success and failure. Beck (2006) argues that project management is not only dependent on top management for authority, direction, and support, but is ultimately the conduit for implementing top management's plans, or goals, for the organization. A study on the harmonization of decentralized development in Kenya, examined the effects of the existence of multiple funds and the duplication of implementation jurisdictions. The study established that these funds have largely deterred citizen engagement in local governance. Citizens have been confused by the existing overlaps between administrative boundaries which have made it

difficult for them to understand or recall the processes involved in fund administration especially in the implementation of projects such as Economic Stimulus Projects. These overlaps have also made it difficult to conduct monitoring and evaluation (KHRC and SPAN, 2010).

Manley (1987) shows that the degree of management support for a project leads to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. Management's support in the implementation of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

Otundo (2012) examines factors influencing effective implementation of projects in public secondary schools in Nyamira District and argues that management skills of the project managers or the various individuals who play key roles in the implementation process do influence to some extent the effective project implementation.

Gathoni (2012) conducted a study entitled *“Influence of Economic Stimulus Program’s Management on Primary School Infrastructure Projects in Southern Part of Kitui County, Kenya”*. The aim was to assess the influence of Economic Stimulus Program (ESP) project management in the implementation of the ESP primary school infrastructure funded projects in Southern Part of Kitui County. The objectives of the study were : to establish the influence of economic stimulus projects’ management skills on primary school infrastructure; influence of involving community in the economic stimulus projects’ management on implementation of primary school infrastructure, influence of **economic stimulus projects’** financial management on implementation of primary school infrastructure, influence of politics in economic stimulus

projects' management on implementation of primary school infrastructure and influence of school head teachers in economic stimulus projects' management on implementation of primary school infrastructure, in Southern Part of Kitui County.

A survey research design was adopted which focused on a target population of 104 ESP primary school infrastructure committee members sampled from the 8 ESP primary schools of the 4 constituencies of the Southern Part of Kitui County. Purposive sampling was used to select constituencies the Kitui Central and Mutito constituencies due to the nature of the Financial State Data that was collected for this study, the respondents' familiarity and confidence with the researcher were necessary for successful collection of this kind of data. A sample size of 32 was chosen which comprised 30% of the population. It was the minimum recommended representative sample of the population if the target population is small. Questionnaires and interview guides were used to collect data.

A test-retest pilot study using 10 ESP primary school projects management committee members in one of the primary schools out of the 4 schools in the Southern Part of Kitui County were conducted to ensure that the questionnaire was reliable. The ESP school used for pilot study was not included in the actual data collection process.

The questionnaire was personally administered to the sample ESP primary SIC members and the face-to-face interview by the researcher during data collection period.

Quantitative data were analyzed using descriptive statistics which comprised frequency distributions, percentages, mean values and standard deviation values and the findings were presented in frequency distribution tables and explanations were discussed in between these tables. Qualitative data were analyzed by grouping similar thematic data from the head teacher

interviews and narrations of verbatim quotations and reported pictorially with pictures of the photographs that were taken at the ESP project construction sites.

It was concluded from the study findings that, the ESP primary school structural infrastructure projects were timely and it had made positive impact in these schools and in academic performance in the 2011-KCPE examination. The assumption that the politically selected ESP primary SIC members and the head teachers were knowledgeable in project management skills was unfortunate. The Primary Teacher I (PI) Certificate usually involve lower levels of financial and project management training which implies that these skills were inadequate in the three selected ESP primary schools. The head teachers were not actively involved in the ESP project implementation. The following recommendations were made about the study: there was need for competent and skilled ESP primary SIC members and head teachers and project managers to at least take a course in project management to be effective in implementing these projects. .The study further recommended that other units of public administration be used as ESP funds' disbursement and sharing units instead of constituencies to avoid the politicization of the ESP projects.

2.4 Influence of Infrastructure on Implementation of Economic Stimulus Projects

Good infrastructure includes efficient road network to enable accessibility by the project beneficiaries. Efficient water and electricity supplies for the project implementation and project operations. Martinez (1998) states that good quality infrastructure is a key ingredient for sustainable development. This is why all countries need efficient transport, sanitation, energy and communications systems if they are to prosper and provide a decent standard of living for their populations. Many developing countries unfortunately possess poor infrastructure, which

hinders their growth and ability to trade in the global economy. Most projects are limited in meeting the goals and objectives they are set for because of poor infrastructure.

A study by Williams (2000) on the impact of transport infrastructure investment on regional development established that transport infrastructure investment can contribute to growth by expanding the stock of capital available for use in producing goods and services. With more capital and increased efficient production, both real income levels and standard of living can be expected to rise (Roberts, 1997).

Williams (2000) indicated there is an abundance of literature on the productivity of infrastructure investment and that public capital has an impact on private capital, on labour productivity and hence on economic growth, but the magnitude and significance of these effects are not clear. This study however, was focused on one mode and avoided issues relevant to the inter-modal or multimodal dimensions of transport projects.

2.5 Community Participation Issues on Project Implementation

An important factor for the sustainability of projects is the genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic to the project's success. The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. It is therefore important to note that the involvement of the local community starts at the planning stage, when decisions are made about the type of project required.

Mwakila (2008) carried out an Assessment of Community Participation in Water Supply and Sanitation Services: The Case of Yombo Dovya and Barabara ya Mwinyi, Water Community Projects, Temeke, Tanzania. The study linked participatory approach and sustainability of water services which was focused in rural areas. Two villages in Temeke district were used as a case study. The methodologies applied to enhance people's participation were thoroughly discussed. The extent to which people participated in the initial project planning, capacity building, and strategies to achieve sustainability were also examined. Data collection techniques included; interviews, questionnaire, reference books and physical observations. The literature review was undertaken to investigate how participation leads to sustainability of water projects. The study suggested that participation approach leads to water project sustainability only when elements of project sustainability were considered at the early stages. Such elements included operational and maintenance costs, willingness of people to contribute and demands driven. Capacity building was significant and included training of community water attendants, and formation of local community based committees or water user groups to carry over the project activities.

The topics which were recommended for further study included; concerted efforts during the project planning stage, training of water committee (WC) members, sensitization seminar on completed projects to enable the communities to carry out the operation and maintenance of water systems, and to make use of trained water attendants, water committee (WC) members and observe the need to involve communities in all stages of project development. Mwikali (2008) study complements this study by analyzing peoples' participation issues in the initial project planning, capacity building, and strategies to achieve sustainability of the project but is limited in that it does not examine contributions by the members of the community in terms of

land, infrastructure needs of the projects and labour input. It was hoped that this study would address these community participation issues.

Community's members are a rich source of knowledge about their community and of energy and commitment to that community. Chamber (1994) views community participation as a process whereby control over resources and regulative institutions by groups previously excluded from such control is increased, namely: the legitimacy of the authorities; and the nature of development and its concept is a basis for project success.

Ngwegwe (2007) established the need for participation of community in the implementation of the project addressing the identified needs. The study was conducted in Mnyamani Street of which is an informal settlement located in Buguruni, Ilala district in Dar - es-Salaam city. Mnyamani Community Infrastructure Project was selected for this study because the student was involved in the whole project cycle, from needs assessment to the project implementation. It has been noted that the local people participate well in the project when involved. There were some challenges however, in effective participation during implementation.

Employees who were formally or informally employed appeared to have challenges on getting involved in the project activities. It was further established that the majority of the community members participated in resources contribution in the form of money but they did not involve themselves in physical/ field activities of the implementation. The cash flow was not disbursed in time resulting to delayed implementation. Community mobilization and participation is a long process. There is need therefore to give adequate time to address different community issues and sensitize and train the community on the importance of participation, not to assume that all

members of the community give the same importance and shared commitment. . The information obtained will be used to give recommendations by which the community member can better participate in the implementation of urban infrastructure upgrading project.

McCommon (1993) observes that genuine participation by community members, including youth, is the key since community members control the project at the same time that professional partners build the community's capacity to make informed decisions and to take collective action.

A study conducted by Chamber (1994) on problems and challenges encountered during the planning and implementation of the project established that one of the major issues in rural communities was the fact that people in leadership positions make decisions on behalf of the communities. The communities are not involved in community decision making and leaders only call a meeting to sell a particular idea (McCommon, 1993). The other problem which the study gathered was that 40% of people in the community are illiterate and are not skilled at all. Community participation should therefore be aimed at empowering people by ensuring that skills developed lead to employment creation (Chamber, 1994). This study could not provide valuable knowledge on the influence of community participation since it confined itself to a rural area and it tackled the influence of community participation on a water project. There is need for further research not only in a single particular project but to several ones in a larger part of the country.

Yang & Callahan (2005) argue that the middle class rarely attend chiefs' Barazas or CDF committees, and there is need to sensitize and animate them to their social responsibility. There may also be need to create incentives to encourage their participation. Incentives need not be in

monetary terms; the benefits of development of the region can be aggressively marketed and recognition of service awards given. Lack of suitable facilities to hold consultative meetings may also deter individuals from participation. It was recommended that each ward should have a functional social hall with accessible grounds to enable proper organization of local meetings and activities (Yang & Callahan, 2005).

2.6 Political Influence Issues on ESP Implementation

Markiewicz (2009) study on Political Context of Programme Evaluation was based on the notion that evaluation and implementation process of various programmes takes place within a political context influenced by the variety of positions presented by involved stakeholders. The study concludes that politics and stakeholders influence evaluation and programme implementation and brings benefits for the relevance and use of evaluation findings. On the other hand, the study presented a number of challenges that the evaluator and implementer of a programme faced while executing their roles. It is noted that programmes could be influenced by political factors to some extent. In the evaluation and implementation of a programme, various stakeholders involved have experienced undue influence from commissioners of evaluations or key stakeholders from government ministries involved in the process. This influence can affect each stage of the evaluation and implementation process but is particularly highlighted during the formulation of evaluation findings or recommendations. It is proposed that evaluators need to negotiate such challenges effectively. Markiewicz (2009) study however, gave more attention on programme evaluation in contrast to this study which examines the influence of politics on the implementation process especially within the management point of view.

Carrell and Hauge (2008) conducted a study entitled, “Politics and the implementation of public policy: The case of the US military housing allowance program”. The study analyzed a 1998 policy change in the Department of Defense’s (DoD) \$6.5 billion annual military housing allowance program. It was noted from the study that both the president and Congress were able to influence the bureaucracy, even in the presence of an exceedingly specific law that outlined the manner in which the Department of Defense’s (DoD) was to allocate the funds. It was further noted that after policy implementation, allowances were disproportionately higher in locations that supported the president in the 1996 election and were represented by members of the House or Senate Armed Services Committees. It may be noted from this study that political forces do have an influence in the manner in which various policies or programmes are implemented in the society. Carrell and Hauge (2008) study was however, carried out in the U.S and it covered only the military sector. This study however, intends to examine how political issues influence the implementation of Economic Stimulus Programs which is not based to a specific group but to the whole society.

2.7 Skills and Competencies Issues on Project Implementation

The SPMC was a central organ in the management of the Economic Stimulus projects which were worth about Kshs 100 million for each constituency. The effective project management suggested that the SPMC members must have some competencies of organizational leadership, management, corroboration and innovation amongst others.

The SPMC were further expected to have interpersonal skills of being able to work as a team amongst others.

The study by Roman (2010) on “Top Five Factors for ESP Implementation Success: Factors That Can Improve Your Institution’s Likelihood of Success in Implementing an ESP System”, noted that knowledgeable, experienced, and dedicated staff played a critical role in the effective implementation of any given program. Technical capabilities and support among management team may influence to some extent the effective implementation of a program. Managers who have no technical capabilities and skills on various aspects of Economic Stimulus programs may not be that effective in fully implementing the program in the society.

2.8 Conceptual Framework

The conceptual framework of this study is based on the notion that, the effective implementation of Economic Stimulus Project depends upon other factors such as project financing, project management, support infrastructure and community participation. It has however been conceptualized that there are some certain intervening and moderating variables that do influence the implementation of economic stimulus program. The intervening variable is the political influence whereas the moderating variables are skills and competencies of SPMC Members.

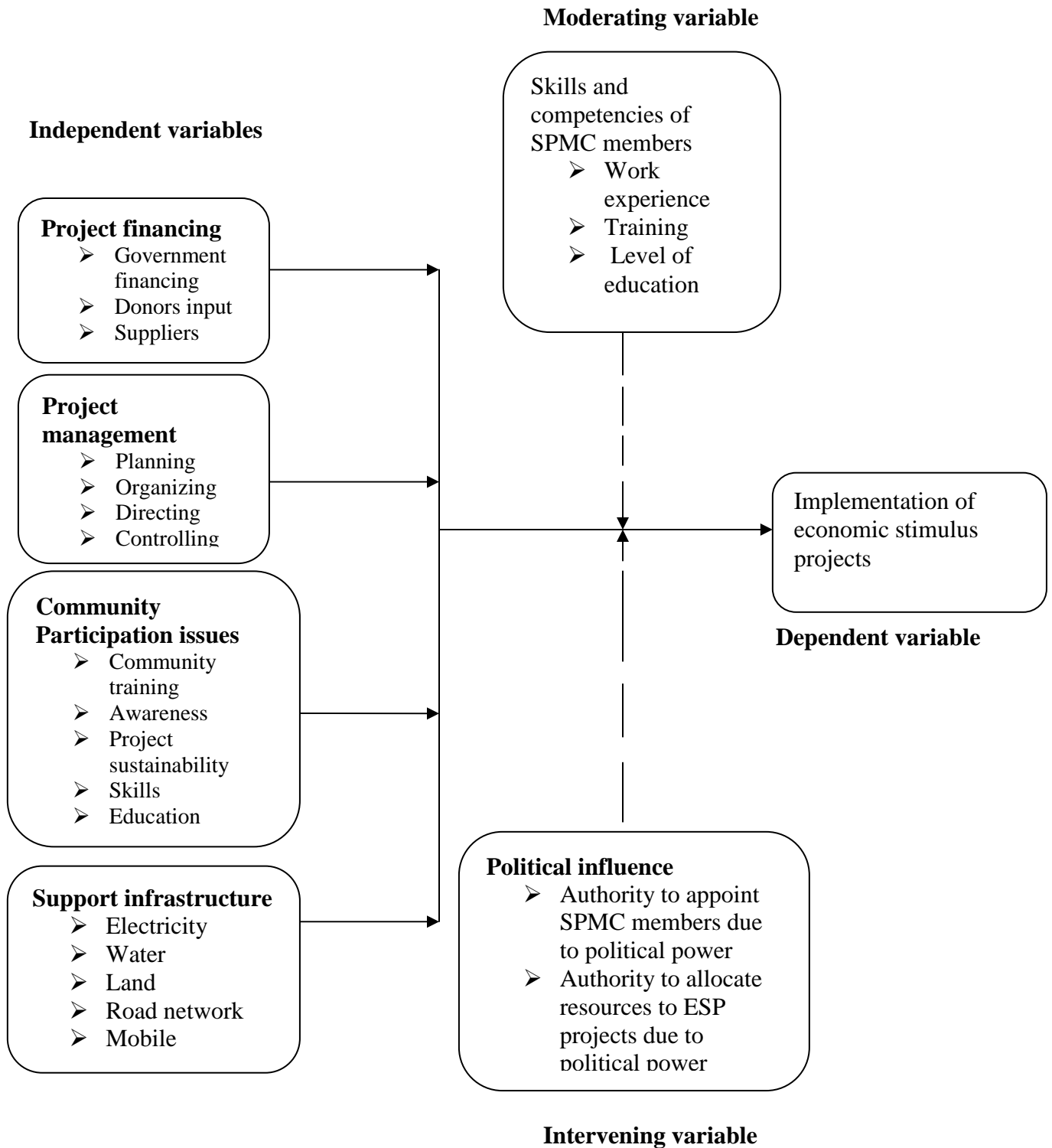


Figure 2.1: Conceptual Framework

The conceptual framework of this study was based on the notion that dependent variable depended upon other independent variables. In this case, the effective implementation of Economic Stimulus Project depended upon other factors such as project financing, project management, support infrastructure and community participation issues. Skills and competencies of SPMC members and Political influence were the moderating and intervening variables respectively that influenced implementation of the Economic Stimulus Projects.

Based on the conceptual framework, project financing included government funding, Donor input and suppliers all play a key role in the implementation of the Economic Stimulus Projects.

The nature, the amount of project funding and its timeliness influenced the implementation of the Economic Stimulus Projects.

Project management as an independent variable had the functions of planning, organizing, directing and controlling as indicators which influenced the implementation of the Economic Stimulus Projects.

Community issues in participation included community training, skills, education awareness, and community input in project implementation and sustainability.

Support infrastructure included electricity, water, land, road network and mobile telephony were basic physical and organizational structures needed for the implementation of Economic Stimulus Projects.

2.9 Summary of the chapter

Project implementation required a number of variables that play a key role for its achievements. The project financing structure involved a number of equity investors; known as sponsors, as well as a syndicate of banks or other lending institutions which provided loans to the operation and had a great impact on project implementation. On the other hand project management played a key role on project implementation since it is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals of a given project. Quality infrastructure was a key ingredient to sustainable project development. This is why, successful projects needed efficient transport, sanitation, energy and communications systems if they were to meet the goals and objectives they were set for and therefore to improve the living standards of the communities. It was noted that genuine participation by community members, including youth, was key since community members control the project at the same time that professional partners build the community's capacity to make informed decisions and to take collective action.

Most of the studies reviewed have addressed project management, community participation and infrastructure issues in foreign countries with none focusing on Kenya, especially the factors influencing the implementation of ESP in Kitui Central and West constituencies. Conceptual framework showed the independent variables of; project financing, project management, community participation issues, support infrastructure and intervening variables of political influence while skills and competencies as moderating variables as factors influencing the full realization of the ESP projects in the two constituencies were identified and were part of the field study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology used in this study on the factors influencing the implementation of economic stimulus projects in Kitui Central and West constituencies. The chapter covers the following sections: Research Design, target population, sample and the sampling procedures, description of the research instruments, validity of Research Instruments, reliability of the research instruments, data collection procedure and data analysis procedure.

3.2 Research Design

The study employed a survey research design. Survey studies describe and report the way things were or characterized by systematic collection of data from members of a given population mainly through questionnaires. The research procedures involved identifying target population, developing questionnaires and field test, selection of a relevant sample, administration of questionnaires in person or by mail and descriptive analysis of data using frequencies and percentages (Ogula, 1998).

3.3 Target Population

The target population provided a solid foundation and first step towards building population validity of the study. Any scientific research targets a given population through questionnaires and interviews distributed to obtain the desired or the required data for analysis (Barton, 2001). This study targeted one hundred and twenty (n=120) project beneficiaries (These were ten beneficiaries for each of the twelve projects in the two constituencies), thirty four (n=34) project

management team members and four Constituencies Development Planning Officers (n=4) in the two constituencies of Kitui county. Table 3.1 summarized the target population which was expected to provide valuable information related to the influence of leadership styles on organizational performance.

Table 3.1

Summary of the Target Population

Respondents	Population
Project beneficiaries	120
Stimulus Project Management Committee Members	34
County Planning Development Officers	4
Total	158

Source: Ministry of planning, Kitui County, 2013

3.4 Sample and Sampling Techniques

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 2010) and consists of project beneficiaries, Stimulus Project Management Committee Members and the County Planning Development Officers.

Table 3.2 shows the summary of the sample size.

Table 3.2

Summary of the Sample Size

Respondents	Population	Sample
Project beneficiaries	120	36 (30%)
Stimulus Project Management Committee	34	34 (100%)
County Planning Development Officers	4	4 (100%)
Total	158	74

3.4.1 Sample of Constituencies

Two (2) constituencies in Kitui County were purposively selected to participate in the study.

These are Kitui Central and Kitui West.

3.4.2 Sample of Project Beneficiaries

The Simple random sampling procedure was used to arrive at a representative number of project beneficiaries who were community members from the two constituencies. A representative number of at least 30% of the total number of project beneficiaries were selected from each of the selected constituencies (Gall, Borg and Gall, 2007). A total, thirty six (36) project beneficiaries were selected to participate in the study. The contribution of each of the selected beneficiaries was expected to inform the objectives of the study. Out of these thirty two (32) did participate in this study.

3.4.3 Sample of the Stimulus Project Management Committee

The Stimulus Project Management Committee (SPMC) was randomly selected from the two constituencies. Seventeen (17) Stimulus Project Management Committee members were selected from each of the two constituencies. In total, they were thirty four in number (34). However, twenty five (25) of them participated in the study.

3.4.4 Sample of Community Development Planning Officers

Four (4) Community Development Planning Officers were selected through purposive sampling owing to their position to provide concrete information on the factors influencing the implementation of Economic Stimulus Projects in the two constituencies. Only three (3) of them participated in the study.

3.5 Data Collection Instruments

In this study, questionnaires were used to collect data from the Project Beneficiaries and the Stimulus Project Management Committee members while data from the Constituencies Development Planning Officers was collected using interview guides.

3.5.1 Questionnaire

The questionnaire was used to collect data from the Project Beneficiaries and stimulus Project Management Committee members (SPMC) because it was straight forward and less time consuming for both the researcher and the respondents and enabled reaching a representative number of respondents with ease (Owens, 2002). The questionnaire consisted of close-ended items that were aimed at obtaining data from the respondents on the factors influencing the implementation of Economic stimulus Projects. It captured the background information of the respondents and the research objectives.

3.5.2 Interview Guide

This method was used to collect data from the Constituencies Development Planning Officers since it offered high response quality and took advantage of interviewer presence. The method allowed an in-depth data collection and solicited adequate information useful in determining the factors influencing the implementation of Economic Stimulus Projects. The guide was divided into two main sections. The first section examined the background information of the Constituencies Development Planning Officers whereas the other section examined data on the factors influencing the implementation of Economic Stimulus Project.

3.6 Validity of the Research Instruments

Validity refers to the accuracy and meaningfulness of inferences, which are based on the research results. This is the degree to which results obtained from the analysis of the data actually represent the variables of the study (Mugenda and Mugenda, 2010).

In this study, the research instruments were validated in terms of content and face validity. Content validity measures the degree to which the question items reflect the specific areas covered. The questionnaires and interview guide were validated by the university project supervisor and the suggestions given were incorporated.

3.7 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2010). An instrument is reliable when it can measure a variable accurately and obtain the same results over a period of time. The Split-half method was used to pilot the questionnaires, with a group of respondents sharing the same benefits with the ones under study. Reliability was calculated using Cronbach's alpha method with the help of Statistical Package for Social Sciences (SPSS). If the obtained value falls within the accepted levels from 0.5 and above, the questionnaire will be held reliable (George and Mallery, 2003).

3.8 Data Collection Procedure

Upon obtaining clearance from the University supervisor, the researcher contacted the respective government departments in charge of Kitui County constituencies to explain the purpose of the study and sought permission to collect data. The researcher then proceeded to distribute the

questionnaires to all the selected project beneficiaries and the Stimulus Project Management Committee. A personal follow up by the researcher was undertaken to ensure that the entire questionnaires were collected back. This was done in coordination with the head of SPMC. The researcher further, made an appointment with individual Constituencies Development Planning Officers to schedule for an interview which was conducted in a conducive atmosphere while assuring the participants of their confidentiality to the provided information. The collected data was used to aid in the process of data analysis.

3.9 Data Analysis Procedure

The collected data was processed using three main data processing applications. The quantitative data from the questionnaires was coded and entered into the computer using Statistical Package for Social Science (SPSS) for descriptive analysis (giving simple frequencies and percentages). Other applications used to process the data include: MS Excel and MS Word which was used for the qualitative data.

The data was analyzed using the two approaches, quantitative and qualitative. The Quantitative approach was mainly descriptive, taking into account the frequencies and percentages in data presentation. Tables were used to summarize the data. The qualitative approach on the other hand was used to present qualitative data obtained using interview guide and the data was presented in a narrative form.

3.10 Ethical Consideration

The researcher exercised utmost caution while administering the questionnaires and the interview guide. Authorization was obtained from the County Commissioner prior to conducting the research. The researcher assured to the respondents regarding confidentiality of the

information obtained. The respondents were appreciated for finding time to answer the questionnaires and the interview.

3.11 Operational Definition of Variables

This section defines variables in terms of measurable indicators with associated measures, measuring scale and data analysis processes.

Table 3.3*Operational Definition of Variables*

Objective	Variable	Indicator	Measurement	Measurement Scale	Data Collection (survey)	Data Analysis tools
To investigate how project financing influences the implementation of economic stimulus projects	Independent	Funding by	-Availability of construction material	Nominal	Interview	Computation of frequencies and percentages
	Project	Government, Donors,	-Evidence of work done and completed projects	Ordinal	Guide	
	Financing	Supplies			Questionnaire	
To establish the extent to which project management influences the implementation of economic stimulus projects	Project	Practice of: -Planning	Evidence of planning, organizing, controlling and directing	Nominal	Interview	Computation of frequencies and percentages
	Management	-Organizing -Directing -Controlling		Ordinal	Guide	
					Questionnaire	
To examine the community participation issues that influence the implementation of economic stimulus projects in the two constituencies.	Community	-Trained community members	-Number of trained community members	Nominal	Interview	Computation of frequencies and percentages
	Participation	-Supply of labour and materials by the community	-Number of community members aware of ESP	Ordinal	Guide	
	Issues				Questionnaire	
To evaluate how the support infrastructure influence the implementation of economic stimulus projects in the two constituencies.	Support	- Electricity - Power grid	Availability of access to roads, electricity, water and land	Nominal	Interview	Computation of frequencies and percentages
	Infrastructure	- Road network - Water Supply		Ordinal	Guide	
					Questionnaire	

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter dealt with data analysis, presentation, interpretation and discussion of the findings on the factors influencing the implementation of economic stimulus projects in Kitui Central and Kitui West Constituencies. The data were analyzed with the help of the SPSS computer programme. This enabled the researcher to present the data in frequencies, percentages, and summarized in tables. The chapter was divided into two main sections, namely results and discussion of the findings.

4.2 Results

This section was based on the research objectives. The first sub-section presented the background information of the respondents, (Stimulus Planning Management Committee Members, ESP beneficiaries and County Development Planning Officers). The variables in the section included: influence of project financing, Project Management, community participation issues and support infrastructure for the implementation of Economic Stimulus Projects.

4.2.1 Background Information of the Respondents

The study considered background information of the respondents to provide the demographic characteristics of the target population which form the foundation of any study (Gall et al, 2007).

a) Background Information of the SPMC members

The background information of the SPMC that was studied included gender: age bracket, level of education and working experience.

Gender

The gender of the committee members was categorized into either male or female.

Table 4.1 *Distribution of the SPMC members by Gender*

Gender	Frequency (F)	Percentage (%)
Male	21	84
Female	4	16
Total	25	100

Majority of the committee members (84%) who participated in the study were male, however (16%) were female. This showed that there was no gender equity of at least 30% representation in the SPMC for the female gender.

Age Bracket

The age bracket of the committee members was also studied as part of the background information and was categorized into; 25 years and below, 31-35 years, 36-40 years and 41 years and above.

Table 4.2: *Distribution of the SPMC members by Age Bracket*

Age Bracket	F	%
26-30 years	1	4
31 - 35 years	3	12
36 - 40 years	3	12
41 years and above	18	72
Total	25	100

In terms of age, majority of the SPMC committee members (72%) were 41 years and above. However, slightly more than a quarter of them (28%) were less than 40 years of age. This showed that youth representation in the SPMC membership was limited.

Level of Education

The level of education for the committee members was categorized into diploma, degree, masters and others.

Table 4.3: Distribution of the SPMC by their Level of Education

Level of Education	F	%
Diploma	12	48
Degree	6	24
Masters	1	4
Others	6	24
Total	25	100

A good percentage of the committee members (48%) held a diploma, whereas slightly less than a quarter of them (24%), had a degree as their highest academic qualification.

There were however, 24% of the committee members who indicated that they had other educational qualifications besides the ones given. These are the ones with secondary and primary education. This showed that the SPMC members were relatively educated.

Work Experience

The working experience of the respondents was also studied. This was categorized into : 1 year and below, 2-5 years, 6-10 years, 11-15 years and 16 years and above.

Table 4.4: Distribution of the SPMC by Working Experience

Working Experience	F	%
1 Year and Below	2	8
2 – 5 Years	2	8
6 – 10 Years	2	8
11 – 15 Years	2	8
16 Years and above	17	68
Total	25	100

Majority of the committee members (68%) had a working experience of not less than 16 years. There were however, only a few of them (28%) who indicated that they had a working experience of not more than 15 years. This implied that most of the committee members had many years of working.

b) ESP Beneficiaries' Background Information

The beneficiaries of the Economic Stimulus Projects were also requested to indicate their background information which was classified into gender, age, level of education and marital status.

Gender

Table 3.8 *Distribution of the Beneficiaries by Gender*

Gender	F	%
Male	25	78.1
Female	7	21.9
Total	32	100

Majority of the beneficiaries (78.1%) are male. However, slightly less than a quarter of them (21.9%) are female. This showed that gender representation was skewed in favor of men.

Age Bracket

Figure 4.6: Distribution of ESP *Beneficiaries* by Age

Table 4.6: *Distribution of the Beneficiaries by Age Bracket*

Age Bracket	F	%
26-30 years	3	9.4
31 - 35 years	2	6.3
36 - 40 years	10	31.3
41 years and above	17	53.1
Total	32	100

Slightly more than half of the beneficiaries (53.1%) are 42 years and above whereas 31.3% of them are between the age of 36-40 years. This indicated that a fewer number of the youth were beneficiaries of the ESP compared to the non youth community members.

Level of Education

The level of education of the beneficiaries was also looked into. This was grouped into primary, secondary and diploma.

Table 4.7: *Distribution of the Beneficiaries by their Level of Education*

Level of Education	F	%
Primary	13	40.6
Secondary	16	50.
Diploma	3	9.4
Total	32	100

In terms of educational level, half of the beneficiaries (50%) indicated that their highest level of education was a secondary certificate whereas 40.6% of them had a primary school certificate. This shows that the majority of the beneficiaries had modest education.

Marital Status

The beneficiaries were asked to indicate their marital status. This was categorized into single, married or widowed.

Table 4.8: *Distribution of the Beneficiaries by their marital status*

Marital status	F	%
Single	3	9.3
Married	27	84.4
Widowed	2	6.3
Total	32	100

Majority of the beneficiaries (84.4%) were married. Only three of them, 3 (9.4%) indicated that they were single. This showed that very few of the unmarried and widowed community members were beneficiaries of the ESP.

c) Constituency Planning Development Officers Background Information

The Constituency Planning Development Officers (CPDO) were also asked to indicate their demographic information. This was categorized into sex, age bracket, level of education and working experience. Table 4.1 presents a summary of the Constituency Development Planning Officers' responses on their demographic characteristics.

Table 4.9: A Summary of CPDO Responses on their Demographic Characteristics

	Frequency (F)	Percentage (%)
Gender		
Male	3	100
Age Bracket		
26-30 years	1	33.3
31-35 years	Nil	Nil
36-40 years	1	33.3
41-45 years	1	33.3
Level of Education		
Diploma	1	33.3
Bachelors' Degree	1	33.3
Masters' Degree	1	33.3
Working Experience		
1-5 years	1	33.3
6-10 years	1	33.3
11-19 years	Nil	Nil
20-25 years	1	33.3

From Table 4.3, all the Constituency Development and Planning Officers (CPDO) were male and were aged between 26 and 45 years.

The table also showed that all the Constituency Development Planning Officers (CPDO) had post secondary education. The lowest level of education was diploma while the highest was a masters' degree.

One officer had a working experience of 1-5 years whereas the other two had a working experience of 6 years and above years. This indicated that the competency level among Constituency Development Planning Officers in terms of knowledge and practical skills in the implementation of EPS projects. This indicated that two thirds of the Constituency Development Planning Officers had modest working experience.

4.2.2 Project Information and Influence of Project Financing on Project Implementation

This study investigated how project financing influenced the implementation of Economic Stimulus Projects in Kitui Central and West Constituencies. This section highlighted the ESP projects that the respondents were aware of their implementation and management processes and whether project financing had been a hindrance to the effective implementation of ESP in the area. It also highlighted about the providers of funds for the implementation of the projects and the adequacy of the provided funds for effective implementation of ESP in the constituencies.

a) Common Economic Stimulus Projects

The respondents were requested to indicate the ESP project (s) that they were more aware of their implementation and management processes.

Table 4.10: Economic Stimulus Project Commonly Implemented

Statement	Beneficiaries		SPMC	
	F	%	F	%
Secondary school	9	25	4	16.0
Fish ponds	7	19	6	24.0
Primary school	6	16.7	5	20.0
Health facilities	6	16.7	4	16.0
Fresh produce market	2	5.5	4	16.0
Not sure	6	16.7	1	4.0
Total	36	99.6	24	96.0

As shown in the table, secondary school project was the Economic Stimulus Project that a quarter of the project beneficiaries (25%) were most aware of their implementation and management processes. Only a few of the SPMC (16%) indicated that they were more aware of the implementation and management processes of the secondary school project.

24% and 18.8% of the SPMC and the beneficiaries respectively indicated that they were more aware of the implementation and management processes of fish ponds. Other commonly known projects as indicated by a representative number of the beneficiaries and SPMC include primary schools and health facilities project (s).

24% and 21.9% of the SPMC and the beneficiaries respectively indicated that they were not sure about the implementation and management processes of various ESP projects in the region. This showed that more awareness creation and training needs to be provided both to the SPMC and beneficiaries on the implementation and management processes of ESP projects in general.

b) Whether Project Financing Is a Hindrance to the Effective Implementation of ESP in the Area

The respondents were further asked to indicate whether project financing has been a hindrance to the effective implementation of Economic Stimulus Projects in their constituency.

Table 4.5: Distribution of the Respondents on whether project Financing has been a Hindrance in Implementing ESP.

Table 4.11: Distribution of the Respondents on Whether Financing has been a Hindrance in Implementing ESP

Respondents	Yes		No	
	F	%	F	%
Beneficiaries	18	56.3	14	43.7
SPMC	12	48.0	13	52.0
Total	40	104.3	27	95.7

43.7% and 52.0% of the beneficiaries and the SPMC respectively indicated that financing was not a hindrance in the implementation of ESP projects in the region. However, 56.3% and 48.0%

of the beneficiaries and the SPMC respectively indicated that finance did influence implementation of ESP. More than one third of the SPMC indicated that finance did influence ESP implementation. These findings showed that project funding was a hindrance to effective implementation of ESP projects.

Table 4.12 *Distribution of the Respondents information on why Project Finance was a Hindrance to the Effective Implementation of ESP projects*

Statement	Beneficiaries		SPMC	
	F	%	F	%
Lack of adequate funds	6	18.8	7	28.0
The financing was done in quarters	20	62.5	11	44.0
The community has been receiving their allocation of funds	2	6.3	4	16.0
Unspecified	4	12.5	3	12.0
Total	32	100.0	25	100.0

Quarterly financing is the major reason given on why funding has been a hindrance to the effective implementation of economic stimulus programme.

It was cited by 44% and 62.5% of the project beneficiaries and the SPMC members respectively as a hindrance to effectiveness of project finance on implementation of the ESP projects. This indicated that funding was a hindrance to effective implementation of to the effective implementation of economic stimulus programme.

c) Providers of Funding for ESP Projects

Information on key providers of funding for the ESP projects was also sought. These were categorized into donors, government and government and donors.

Table 4.13: Distribution of the Beneficiaries information about who Funds the ESP projects

Financer	Frequency (F)	Percentage (%)
Donors	2	6.3
Government	26	81.3%
Government and Donors	2	6.3
Unspecified	2	6.3
Total	32	100

A vast majority of the beneficiaries (81.3%) indicated that the government was the sole provider of funds to be used in the implementation of Economic stimulus projects in the community.

However, (6.3%) of them indicated that both the government and donors provided the funds.

This showed that the Government was the single most important financier to the establishment of the ESP projects.

d) Extent to Which Funds Provided are Adequate for Project Implementation

The respondents were requested to give information about the adequacy of funds provided for effective implementation of economic stimulus project in the constituencies. This was categorized into: to some extent, to a greater extent, not at all, not sure and don't know.

Table 4.14: Distribution of the Respondents information about Funds Adequacy for Project Implementation

	To a greater extent		To some extent		Not sure	
	F	%	F	%	F	%
Beneficiaries	11	34.4	19	59.4	1	6.2
SPMC	5	20	20	80	-	-
Total	16	54.4	39	139.4	1	6.2

An overwhelming majority, 80% and 59.4% of the SPMC members and beneficiaries respectively indicated that the funds provided were adequate enough to facilitate effective implementation of the ESP projects to some extent. This showed that despite the availability of finance to support the implementation, still the funding was not to a greater extent adequate to facilitate effective implementation of ESP.

e) Criteria in the Distribution of Funds

There are various ways through which the funds used for the ESP implementation were distributed. With regards to the criteria used in funds distribution to facilitate ESP projects implementation, majority of the SPMC members (64%) indicated that there was a certain criteria that they followed in the distribution of funds to facilitate the implementation of projects. Slightly less than a quarter of them (24%) indicated that they followed no criteria in the distribution of funds.

The SPMC members gave their explanation on the criteria that they followed in the distribution of funds.

The table summarized the explanations given.

Table 4.15: *Distribution of the SPMCs' explanations on the Criteria Followed in the Distribution of Funds for Implementing ESP*

Explanations	F	%
Bill of quotation that is provided by the ministry of public works	4	16.0
Funds were already allocated by the government	4	16.0
Looking at the needs of the institution	4	16.0
Priority is given to the school that lacks facilities	4	16.0
Allocation is based on Geographical and administrative areas in the constituency	2	8.0
Distribution of funds is done in another docket	2	8.0
The committee was not involved in project identification and disbursement of funds	2	8.0
Through community mobilization of participation	2	8.0
Total	24	96.0

g) Project Financing Issues that influence the Implementation of ESP

The respondents were further requested to indicate whether they agreed with various statements regarding the influence of finance on project implementation.

Table 4.16: *Beneficiaries' responses regarding various statements on the influence of funding on project implementation*

Statement	SA		A		U		D		SD	
	F	%	F	%	F	%	F	%	F	%
There has been minimal provision of funds for the purpose of ESP implementation and this has negatively affected its implementation	7	22	15	47	3	9	5	15	2	6
Poor allocation of funds in the implementation process has posed a challenge to the effective implementation of ESP in the region	6	19	12	37	8	25	4	13	2	6
Total	15	41	27	84	11	34	9	28	4	12

Majority of the beneficiaries, (69%) strongly agreed or agreed that minimal provision of funds for the purpose of ESP implementation negatively affected its implementation. Slightly less than a quarter of them, (21%) felt otherwise. In addition, more than half of them, (56%) either strongly agreed or agreed to the statement that poor allocation of funds in the implementation process have posed a negative influence to the effective implementation of ESP in the region. The funding method should therefore be reviewed for effective implementation of ESP in the region.

Table4.17: SPMC responses regarding various statements on the influence of funding on project implementation.

Statement	SA		A		U		D		SD		
	F	%	F	%	F	%	%	F	%	F	
There has been minimal provision of funds for the purpose of ESP implementation and this has negatively affected its implementation	5	20	10	40.0	-	-		2	8.0	6	24
Poor allocation of funds in the implementation process has posed a challenge to the effective implementation of ESP in the region	8	32.0	7	28.0	-	-		6	24	4	16
As a committee members, we find it a little bit difficult to facilitate effective implementation of ESP	5	20.0	13	52.0	2	8.0		4	16	1	4.0
Total	18	62.0	30	112	2	8		10	48	11	44

60% of the SPMC strongly agreed or agreed that minimal provision of funds for the purpose of ESP implementation negatively affected its implementation. Slightly more than one quarter of them (32%) either disagreed or strongly disagreed to the statement. Majority of the SPMC, (60%) either strongly agreed or agreed to the statement that poor allocation of funds in the implementation process posed a negative influence to the effective implementation of ESP in the region. A vast majority (72%) of the SPMC members further agreed or strongly agreed that as committee members, they found it a little bit difficult to facilitate effective implementation of ESP. This showed that poor funding allocation played a negative influence to the effective implementation of ESP in the two constituencies.

Constituency Development and Planning Officers reported that project financing had an influence on the overall implementation of ESP in the constituencies. They indicated that despite the fact that the government and donors were key providers of funds, finance was still not adequate. This negatively influenced the implementation of the ESP projects after its piloting had been conducted. They reported that despite the formulation of criteria, through which committees would receive funds to boost the project implementation and management, factors such as politics did sway the overall criteria and hence limited the effectiveness of funds that reached organizations for actual implementation. It was further reported that quarterly and inadequate funding slowed down the implementation process of the ESP projects. This showed that the funding criteria needed to be reviewed.

4.2.3 Influence of Project Management on Project Implementation

This study sought to establish the extent to which project management affected the implementation of economic stimulus projects in the two constituencies. The information sought included : whether there were any management issues that influence the effectiveness of SPMC in the implementation of ESP, management issues that hinder effectiveness of SPMC in the implementation of ESP, extent to which the committee has not been effective in executing its role effectively in the implementation of ESP due to poor knowledge on key concepts of management, extent of agreement on various statements regarding the management issues that affect implementation of ESP and ratings on the effectiveness of the SPMC in the implementation of the ESP.

a) Whether there are management issues that influence effectiveness of SPMC in the implementation of ESP projects.

When the SPMC members were asked to indicate whether there were any management issues that affect the effectiveness of SPMC in the implementation of ESP projects, majority of the committee members 84% indicated that there were some management issues that did influence their effectiveness in the implementation of the ESP. Only 16% who indicated that there was no management challenges that they faced in the implementation of ESP projects.

The respondents gave various explanations on the management influences and challenges that they faced in the implementation of ESP. They explained that lack of cooperation from the local community, misappropriation of funds by officials, lack of involvement from the government officials, lack of coordination from the necessary stakeholders and delays in the signing of payment vouchers were among the influences faced by the management team in the implementation process. A few of them explained that changes from the ministry officials posed a challenge towards the project management.

b) Management Issues that hinder effectiveness of SPMC in the implementation of ESP

In this section there were various management practices that were considered that could influence the implementation of ESP. These included poor planning and organization, poor administration of resources and poor training and quality assurances.

Table 4.18: Distribution of the Respondents information on Management Issues hindering Effectiveness in the Implementation of ESP projects

Statement	Beneficiaries						SPMC					
	Yes		No		Not sure		Yes		No		Not sure	
	F	%	F	%	F	%	F	%	F	%	F	%
Poor planning	10	31.3	15	46.9	3	9.4	5	20	17	68.0	3	12.0

Poor organizing	15	46.9	7	21.9	10	31.3	14	56	8	32.0	3	12.0
Poor administration resources	12	37.5	9	28.1	11	34.4	13	52	10	40.0	2	8.0
Poor training and quality assurance	8	25	11	34.4	13	40.7	16	64	4	16.0	5	20.0
Total	45	167.7	41	131.3	37	115.8	48	192	35	156	13	52

46.9% and 56% of the beneficiaries and SPMC members respectively indicated that poor organization capabilities did affect the implementation of ESP projects. This indicated that there was need to train the beneficiaries and the SPMC members on organizational skills.

c) Extent to which the committee has not been effective in executing its role effectively in the implementation of ESP due to poor knowledge on key concepts of management

Poor knowledge on the key concept of managerial practices did influence to some extent the effective implementation of a project. This section sought to establish the extent to which poor knowledge on key concepts of management contributed to the ineffectiveness of the SPMC committee in executing their roles.

Table 4.19: Distribution of the Respondents on the Extent to which Poor Knowledge on Key Concepts of Management affected their Effectiveness in the Implementation of ESP

	To a great extent		To some extent		Not at all		Not sure		Don't know	
	F	%	F	%	F	%	F	%	F	%
Beneficiaries	6	24	17	68	1	4	1	4	-	-
SPMC	9	28.1	12	37.5	3	9.4	6	18.8	2	6.3
Total	15	52.1	29	105.5	4	13.4	7	22.8	2	6.3

Ninety two (92%) and more than sixty five percent (65.6%) of the beneficiaries and SPMC members respectively indicated that poor knowledge on key concepts of management contributed to the ineffectiveness of the committee members in executing their roles of implementing of ESP projects either to some extent or to a greater extent. This indicated that there was need to train the SPMC members on key concepts of management.

The explanations for the committee ineffectiveness included: committee members sought personal benefits, most of the committee members have limited knowledge on the effective implementation processes of ESP, lack of cooperation between the committee members, poor supervision of the work and that the members of the committee serve the interests of the Member of Parliament. The explanations also included that; there are delays in relaying information to the beneficiaries, the committee sometimes was not involved when additional funds are secured and that only a few members were well trained on management.

d) Management Issues that affect the Implementation of Economic Stimulus Projects

The respondents were requested to indicate whether they strongly agreed, agreed, undecided, disagreed or strongly disagreed to various statements regarding the management issues that affected the implementation of Economic Stimulus Projects.

The distribution of Respondents on the extent to which they agree with various statements regarding management issues affecting implementation of ESP.

Table 4.20: *Beneficiaries responses on the extent to which they agree with various statements regarding management issues affecting implementation of ESP*

Statement	SA		A		U		D		SD	
	F	%	F	%	F	%	%	F	%	F
Some members in the committee are not adequately trained about ESP project management	16	50	11	34	3	9.4	2	6.3	-	-
Time spent on training managers to be involved in implementation and management of ESP projects is very minimal	16	50	8	25	6	18.8	2	6.3	-	-
Morale of management is low due to no support from stakeholders	-	-	-	-	-	-	-	-	-	-
Negative attitude affect implementation to a great degree	-	-	-	-	-	-	-	-	-	-
Total	32	100	19	59	9	28.2	4	12.6		

A vast majority, (84%) of the beneficiaries strongly agreed or agreed that some of the members in the committee were not adequately trained on ESP project management. In addition, three quarter of them, (75%) indicated that time spent on training managers involved in implementation and management of ESP projects was very minimal. There was need therefore for more time to be allocated for training of the managers to impact them with necessary skills of management.

More than one half of the beneficiaries, (56%) who participated in the study either strongly agreed or agreed that the morale of the management team involved in the implementation of ESP was low

and this was due to lack of support from the key stakeholders. And this affected their management of ESP projects. There was needed therefore to train stakeholders on the need to support the project implementation.

Table4.21: *SPMC responses on the extent to which they agree with various statements regarding management issues affecting implementation of ESP*

Statement	SA		A		U		D		SD	
	F	%	F	%	F	%	%	F	%	F
Some members in the committee are not adequately trained about ESP project management	18	72	5	20	-	-	1	4.0	1	4.0
Time spent on training managers to be involved in implementation and management of ESP projects is very minimal	8	32	10	40	3	12	1	4.0	1	4.0
Morale of management is low due to no support from stakeholders	10	40	14	56	-	-	-	-	1	4.0
Negative attitude affect implementation to a great degree	13	52	5	20	2	8.0	2	8.0	3	12
Total	49	196	34	136	20	4	16	6	24	

Majority of the SPMC members (72%) agreed or strongly agreed that some of the members in the committee were not adequately trained on ESP project management.

Almost three quarter (72%) of the SPMC members either strongly agreed or agreed that the amount of time spent on training managers about implementation and management of ESP projects was very minimal and hence not that effective. There is need therefore, for more time to be allocated for training of the managers to impact them with necessary skills of management.

40% of the SPMC members agreed or strongly agreed that the morale of the management team involved in the implementation of ESP was low and this was due to lack of support from the key stakeholders. And this affected their management of ESP projects. There is need therefore, to create teamwork between the SPMC members and the key stakeholders so that to boost morale.

Slightly more than one half of the SPMC members (52%) strongly agreed that negative attitude affected the implementation of ESP projects whereas a few of them (20%) agreed that the attitude did influence ESP implementation to a greater extent.

e) Ratings on the effectiveness of the SPMC in the implementation of the ESP

The respondents were requested to indicate how they could rate the effectiveness of the SPMC in the implementation of the ESP. This was categorized into: very effective, effective, not effective, not sure and don't know.

Table 4.22: *Distribution of the Respondents ratings on the Effectiveness of SPMC in the Implementation of ESP*

	Very Effective		Effective		Not Effective		Not sure	
	F	%	F	%	F	%	F	%
Beneficiaries	4	12.5	18	56.3	7	21.9	3	9.3
SPMCs	1	4	20	80	4	16	-	-
Total	5	16.5	38	136.3	11	37.9	3	9.3

Majority of the SPMC members (80%) indicated that they were effective in the implementation of ESP projects. This was also supported by slightly more than a half of the beneficiaries (56.3%) who rated the SPMC members as being effective in the implementation processes of ESP project (s) .They explained that some of the projects under SPMC supervision have been

successfully implemented. Slightly less than a quarter of the beneficiaries (21.9%) indicated that the SPMC members were not effective while implementing ESP project (s). This indicated that the SPMC members had some shortcomings in the implementation process.

The opinions of the Constituency Development Planning Officers on the influence of project management on project implementation were sought for the purpose of triangulation; one of the managers reported that:

Members of the SPMC in my opinion are not adequately trained as managers. This makes them to be vulnerable as to ensure effective implementation of the Economic stimulus project in this area (SPMC Member, I 2013).

Another one also reported that:

Majority of the managers who are involved in the implementation of Economic Stimulus Project are always good and well prepared. However, there are still a few of them who lack adequate training hence this result into their ineffectiveness in overseeing effective implementation of ESP programs in the region (Constituency Development and Planning Officer II, 2013).

It was further reported that managers involved in the implementation of ESP were faced by a number of challenges which negatively influenced their effectiveness. These included inadequate organizational and managerial capabilities, inadequate funding and poor quality assurance which were due to lack of proper training. This showed that the managers required more training on managerial skills.

4.2.4 Influence of community participation issues on the implementation of ESP

This section was subdivided into the following sub-headings: whether community members are involved in the implementation of ESP, areas of community members' involvement in the

implementation of ESP and community issues in participation that influenced the implementation of ESP.

a) Whether community members are involved in the implementation of ESP

The respondents were asked to indicate whether the community members were involved in the implementation of ESP.

Table 4.23: *Distribution of the Respondents information on Whether Community Members are Involved in the Implementation of ESP*

	Yes		No	
	F	%	F	%
Beneficiaries	23	71.9	9	28.1
SPMCs	6	24	19	76
Total	29	95.9	28	104.1

Majority of the SPMC members (76%) indicated that the community members were not involved in the implementation of ESP. This was further supported by 28.1% of the beneficiaries who indicated that the community members were not being involved in the implementation process of ESP projects. On the other hand, majority of the beneficiaries, 71.9% indicated that community members indeed were being involved in the implementation of ESP projects in the county. This showed that the community members were involved in the provision of labor but not in decision making.

b) Areas of community members' involvement in the implementation of ESP

The involvement of community members in an implementation process of a given project may be based on various aspects. This study sought areas that the community members were mainly

involved in the implementation of ESP. These areas can be in decision making process, manual labor and contribution of resources or infrastructure to the projects.

Table 4.24: *Distribution of the Respondents information on the Areas that the Community was Involved In ESP projects Implementation*

	<i>Beneficiaries</i>						<i>SPMC</i>					
	Yes		No		Not Sure		Yes		No		Not Sure	
	F	%	F	%	F	%	F	%	F	%	F	%
Decision Making process	12	37.5	9	28.1	11	34.4	10	40.0	15	60	-	-
Manual labor	12	37.5	9	28.1	11	34.4	18	72.0	7	28	-	-
Contribution of resources or infrastructure	9	28.1	10	31.3	13	40.6	10	40.0	15	60	-	-
Total	33	103.1	28	87.5	34	109.4	38	152	37	148		

More than one third of the beneficiaries (37.5%) indicated that the community members were being involved by management of the ESP in the decision making process. In addition, 40% of the SPMC also indicated that ESP management involved the community members in the decision making process. The majority of the SPMC members (60%) however, indicated that they didn't involve the community members in the decision making process whereas slightly more than a quarter of the beneficiaries (28.1%) indicated that they were not being involved in the decision making process.

72% of the SPMC members agreed that indeed the community provided the manual labor in the implementation of ESP. 37.5% of the community members indicated that they provided labor to ESP.

Majority of the SPMC members (60%) indicated that the community members were not involved in the contribution of resources or even infrastructure. One third of the beneficiaries (31.3%) agreed that the community members were not involved in the contribution of resources or infrastructure. There is therefore need for the SPMC members to involve the community in the projects decision

c) Community participation issues that affect the implementation of ESP

The respondents were requested to indicate whether they strongly agreed, agreed, undecided, disagreed or strongly disagreed to various statements regarding the community participation issues that affect the implementation of ESP.

Table. 4.25: *Beneficiaries responses on Community Participation Issues Affecting the Implementation of ESP*

Statement	SA		A		U		D		SD	
	F	%	F	%	F	F	%	F	%	F
Lack of participation by the community members in the implementation of ESP has posed a great challenge in the implementation process.	5	16	12	37	4	13	7	22	4	12
Community members who are not adequately trained on the various aspects of ESP slow down the implementation process	7	22	22	69	1	3.1	-	-	2	6
Poor participation of the community members in the implementation of ESP slows down the establishment of the project and its quick and successful consolidation	5	16	15	47	2	6	4	12	6	19
Majority of the community members participate in resources contribution in the form of land or water/ electricity(where there is non from the municipal) but they do not involve themselves in physical/ field activities of the implementation	12	38	9	28	3	9	8	25	-	-
Most of the community members are illiterate & have no skills to facilitate effective implementation of ESP	6	19	8	28	5	16	8	28	3	9
Total	35	111	64	209	10	47.1	27	87	15	46

More than one half of the beneficiaries (53%) agreed or strongly agreed that lack of participation by the community members in the implementation of ESP posed a great challenge in the implementation process. Methods should be designed to enhance community participation.

Majority of the Beneficiaries, (69%) agreed that Community members who are not adequately trained on the various aspects of ESP slow down the implementation process.

Almost one half of the beneficiaries, (47%) either strongly agreed or agreed that most of the community members are illiterate and have no skills to facilitate effective implementation of ESP. This showed that the community inadequate capabilities negatively influenced the ESP implementation process.

Table 4.26: *SPMC response on Community Participation Issues Affecting the Implementation of ESP*

Statement	SA		A		U		D		SD		F
	F	%	F	%	F	F	%	F	%		
Lack of participation by the community members in the implementation of ESP has posed a great challenge in the implementation process.	10	40	6	24	-	-	8	32	1	4.0	
Community members who are not adequately trained on the various aspects of ESP slow down the implementation process	8	32	8	32	2	8.0	5	20	2	8.0	
Poor participation of the community members in the implementation of ESP slows down the establishment of the project and its quick and successful consolidation	10	40	8	32	1	4.0	4	16	2	8.0	
Majority of the community members participate in resources contribution in the form of land or water/ electricity(where there is non from the municipal) but they do not involve themselves in physical/ field activities of the implementation	6	24	10	40	2	8.0	2	8.0	5	20	
Most of the community members are illiterate & have no skills to facilitate effective implementation of ESP	6	24	13	52	1	4.0	2	8.0	3	12	
TOTAL	40	160	45	180	6	24	21	84	13	52	

Majority of the SPMC members (64%) either strongly agreed or agreed to the statement that, lack of participation, inadequate training, and poor participation of the community members posed a great challenge and slowed down the implementation process of the ESP.

Majority of the SPMC members (72%) agreed that poor participation of the community members in the implementation of ESP slowed down the establishment of the project and its quick and successful.

76% of the SPMC members strongly agreed or agreed that most of the community members are illiterate and have no skills to facilitate effective implementation of ESP. There is need for training and education of the community members to impact them with necessary skills so that they are effective in their participation in the implementation process.

The Constituency Development and Planning Officers gave views pertaining to the influence of community participation issues on project implementation.

When they were requested to explain whether the SPMC members adequately participated, one of the officers reported that:

Community members are involved to a very small extent in the day-to-day operations of implementation programmes. Their main role is to identify the projects and conduct a social audit. (Constituency Development and Planning Officer III, 2013)

The decision making role was done by the management committee. The Constituency Development and Planning Officer reported that poor participation of the community members has negatively affected the implementation of ESP. This is mainly because it has led to the community not owning the projects and thus affecting projects implementation and sustainability.

4.2.5 Influence of Infrastructure on implementation of Economic Stimulus Projects

This study sought to evaluate how the support infrastructure affected the implementation of economic stimulus projects in the two constituencies. The study covered the infrastructure required in the implementation process of ESP, extent to which inadequate infrastructure affected the effective implementation of ESP in the constituencies and the extent to which the respondents agreed to various statements regarding the influence of infrastructure on the implementation of Economic Stimulus Projects.

Infrastructure Required in the Implementation of Process of ESP

Table 4.27: Distribution of the Respondents information on the Infrastructure Required in the Implementation of ESP projects

	<i>Beneficiaries</i>						<i>SPMC</i>					
	Yes		No		Not sure		Yes		No		Not Sure	
	F	%	F	%	F	%	F	%	F	%	F	%
Electricity	19	59.4	10	31.3	3	9.4	21	84.0	4	16.0	-	-
Land	26	81.3	3	9.4	3	9.4	22	88.0	3	12.0	-	-
Water	24	75	4	12.5	4	12.5	23	92.0	2	8.0	-	-
Road networks	22	68.8	6	18.8	4	12.5	20	80.0	5	20.0	-	-
Mobile telephony connectivity	15	46.9	11	34.4	6	18.8	14	56.0	6	24.0	5	20.0
Total	106	331.4	34	106.4	20	62.6	100	400	20	80	5	20

As shown in the table, key infrastructure that required in the implementation of ESP projects was water as per the majority of the SPMC members (92%). An overwhelming majority, 88% and 81.3% of the SPMC and the beneficiaries respectively indicated that land is a key infrastructure. 68.8% and 80% beneficiaries and SPMC members respectively indicated that road network is

also a key infrastructure. This indicated that the projects should therefore be provided with these key infrastructure required.

b) Extent to which inadequate infrastructure affected the effective implementation of ESP in the constituencies.

Table 4.28: *Distribution of the Respondents information on the Extent to which Inadequate Infrastructure affects the Effective Implementation of ESP*

	To a greater extent		To some extent		Not sure		Not at all	
	F	%	F	%	F	%	F	%
Beneficiaries	11	34.4	16	50	3	3.1	4	12.5
SPMC	7	28	11	44	-	-	7	28
Total	18	62.4	27	94	3	3.1	11	40.5

Majority of the beneficiaries (84.4%) and SPMC (72%) indicated that inadequate infrastructure affected the effective implementation of ESP in the region either to a greater extent or to some extent. The projects should therefore be provided with the key infrastructure required for effective implementation of ESP.

The respondents gave various reasons pertaining the extent to which infrastructure influenced the effective implementation of ESP. These included the fact that; there are many land grabbing cases in courts which hinder the projects commencement and acquisition of land for the implementation of ESP projects has been quite expensive.

c) Infrastructural related issues that affect the implementation of ESP

The respondents were requested to indicate whether they strongly agreed, agreed, undecided, disagreed or strongly disagreed to various statements regarding the influence of infrastructure on Economic stimulus Projects.

Distribution of the Respondents Responses on Various Statements on Influence of Infrastructure on the Implementation of ESP

Table. 4.29: Beneficiaries responses to the Various Statements on Influence of Infrastructure on the Implementation of ESP

Statement	SA		A		U		D		SD	
	F	%	F	%	F	F	%	F	%	F
Poor roads has made it a hustle for materials and other items to reach this place hence slowing down the implementation process of ESP	11	34.4	8	25	2	6.3	9	28	2	6.3
There region has no municipal public land for the implementation of economic stimulus project to be effective.	11	34.4	8	25	2	6.3	9	28	2	6.3
The region has poor communication infrastructure and this has hindered to some extent effective communication especially in the implementation process.	1	3	14	47	7	22	7	22	2	6
Frequent power or Water shortages in the region hinder to some extent the effective implementation of Economic stimulus projects in the area	14	44	9	28	2	6.3	7	22	-	-
Total	37	115.8	39	125	13	40.9	32	100	6	18.6

More than one half of the beneficiaries (59.4%) indicated that poor roads delayed materials and other items to reach the place required and hence slowed down the implementation process of ESP. On the other hand, 34.4% of the beneficiaries respectively agreed that the region had no public infrastructure or land and this hindered the implementation of ESP to some extent.

Almost one half of the beneficiaries (47%) agreed that the region has poor communication infrastructure and this has hindered to some extent effective communication especially in the implementation process.

Table. 4.29: SPMC responses to the Various Statements on Influence of Infrastructure on the Implementation of ESP

Statement	SA		A		U		D		SD	
	F	%	F	%	F	F	%	F	%	F
Poor roads has made it a hustle for materials and other items to reach this place hence slowing down the implementation process of ESP	8	32	6	24	-	-	2	8	9	36
There region has no municipal public land for the implementation of economic stimulus project to be effective.	4	16	8	32	1	4	6	24	6	24
The region has poor communication infrastructure and this has hindered to some extent effective communication especially in the implementation process.	5	20	4	16	1	4	9	36	6	24
Frequent power or Water shortages in the region hinder to some extent the effective implementation of Economic stimulus projects in the area	-	5	13	52	-	-	7	28	-	-
	-	20								
Total	22	88	31	124	2	8	33	96	21	84

More than one half of the SPMC 56% indicated that poor roads delayed materials and other items to reach the place required and hence slowed down the implementation process of ESP.

On the other hand, 32% of the SPMC agreed that the region had no public infrastructure or land and this hindered the implementation of ESP to some extent.

Majority of the Constituency Development Planning Officers reported that the infrastructure wasn't adequate enough to facilitate effective implementation of ESP. In fact, one of them reported that:

Inadequacy of infrastructure has brought about various challenges and difficulties especially in the implementation of economic stimulus projects. Due to poor transport and communication systems, transportation of materials to the site has been hectic and in other cases, the transportation costs have been increased and overburdened the prepared budget (Constituency Development Planning Officer I, 2013).

In addition, the officers also reported that lack of constant supply of electricity in the region posed a great challenge especially when machines were required to execute some functions. This led to an increase in the implementation cost in general. Poor road network had a negative influence on the implementation of ESP. There was therefore need to provide requisite infrastructure prior to or simultaneously with project commencement for effective implementation of the 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 Kitui Central and Kitui West Constituencies, in Kitui 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 Kitui Central and Kitui West Constituencies. This study was further guided by the following research objectives: to investigate how project financing influenced the implementation of economic stimulus projects in the two Constituencies, to establish the extent to which project management influenced the implementation of economic stimulus projects in the two constituencies, to investigate the community participation issues that influence the implementation of economic stimulus projects in the two constituencies, to evaluate how support infrastructure influences the implementation of economic stimulus projects in the two constituencies.

The study employed a survey research design with a sample of thirty six project beneficiaries who are also community members (n=36) selected from two constituencies, thirty four (n=34) Stimulus Project Management Committee members and four (n=4) Constituencies Development Planning Officers in the two constituencies. Thirty two (32) beneficiaries, twenty five (25) Stimulus Projects Management Committee and three (3) County Development Planning Officers participated in the study. 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 Officers.

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

5.2.1 Project financing

most common ESP projects implemented in Kitui Central and Kitui West Constituencies are secondary schools, fish ponds, primary schools, fresh produce markets and health facilities and the Kenya government is the major finance provider for the implementation of Economic Stimulus projects and it also controlled the donor financial component, the study further finds that the available funds are not adequate enough to facilitate the implementation process as funding is in quarterly tranches. Other findings included; bill of quantities provided by the ministry of public works, needs of various geographical and administrative areas are the criteria used in the distribution of funds which were in quarterly and not full tranche basis. The quarterly release of funds negatively affected ESP implementation and operationalization.

5.2.2 Project management

The management team was challenged by lack of cooperation from the local community and the government officials, misappropriation of funds, poor coordination from the necessary stakeholders and delays in the signing of payment vouchers. Majority of the respondents agreed

that the SPMC committee was not effective in executing its role in the implementation of ESP due to poor knowledge and inadequate training on key concepts of management.

5.2.3 Community issues in participation

Majority of the respondents indicated that the community members were not fully involved in the implementation of ESP due to lack of training and skills and illiteracy.

The community members participated mostly in the provision of manual labor and marginally in decision making.

5.2.4 Support infrastructure

The key infrastructure required for effective implementation of ESP included: electricity, land, and water and road network. Most of the infrastructure was either poor or inadequate to facilitate effective implementation of ESP.

5.3 Discussion of the Findings

This section presented a discussion of the findings basing on the key objectives of the study. This included project financing, project management, and community participation and support infrastructure.

5.3.1 Project Financing

Project financing was found to be a critical element in the overall implementation process of ESP projects. 43.8% and 32% of beneficiaries and SPMC members respectively indicated that finance did influence implementation of ESP. 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 indicated that there were key financial providers and these include the government and donors. But the Government was the custodian of even the donor funding.

5.3.2 Project Management

This study established that managerial issues and the criteria of disbursing funds used in the implementation of ESP may influence its effective implementation either to a greater extent or to some extent. These findings were aligned with those from the study conducted by Otundo (2012) on factors influencing effective implementation of projects in public secondary schools in Nyamira District. It was evident that management skills, criteria used to allocate and utilize resources and stakeholders support influenced the implementation of projects.

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 SPMC 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 SPMC members' selection was not based on their qualification and training experience.

5.3.3 Community Issues in Participation

Majority of the respondents in this study indicated that the community members were not fully involved in the implementation of economic stimulus projects. This according to a majority of the respondents affected negatively the implementation of ESP in the constituencies. This is consistent with the findings by McCommon (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.

McCommon (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. In this study, it was however, noted that a few of the community members were involved in the provision of manual labor for the 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.

5.3.4 Support Infrastructure Issues

This study has established to some extent that there was no adequate infrastructure to support fully the implementation of Economic Stimulus Programmes which affected the implementation of ESP to a greater extent. This corresponds with Martinez (1998) who argues that good quality of infrastructure influences to some extent the effective implementation of Economic Stimulus Projects. The findings of this study on infrastructure align with Williams (2000) who observed that transport infrastructure helped to improve the growth and expansion of various projects.

5.4 Conclusion

Based on research findings and summary, the following conclusions were made on the factors influencing the implementation of ESP in the two constituencies:

Project financing has influenced the overall management and implementation of ESP in Kitui Central and West Constituencies. 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.

Poor project management has also been raised to influence negatively the implementation of ESP in Kitui Central and West Constituencies. Some of the managerial shortcoming issues were due to lack of training, poor knowledge and skills, political influence on the appointment of managers involved in the implementation process, lack of cooperation from the government officials, lack of coordination by the necessary stakeholders and delays in the signing of payment vouchers. This affected to a greater extent the effectiveness of the management committee in the implementation of ESP in the region.

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.

Poor support infrastructure has also been noted in the findings of this study as being a major challenge affecting the implementation of ESP either to a greater extent or to some extent. Consistent power shortages, high cost of land, poor water supply and poor road and communication networks have all been noted to hinder ESP implementation process. In conclusion all these slowed the implementation process of Economic Stimulus Project (s) in Kitui Central and Kitui West Constituencies.

5.5 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 Kitui Central and West Constituencies 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.
3. The study recommended improvement of the requisite infrastructure simultaneously as the implementation of the projects is ongoing.
4. The study recommended that the Ministry of Natural Resources should rehabilitate the forested hills which are sources of rivers in the constituencies so as to have reliable water supply.
5. This study recommended a review of the status of public land in the two constituencies so as to have avail land for public projects.

6. The study recommended the fast tracking of the land bank initiative under the Ministry of Lands to ensure availability of land for ESP projects which economically benefit the communities in Kitui Central and West Constituencies. Kenya's Vision 2030 envisages social, economic and political pillars as drivers to transform Kenya into a middle income and industrialized country by the year 2030. This vision envisages the establishment of industrial parks. Therefore land use should be harmonized.

7. The study further recommended the establishment of marketing linkages between products from the ESP projects and the consumers.

5.5 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 Kitui Central and West Constituencies.
2. Youth involvement in the ESP programme, an interest triggered by rising numbers in youth unemployment a problem that needs to be urgently addressed.
3. Challenges to fish farming Economic Stimulus Project due to traditions of the people especially in Kitui Central and West Constituencies.

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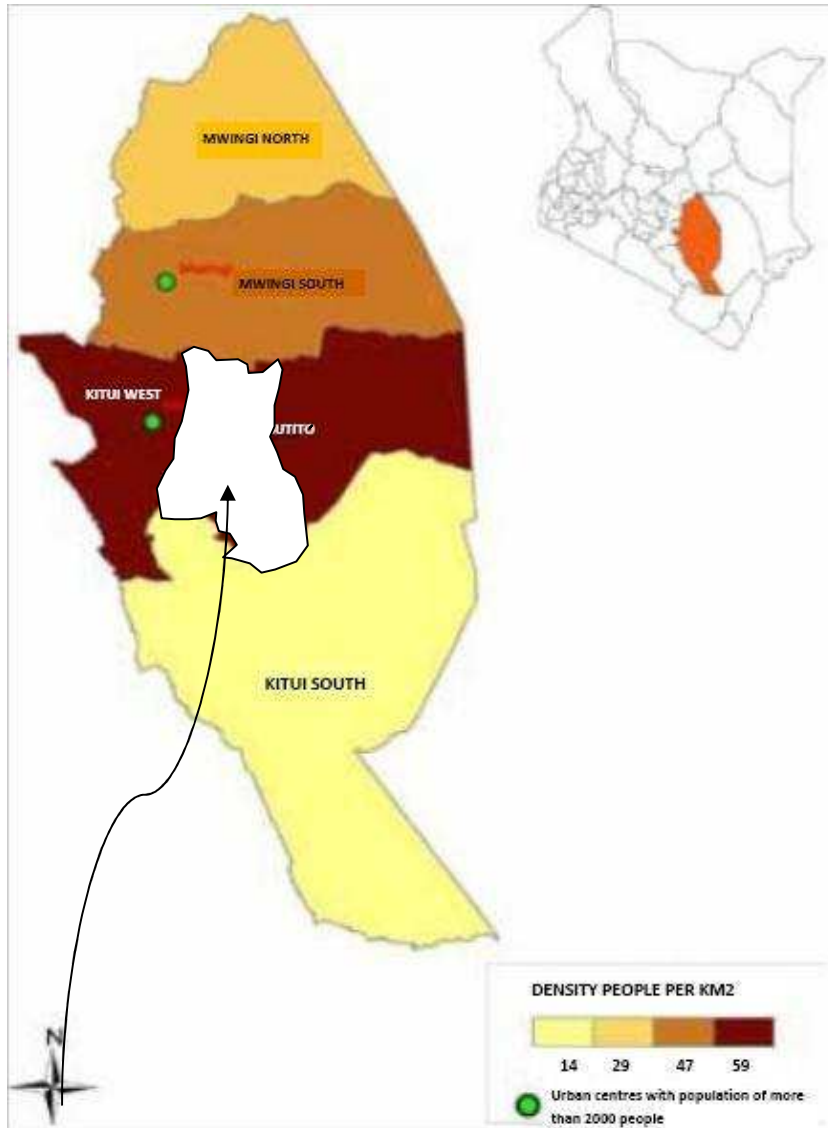
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APPENDICES

APPENDIX I

Maps of the Kenya, Kitui County and Kitui Central and West constituencies



Kitui Central

Appendix II: Letter of Transmittal

Munyiri Julius Kiama
P.O. BOX 41
Kitui

17TH April 2013

To

.....
.....
.....

RE: LETTER OF TRANSMITTAL OF DATA COLLECTION

I am undertaking research for my Master of Arst degree in Project Planning and Management of the University of Nairobi.

The study deals with factors influencing the implementation of Economic Stimulus Projects in Kitui Central and West Constituencies.

Your assistance in data collection will be appreciated as the study will assist beneficiaries. Attached, please find questionnaires that require you to provide information by answering the questions.

Please fill questionnaire urgently once you receive it.

Munyiri Julius Kiama

Contact 0722488186/072357744

Appendix III: Questionnaire for Stimulus Project Management Committee (SPMC)

You are invited to participate in this research on Factors influencing the Implementation of Economic Stimulus Projects in Kitui Central and Kitui West Constituencies. The information you provide is meant for academic purpose only. Thank you for your willingness to participate.

Section I: Background Information- tick (✓) where appropriate

1. Gender

- a) Male []
- b) Female []

2. Age Bracket

- a) 25 years and below []
- b) 26-30 years []
- c) 31-35 years []
- d) 36-40 years []
- e) 41 years and above []

3. Highest Level of Education

- a) Diploma []
- b) Degree []
- c) Masters []
- d) PhD []
- e) Others []

4. Work Experience

- a) 1 year and below []
- b) 2-5 years []
- c) 6-9 years []
- d) 10-15 years []
- e) 16 years and above []

Section II: Project Information

5. Which ESP project(s) are you most aware of about its (their) implementation and management processes?

- a) Fish ponds []
- b) Primary school []
- c) Secondary school []
- d) Fresh produce market []
- e) Industrial park []
- f) Health centre []

Influence of Project Financing on Project Implementation

6. Has project financing been a hindrance to the effective implementation of Economic Stimulus project in this area?

- a) Yes []

- b) No []
- c) Not sure []
- d) Do Not know []
- e) Sometimes []

Explain

7. Who provides the funds that are used in the implementation of the project?

- a) Donors []
- b) Government []
- c) Community Members []
- d) Any other, specify -----
- e) A combination, specify-----

8. To what extent are these funds provided adequately to facilitate effective implementation of economic stimulus project in the constituency?

- a) To some extent []
- b) To a greater extent []
- c) Not at all []
- d) Not sure []
- e) Do Not know []

9. Do you follow any criteria as a committee in the distribution of funds to facilitate the implementation of this project?

- a) Yes []
- b) No []

Explain

10. By use of a tick (√), please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD), to the various statements regarding the influence of finance on project implementation.

		SA	A	U	D	SD
a)	There has been minimal provision of funds for the purpose of ESP implementation and this has affected negatively its effective implementation					
b)	Poor allocation of funds in the implementation process has posed a challenge to the effective implementation of ESP in the region					
c)	As the committee members, we find it a little bit difficult to facilitate effective implementation of ESP in the region due to inadequate funds.					
d)	Any other please specify, _____					

Section III: Influence of Project Management on Project Implementation

11. Are there any management issues for you as a committee member that affects your effectiveness in the implementation of the ESP?

a) Yes []

b) No []

Explain

12. What are the management issues that hinder your effectiveness in the implementation of ESP?

Management Issues	Yes	No	Not sure
Poor planning			
Poor organizing			
Poor Administration of resources			
Poor training on quality assurance			
Any other please specify			

13. To what extent has the committee not been effective in executing its role in the implementation of ESP due to poor knowledge on key concept of management?

a) To some extent []

b) To a greater extent []

c) Not at all []

d) Not sure []

e) Do Not know []

Explain

14. By use of a tick (✓), please indicate whether you strongly agree (SA), agree (A), Undecided (U), disagree (D) or Strongly Disagree (SD) to the various statements regarding the management issues that affect the implementation of ESP.

		SA	A	U	D	SD
a)	Some of the members in the committee are not adequately trained about ESP project management					
b)	The amount of time spent on training managers to be involved in the implementation and management of ESP projects is very minimal and hence not that effective for practical					
c)	The morale of the management team is minimal due to lack of adequate support from the government and other stakeholders in sponsoring the project					
d)	Negative management attitude towards the					

	implementation process has affected negatively to a greater extent the implementation of ESP					
e)	Any other please specify, _____					

15. Based on your level of training and exposure to the implementation of projects, how do you rate your effectiveness or that of the committee?

- a) Very effective []
- b) Effective []
- c) Not effective []
- d) Not sure []
- e) Do Not know []

Explain

Section IV: Influence of Community Participation Issues on the Implementation of ESP

16. Are community members involved in the implementation of Economic Stimulus Projects in the region?

- a) Yes []
- b) No []
- c) Not sure []
- d) Do Not know []

Explain

17. What are some of the areas that the community members are mainly involved in the implementation of ESP?

	Tick
Decision Making process	
Manual labor	
Contribution of resources or infrastructure	
Any other specify _____	

18. By use of a tick (√), please indicate whether you strongly agree (SA), agree (A), Undecided (U), disagree (D) or Strongly Disagree (SD) to the various statements regarding the community participation issues that affect the implementation of ESP.

		SA	A	U	D	SD
a)	Lack of participation by the community members in the implementation of ESP has posed a great challenge in the implementation process					
b)	Community members who are not adequately trained on					

	the various aspects of ESP slow down the implementation process					
c)	Poor participation of the community members in the implementation of ESP slows down the establishment of the project and its quick and successful consolidation					
d)	Some of the community members participate in resources contribution in the form of land or water or electricity(where there is non from the municipal) but they do not involve themselves in physical/ field activities of the implementation					
e)	Community mobilization and participation is a long process which impedes negatively to some extent the implementation process					
f)	Most of the community members are illiterate and have no skills to facilitate effective implementation of ESP					
g)	Any other please specify, _____					

Section V: Influence of Infrastructure on Implementation of Economic Stimulus Projects

19. What infrastructure is required in the implementation process of ESP?

	Tick
Electricity	
Land	
Water	
Road network	
Mobile telephony connectivity	
Any other, specify _____	

20. To what extent has inadequate infrastructure affected the effective implementation of ESP in the region?

- a) To a greater extent []
- b) To some extent []
- c) Not at all []
- d) Not sure []
- e) Do Not know []

Explain

21. By use of a tick (√), please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statements regarding the management issues that affect the implementation of ESP.

		SA	A	U	D	SD
a)	Poor roads has made it a hindrance for materials and other items to reach this place hence slowing down the implementation process of ESP					

b)	The region has no municipal public land for the implementation of economic stimulus project to be effective					
c)	The region has poor communication infrastructure and this has hindered to some extent effective communication especially in the implementation process					
d)	Frequent power or Water shortages in the region hinder to some extent the effective implementation of Economic stimulus projects in the area					
e)	Any other factor, please specify _____					

22. What are the measures that need to be put in place to counter the challenges facing the implementation of economic stimulus projects in Kitui Central and West Constituencies?

Section VI: Skills and Competencies Influence on Implementation of Economic Stimulus Projects

23. In your own view, do all the requisite skills and competencies help to effectively manage the ESP projects? Yes [] No []

Explain

Section VII: Political Influence on Implementation of Economic Stimulus Projects

24 .In your view, has political influence positively affected the management of the management and implementation of the ESP projects? Yes [] No []

Explain

Thank you for your cooperation

Appendix IV: Questionnaire for ESP Beneficiaries /Community Members

You are invited to participate in this research on Factors influencing the Implementation of Economic Stimulus Projects in Kitui Central and Kitui West Constituencies. The information you provide is meant for academic purpose only. Thank you for your willingness to participate.

Section I: Background Information- tick (√) where appropriate.

1. Gender

- a) Male []
- b) Female []

2. Age Bracket

- a) 25 years and below []
- b) 26-30 years []
- c) 31-35 years []
- d) 36-40 years []
- e) 41 years and above []

3. Highest Level of Education

- a) Primary school []
- b) Secondary level []
- c) Diploma []
- d) Degree []
- e) Other (specify) []

4. Marital Status

- a) Single []
- b) Married []
- c) Widowed []

Section II: Project Information

5. Which ESP project(s) are you well aware of about (their) implementation and management processes?

- a) Fish ponds []
- b) Primary school []
- c) Secondary school []
- d) Fresh produce market []
- e) Industrial park []
- f) Health centre []

Influence of Project Financing on Project Implementation

6. Has project financing been a hindrance to the effective implementation of Economic Stimulus project in this area?

- a) Yes []
- b) No []
- c) Not sure []
- d) Do Not know []
- e) Sometimes []

Explain

7. Who provides the funds that are used in the implementation of the project?

- a) Donors []
- b) Government []
- c) Community Members []
- d) A combination ,specify _____
- e) Any other, specify _____

8. To what extent are these funds provided adequately to facilitate effective implementation of economic stimulus project in the constituency?

- a) To some extent []
- b) To a greater extent []
- c) Not at all []
- d) Not sure []
- e) Do Not know []

9. By use of a tick (√), please indicate whether you agree (A), strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statements regarding the influence of finance on project implementation.

		SA	A	U	D	SD
a)	There has been minimal provision of funds for the purpose of ESP implementation and this has affected negatively its effective implementation					
b)	Poor allocation of funds in the implementation process has posed a challenge to the effective implementation of ESP in the region					
c)	Any other, please specify _____					

Section III: Influence of Project Management on Project Implementation

10. Are there any management issues that you consider affects the effectiveness of the Stimulus Project Management Committee in the implementation of the ESP?

- a) Yes []
- b) No []
- c) Not sure []
- d) Do Not know []
- e) Sometimes []

Explain

11. What are the management issues that hinder their effectiveness in the implementation of ESP?

Management Issues	Yes	No	Not sure
Poor planning			
Poor organizing			
Poor Administration of resources			
Poor training on quality assurance			
Any other, please specify			

12. To what extent has the committee not been effective in executing its role in the implementation of ESP due to poor knowledge on key concept of management?

- a) To some extent []
- b) To a greater extent []
- c) Not at all []
- d) Not sure []
- e) Do Not know []

Explain

13. By use of a tick (√), please indicate whether you strongly agree (SA), agree (A), Undecided (U), disagree (D) or Strongly Disagree (SD) to the various statements regarding the management issues that affect the implementation of ESP.

		SA	A	U	D	SD
a)	Some of the members in the committee are not adequately trained about ESP project management					
b)	The amount of time spent on training managers to be involved the implementation and management of ESP projects is very minimal and hence not that effective for practical					
c)	Any other, please specify _____					

14. How do you rate the effectiveness of the Stimulus Project Management Committee in the implementation of the ESP?

- c) Very effective []
- d) Effective []
- e) Not effective []
- f) Not sure []

g) Do Not know []
 Explain

Section IV: Influence of Community Participation Issues on the Implementation of ESP

15. Are you involved as a community beneficiary in the implementation of Economic Stimulus Projects in the region?

- a) Yes []
- b) No []

Explain

16. What are some of the areas that you as the beneficiary are mainly involved in the implementation of ESP by the committee?

	Tick
Decision Making process	
Manual labor	
Contribution of resources or infrastructure	
Any other specify _____	

17. By use of a tick (√), please indicate whether you strongly agree (SA), agree (A), Undecided (U), disagree (D) or Strongly Disagree (SD) to the various statements regarding the community participation issues that affect the implementation of ESP.

		SA	A	U	D	SD
a)	Lack of participation by the community members in the implementation of ESP has posed a great challenge in the implementation process.					
b)	Community members who are not adequately trained on the various aspects of ESP slow down the implementation process.					
c)	Poor participation of the community members in the implementation of ESP slows down the establishment of the project and its quick and successful consolidation.					
d)	Majority of the community members participate in resources contribution in the form of land or water or electricity (where there is non from the municipal) but they do not involve themselves in physical/ field activities of the implementation.					
e)	Community mobilization and participation is a long process and this impedes negatively to some extent the implementation process.					
f)	Most community members are illiterate and have no skills to facilitate effective implementation of ESP.					
g)	Any other please specify,					

Section V: Influence of Infrastructures on Implementation of Economic Stimulus Projects

18. What infrastructure is required in the implementation process of ESP?

Electricity
Land
Water
Road network
Mobile telephony connectivity
Any other, specify _____

19. To what extent has inadequate infrastructure affected the effective implementation of ESP in the region?

- a) To a greater extent []
- b) To some extent []
- c) Not at all []
- d) Not sure []

Explain

20. By use of a tick (√), please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statements regarding the management issues that affect the implementation of ESP.

		SA	A	U	D	SD
a)	Poor roads has made it difficult for materials and other items to reach this place hence slowing down the implementation process of ESP.					
b)	There region has no municipal public land for the implementation of economic stimulus project to be effective.					
c)	The region has poor communication infrastructure and this has hindered to some extent effective communication especially in the implementation process.					
d)	Frequent power or Water shortages in the region hinder to some extent the effective implementation of Economic stimulus projects in the area.					
e)	Any other, please specify. _____					

21. What are the measures that need to be put in place to counter the challenges facing the implementation of economic stimulus projects in the two constituencies?

Section VI: Skills and Competencies Influence on Implementation of Economic Stimulus Projects

22 .In your own view, do you have all the requisite skills and competencies to manage the ESP projects? Yes [] No []

Explain

Section VII: Political Influence on Implementation of Economic Stimulus Projects

23 .In your own view, has political influence positively affected the management of the management and implementation of the ESP projects? Yes [] No []

Explain

Thank you for your cooperation

Appendix V: Interview Guide for Key Informants (Constituency Planning Development Officers)

You are invited to participate in this research on Factors influencing the Implementation of Economic Stimulus Projects in Kitui Central and Kitui West Constituencies. The information you provide is meant for academic purpose only. Thank you for your willingness to participate.

Section I: Background Information- tick (✓) where appropriate

- 1. Gender
 - c) Male []
 - d) Female []

- 2. Age Bracket
 - e) 25 years and below []
 - f) 26-30 years []
 - g) 31-35 years []
 - h) 36-40 years []
 - e) 41 years and above []

- 3. Highest Level of Education
 - a) Primary school []
 - b) Secondary level []
 - c) Diploma []
 - d) Degree []
 - e) Other (specify) []

- 4. Marital Status
 - d) Single []
 - e) Married []
 - f) Widowed []

Section II: Factors Influencing the Implementation of Economic Stimulus Projects

5. Who provides the funds that are used in the implementation of the project? (Probes: Donors, Government, Community Members)

6. Please explain whether the funds provided are adequate to facilitate effective implementation of economic stimulus project in the constituency?

7. Is there any criteria or guide followed on the distribution of funds to facilitate the implementation of the ESP in the region? Yes [] No []. Explain

8. How does inadequate funding affect the effective implementation of Economic Stimulus Project in the area?

9. Please explain the criteria followed in selecting the management team to be involved in the implementation of ESP.

10. Are the members of the SPMC according to your view adequately trained as managers to ensure effective implementation of the Economic Stimulus Project in this area?

11. What are the management issues that hinder the effectiveness of the management team involved in the implementation of ESP. (Probe: Planning, organizing, administration of resources, training on quality assurance).

11. Are members of the community involved in the implementation of the ESP?
Yes No .
Explain.

12. Please explain the extent to which poor participation of community members has negatively affected the implementation of Economic Stimulus Programme.

13. Is there adequate infrastructure to support the implementation of Economic Stimulus Projects in the area? Yes No .

Explain

14. Please explain how lack of appropriate infrastructure has affected the effective implementation of ESP in the area.

15. What are the measures that are needed to counteract the political challenges facing the implementation of economic stimulus projects in the two constituencies?

16. What are the measures that are needed to counteract the limited skills and competencies facing the management of economic stimulus projects in the two constituencies?

Thank you for your cooperation