FACTORS INFLUENCING IMPLEMENTATION OF THE AFRICAN DEVELOPMENT BANK FUNDED PROJECT IN THE MINISTRY OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY- KENYA

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DECLARATION

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

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

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DEDICATION

This Research Project is dedicated in memory of my beloved late father Peter Njau, children Moses, Anne, my beloved wife Penninah and my mother Salome for their encouragement, selfless support and for their constant and unfailing love.

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LIST OF ABBREVIATIONS AND ACRONYMS

AfDB	- African Development Bank
CSF	- Critical Success Factors
EACE	- East African Certificate of Education
GoK	- Government of Kenya
ICT	- Information Communication Technology
IT	- Information Technology
MTP	- Medium Term Plan
MoHEST	- Ministry of Higher Education, Science and Technology
SAGA	-Semi Autonomous Government Agency
SPSS	-Statistical Package for Social Scientists
TIVET	- Technical, Industrial, Vocational and Entrepreneurship Training

ABSTRACT

The African Development Bank (AfDB) Group provided funding to finance the support for Technical, Industrial. Vocational and Entrepreneurship Training (TIVET) project with the Ministry of Higher Education. Science and Technology as the executing agency. The project aims at constructing new Technical Institutions. upgrading existing ones. developing Human capacity. carrying out curriculum review. creating centers of excellence and integrating ICT in TIVET. The primary objectives of the project are to improve access, equity and promote quality and relevance of TIVET courses. The project is among projects expected to support the realization of Kenya's vision 2030 by providing readily available technically skilled quality human resources to run the enhanced economy. The project has been lagging behind by two years despite the fact that it boasts of all the requisite inputs required to realize a successful project. This project lag time points to the fact that there are challenges contributing to the slow pace of implementation of the project. This research sought to explore the factors influencing the implementation of the project in order to improve its pace of implementation and to draw important lessons for future projects. In particular, the researcher assessed the extent to which project critical success factors such as organization communication, top management support. project scheduling. Project Strategic Planning and use of technology influences the implementation of donor funded projects. The main research questions was to determine to what extent projects' critical success factors influences the implementation of donor funded projects; this is investigated by carrying out a survey on the Support for Technical, Industrial. Vocational and Entrepreneurship Training Government of Kenya/African Development Bank project. The study research design was exploratory since the researcher sought to assess project implementation in light of critical success factors and understand what is happening in the implementation case. Exploratory research design is employed in this study since there seem to be no research in the area of project management as a variable influencing the implementation of donor funded projects; most of the studies in the area of donor funded project seem to concentrate on. governance issues, value for money and impact of donor funded projects in the economies of the recipient nations. The study findings indicate that; success in any project is subject to management of a number of project constructs which identified as project scope. project budget. project timelines and adherence to set quality standards. An organization that successfully attains these constructs is therefore said to be effective in project implementation. Many factors that influence effective implementation of projects, organizations may focus on factors that seemingly contribute to success of projects, but their actual contribution is low. Thus a critical assessment provides them with an opportunity to direct energies and resources towards the right strategies. The Project Strategic Planning in donor funded projects focused on defining project goals and ensuring that the goals are well understood among stakeholders. Successful project implementation requires adequate communication channels which is extremely among all the departments and levels in an organization. Embracing technology in the implementation of donor-funded projects is vital in to proper completion of such projects. The study recommended that; a need for project organizations to enhance stakeholder involvement. a focus on horizontal as well as vertical communication and monitoring and evaluation be undertaken in every step of project implementation. A further study should be undertaken on the emerging trends in project management and their effect on project implementation as well as effects of globalization on project implementation.

CHAPTER ONE

INTRODUCTION

1.1. Background of Study

Project implementation appears to be one the most difficult aspects of a manager's job (Bolles 2002). There is an increase in use of multidisciplinary projects to deliver on companies' strategies (Handy 2001). The increasing use of projects over the last forty years reflects rapid change in the nature of markets and technologies (Turner 2003). Projects are spreading from traditional strongholds of construction, aerospace and shipbuilding to all kinds of industries including the software industry, insurance, banking and education (John Rodney Turner 2000).

Projects are the building blocks in the design and execution of strategies for an organization and it provides an organizational focus for conceptualizing, designing and creating new or improved products, services and organizational processes

According to Sid (2004), however, in practice more than 80% of projects run late or over budget Standish Group (2005). During the previous century most major transport projects overspent seriously on their budget and there seemed to be no trend towards reducing over expenditure over a period of 80 years (Flyvbjerg 2003).

According to Mobey and Parker (2002), the chances of a project succeeding can be increased if firms have an understanding of what the critical success factors are to systematically and quantitatively assess these critical variables, anticipating possible

effects, and then choose appropriate methods of dealing with them. Rad and Raghavan (2000), for example, suggest that project failure or near-failures can be caused by poor communication and unanticipated shortage of resources. Executive managers often complain that their middle or operating managers lack the ability to implement strategies successfully according to Floyd & Wooldridge (1992). Poor understanding and commitment to the strategy on the part of managers also impede strategy implementation (Floyd & Wooldridge 1992). The present study investigates a model to improve project implementation in organizations by investigating, among others, the above-mentioned variables that influence project implementation in firms.

Despite the high rate of projects running late or over-shooting the budget, Kenya's Socio-political-economic blue print heavily leans on projects to deliver the vision 2030, which aspires to help transform Kenya into a, "middle-income country providing a high quality life to all its citizens by the year 2030". (*Vision 2030 1st Ed. 2007*)

The Kenya Vision 2030 is to be implemented in successive five-year Medium-Term Plans, with the first such plan covering the period 2008 – 2012. At an appropriate stage, another five-year plan will be produced covering the period 2012 to 2017, and so on till 2030. As the country makes progress to middle-income status through these development plans, it is expected to have met its Millennium Development Goals (MDGs) whose deadline is 2015. Some of the goals have already been met. The Vision 2030 spells out action that will be taken to achieve the rest. (*Handbook National Reporting Indicators Vision 2030 MTP 2008 – 2012*)

The first Medium Term Plan 2008 – 2012 (2008) further states that a similar process and methodology was followed in identifying projects and priorities in the social and political pillars. Detailed analysis was carried out under a consultative process in order to come up with strategies capable of resolving the social and political problems that Kenyans face today. To arrive at workable solutions, the team of experts learnt as much as they could from countries that have achieved rapid growth and also improved the lives of their people greatly in a span of 20-30 years, with particular reference to the South East Asian newly industrializing countries also known as Asian tigers. The standards achieved by those countries are ones Kenya aims at achieving. The team made extensive use of information available from the Government, Kenya's private sector, civil society and universities. The vision is to be realized through three pillars namely Economic, social and Political.

A Semi-Autonomous Government Agency (SAGA) i.e. Vision Delivery Secretariat with the requisite capacity has been established to oversee the implementation of all the Vision 2030 projects. The agency works closely in collaboration with government ministries and departments as well as the private sector, civil society and other relevant stakeholder groups. The strategies to deliver the 10% annual growth by 2012 is being executed through concrete flagship projects across the priority sectors in all the three pillars of the Vision. The projects are original large-scale initiatives that look beyond their immediate locality and are capable of having an impact on the entire nation. Flagship projects form part of the national development with complementary projects being undertaken in line with the Medium-Term Plans, the Budget Outlook Paper, and the Medium- Term Expenditure Framework.

During the life of the Vision, strategies and action plans are expected to be systematically reviewed and adjusted every 5 years in order to effectively respond to the changing global, regional and local environment. The Vision 2030 is being delivered over many different horizons and flagship projects, each with defined goals.

1.2. Statement of the Problem

In view of the background of the study, it is clear that the Project model is increasingly becoming the vehicle for instituting changes in Private as well as Public sector.

Various researchers have studied the concept of CSFs within the projects framework. According to Mobey and Parker (2002), the chances of a project succeeding can be increased if firms have an understanding of what the critical success factors are to systematically and quantitatively assess these critical variables, anticipating possible effects, and then choose appropriate methods of dealing with them. Rad and Raghavan (2000), for example, suggest that project failure or near-failures can be caused by poor communication and unanticipated shortage of resources. Executive managers often complain that their middle or operating managers lack the ability to implement strategies successfully (Floyd & Wooldridge 1992).

Poor understanding and commitment to the strategy on the part of managers also impede strategy implementation (Floyd & Wooldridge 1992). The present study investigates a model to improve project implementation in organizations by investigating, among others, the above-mentioned variables that influence project implementation in firms. In the Kenyan context, the researcher could not find sufficient literature on the effect of CSFs on project implementation. It is for this reason that, this research adopted an exploratory approach in order to investigate the influence of critical success factors on Donors funded

projects in Kenya. This shows that a big knowledge gap exists with regard to factors influencing donor funded project being implemented by Government agencies. This study will form a basis for further in-depth studies in this area. thereby increasing the knowledge data base.

1.3. Purpose of the Study

The purpose of this study is to assess the extent to which critical success factors influence the implementation of donor funded projects: a case of support for Technical, Industrial. Vocational and Entrepreneurship Training Government of Kenya /Africa Development Bank project.

1.4. Research Objectives

The objectives of this study were:

1. To establish the extent of influence of Project Strategic Planning on implementation of donor funded projects.
2. To establish the extent of influence of Top Management Support on implementation of donor funded projects.
3. To establish the extent of influence of Communication on implementation of donor funded projects.
4. To assess the extent of influence of Project Scheduling on implementation of donor funded projects.
5. To investigate the extent of influence of Technology on implementation of donor funded projects.

1.5. Research Questions

The following research questions will be investigated:

1. To what extent does Project Strategic Planning influence the implementation of donor funded projects?
2. To what extent does Top Management Support influence the implementation of donor funded projects?
3. To what extent does Communication influence the implementation of donor funded projects?
4. To what extent does Project Scheduling influence the implementation of donor funded projects?
5. To what extent does Technology influence the implementation of donor funded projects?

1.6. Significance of the Study

The findings of this study will be important in providing insight into the critical success factors affecting the implementation of donor funded project.

The top management of firms implementing donor funded projects will find the study useful as it brings to light the underlying issues which must be considered in order to successfully implement such projects. This will play a major role in influencing the design of the firms' strategies on project mission, top management support for the projects, organization communication, project scheduling and technical task. The donors will find the finding of this research helpful while making decisions on what projects to fund. The study will prompt further research in the area of critical success factors and future scholars will find this study useful for further research.

1.7. Assumption of the study

The study assumes that all the respondents are knowledgeable. will be able to interpret the questionnaire appropriately and that the respondents are truthful in their answers and will not hide material information that will significantly affect analysis of data.

1.8. The Scope and Limitations of the Study

The study will cover the Support for Technical, Industrial, Vocational and Entrepreneurship Training-Government of Kenya/African Development Bank project in Kenya .The study will focus on the head office in Nairobi since the project's implementation are planned, supervised and controlled from the head office. The target population of the sample size of this study will comprise personnel from the Accounts section. Administration department, Directorate of Technical Education, the Procurement department and ICT department. The limitation of the study was lack of adequate time by the respondents as they are generally busy people and this contributed to the return rate of the questionnaires being less than a hundred percent.

1.9. Definitions of Significant Terms

Project Strategic Planning:

Project Strategic Planning defines the condition where the goals of the project are clear and understood by the project team as well as by the other departments in the organization.

Top Management Support:

Top Management Support refers to the nature and amount of support the Project Manager can expect from management both for himself as leader and for the project.

Project Scheduling:

Project Scheduling refers to the extent to which time schedules, milestones, manpower and equipment requirements are specified in the project.

Communication:

Communication is the act of providing information to all the management functions namely controlling, leading, organizing and planning. The communication in the organization should be upwards, downwards and lateral.

Technical Task:

Technical Task refers to the necessity of having the personnel for the implementation team who possess the necessary technical skills and have adequate technology to perform their tasks.

Client consultation:

Clients' consultation refers to the necessity of taking into account the needs of future clients or users of the project.

Client acceptance:

Clients' acceptance refers to the final stages in the project implementation process at which time the ultimate efficacy of the project is measured by the extent to which the clients accept the resulting project.

Personnel issues:

Personnel issues refer to those issues directly affecting the personnel such as recruitment, selection and training.

Monitoring and feedback:

Monitoring and Feedback refers to the project control processes by which at stage of the project implementation. key personnel receives feedback on how the project is comparing to initial projections.

Trouble Shooting:

Trouble shooting refers to the mechanism that assists the project manager to foresee and forestall potential trouble areas in the implementation process.

1.10. Organization of the Study

Chapter one is the introduction to the study covering the following areas: background to the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, delimitation of the study, limitations of the study, assumptions of the study and definition of significant terms.

Chapter two comprises the literature review address itself into what has been done in relation to the topic by exploring further the research objectives and finally identifying the gap in knowledge that exists locally. It covers the following areas: the importance of project management, the nature of project management, determinants of successful project implementation, organization communication, development of the ten-factor model of project implementation, project mission, top management support, project scheduling , technical task, strategy and tactics, strategy-tactics interaction and strategy and tactics over time.

Chapter three contains the methodology which comprises: introduction, research design, target population, methods of data collection, validity and reliability, operational definition of variables, methods of data analysis and a summary.

Chapter four contains the Research Findings which comprises of introduction, general information, effectiveness of project implementation, critical success factors affecting implementation of donor funded projects and correlation analysis on critical success factors affecting project implementation.

Chapter five contains summary of findings, conclusions and recommendations which covers introduction, summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews the nature and importance of project management by drawing on literature in the area of strategic management. The reason for this is because the implementation of strategy is a major component of strategic management. The chapter therefore starts by providing a brief description of project management and how it involves the planning and implementation of a company's strategic related decisions and actions. The chapter then explores selected strategy implementation factors that are proposed to improve project implementation.

2.2. The Importance of Project Management

Projects are the building blocks in the design and execution of strategies for an organization and it provides an organizational focus for conceptualizing, designing and creating new or improved products, services and organizational process according to Cleland (2004). Projects and multidisciplinary working are key vehicles for delivering strategy according to Handy (2001). The increasing use of projects over the last forty years reflects rapid change in the nature of markets and technologies according to Turner (2003). Projects are spreading from traditional strongholds of construction, aerospace and shipbuilding to all kinds of industries including the software industry, insurance, banking and education according to Hastings (1993). According to Mobey and Parker (2002), to increase the chances of a project succeeding, it is necessary for the organisations to have an

understanding of what the critical success factors are, to systematically and quantitatively assess these critical factors, anticipating possible effects, and then choose appropriate methods of dealing with them.

Unlike operations, projects are always novel and therefore, to varying degrees, unpredictable in their outcomes according to Turner (2003). Pinto (1989) states that the project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human, budgetary and technical variables.

According to Jugdev and Muller (2005), to define what project success means is like gaining consensus from a group of people on the definition of "good art." Project success is a topic that is frequently discussed and yet rarely agreed upon according to Baccarini (1999). Generally, the views on project success have evolved over the years from simple definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle according to Jugdev& Muller (2005).

According to Steyn (2008), the following factors contribute to the rapid growth and importance of project management: Globalization forces companies to be as efficient as their counterparts overseas. This leads to downsizing and a need to do work with the smallest possible work force. Bureaucratic structures are increasingly being replaced by project teams. Unlike decades ago, when products were made to last, modern products like computers and cell phones have short product life cycles. New products have to be developed at an increasing pace. Clients are becoming more demanding and, as a result of fierce competition, can afford to be demanding. Sound project management ensures client satisfaction. There is an explosion in the magnitude of knowledge available and much of

the new knowledge is available via the internet. As competitors make use of this knowledge, companies are under pressure to make rapid and radical changes. Project management facilitates these changes.

2.3. The Nature of Project Management

The purpose of project management is to forecast or envisage as many of the potential threats and problems as possible and to plan, organize and control activities to complete projects as successfully as possible in spite of all the risks (Lock 2003). Many of these basic elements are more of an attitude than a technique Attitude of understanding problems before fixing them, of following through, of being practical, of getting work done and delivering it, of working well together and of doing good work. (Kemp 2004).

A project is designed to deliver a specific deliverable and is dissolved once the deliverable has been produced (Reis 2006). Project goals should be in line with the goals of the organization (Tukel& Rom 2001). It is also important that top management visibly support projects (Tom & Rom 2001). Kerzner (2000) concurs that a project is likely to be successful if visible support and commitment are present from the top and executive management.

Regardless of how well the tangible deliverables of a project is defined and achieved, failure to manage the project stakeholders adequately may cause the project to fail Turner (2003). According to (Steyn 2008) high risk projects are sometimes highly successful while managers of projects with much lower levels of risk often overspend their budgets and schedules while the deliverables fail to meet the requirements.

2.4. Determinants of Successful Project Implementation

Project success factors can be divided into two major categories: those that deal with things and those that deal with people (Parviz& Ginger 2002). The "things" success factors include quantification of performance of planning procedures, cost management, schedule management, scope management, risk management policies, change management and integration efforts. The people issues are the feelings, priorities and perceptions. It is important that people issues received the necessary attention. It has been reported that a degeneration of any of the items related to people issues will impact the things issues in an indirect but profound way (Parviz& Ginger 2002:19).

According to (Cleland 2004), projects fail for the following reasons: Inadequate senior management involvement, Ineffective planning, inappropriate organizational design, Lack of well-defined and delegated authority and responsibility, Inefficient systems for monitoring, evaluating and controlling the use of resources on the project, Ineffective contingency planning, Limited team member participation in executing project decisions, Unrealistic cost and schedule objectives, Lack of customer commitment to projects, Limited customer supervision and Inadequate management information systems.

The most common causes of project failure are: Frequent change of specification/project scope, Unclear project goals, Unclear roles and responsibilities, Inadequate estimation of required human resources and efforts, Inadequate project monitoring and control, Inadequate project management skills, Inadequate risk management, Poor project planning, Staff turnover that affects the project (James and Wong 2006). These set of reasons for project failure stress the importance that inefficient monitoring and poor planning lead to projects failing (Turner 2003). The author further argues that projects are invariably

unpredictable in their outcomes. The researchers found that this increases the need for more standard systems/procedures to be implemented before any projects are started. Further, if proper records are kept of information and data on issues that lead to failure of projects in the past, such information could minimize the probability of the same failure occurring twice.

Many of the above reasons for project failure can be quantified. These quantified reasons allow project managers to work with an established archive of historical data in order to keep all aspects of the project within the standards of acceptability for the organization. These quantified standards and procedures improve the probability of project success (Kwak& Dai 2000). There are however unquantifiable factors that cause the failure of projects. For example, poor communication has been cited as a reason for project failures (Rad &Raghavan 2000). Unanticipated shortage of resources, in other words business process management issues, has also been reported as determinants of project failure (Rad &Raghavan 2000).

There is a lack of understanding with regard to how elements of the implementation framework interact and how these elements influence the overall implementation process Okumus (2001). The present study investigates selected people issues and "things issues" that influence the successful implementation of projects, namely Project Mission, Top Management Support, Organization Communication, Project Scheduling and use of Technology. These variables are now discussed.

2.5. Development of the Ten-factor Model of Project Implementation

The ten-factor model was developed from Pinto and Slevin's research (1987) which examined over four hundred different projects. Pinto and Slevin's research obtained information from a group of over 50 managers who had some project involvement within the last two years. Participants were asked to consider a successful project with which they had been involved and then to put themselves in the position of a project manager charged with the responsibility of successful project implementation. They were then asked to indicate things that they could do that would substantially help implementation success (Bavelas. 1968) Responses were then sorted into categories by two experts. Both experts sorted the responses into ten categories and interrater agreement based on percentage of responses similarly sorted across the total number was 0.50, or 119 out of 236.

Eliminating duplications and miscellaneous responses, a total of 94 usable responses were classified across 10 factors. These 10 factors formed the basis for the conceptual model and the diagnostic instrument for measuring relative strength of each factor.

2.5.1. Project Strategic Planning and implementation of donor funded projects

This factor relates to the underlying purpose for the implementation and was classified as Project Mission. Several authors have discussed the importance of clearly defining goals at the outset of the project. Morris classified the initial stage of project management as consisting of a feasibility decision. Are the goals clear and can they succeed? (Morris , P. W . G. 1983).Bardach's six-step implementation process begins with instructions to state the plan and its objectives (Bardach. E. 1977). For both these authors and the purposes of this study, Project Strategic Planninghas been found to refer to the condition where the goals of the project are clear and understood, not only by the project

team involved. but by the other departments in the organization. Underlying themes of responses classified into this factor include statements concerning clarification of goals as well as belief in the likelihood of project success.

2.5.2. Top Management Support and implementation of donor funded projects

The next factor discerned was that of Top Management Support. As noted by Schultz and Slevin. management support for projects. or indeed for any implementation. has long been considered of great importance in distinguishing between their ultimate success and failure (Schultz. R. L. and Slevin. D. P. 1975). Beck sees project management as not only dependent on top management for authority, direction. and support. but as ultimately the conduit for implementing top management's plans. or goals, for the organization

(Beck. D .R. 1983). Further, Manley shows that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product (Manley. J. H, 1973).

For the purposes of this study's classification, the factor Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient financial. manpower and time resources as well as the project manager's confidence in their support in the event of crises.

2.5.3. Project Scheduling and Implementation of Donor Funded Projects

Project schedule refers to the importance of developing a detailed plan of the required stages of the implementation process. Ginzberg has drawn parallels between the stages of

the implementation process and the Lewin model of Unfreezing-Moving-Freezing, viewing planning and scheduling as the first step in the "Moving" stage(M. J .Ginzberg, 1979). Kolb and Frohman's model of the consulting process views planning as a two-directional stage, not only as necessary to the forward-going change process, but as an additional link to subsequent evaluation and possible reentry into the system(Kolb, D. A and Frohman , A. L. 1970). Nutt further emphasizes the importance of process planning, breaking down planning into four stages: formulation, conceptualization, detailing, and evaluation (Nutt, P. C, 1983). As developed in this study's model, Project Schedule/ Plans refers to the degree to which time schedules, milestones, manpower, and equipment requirements are specified. Further, the schedule should include a satisfactory measurement system as a way of judging actual performance against budget and time allowances.

2.5.4. Clients Consultation and Implementation of Donor funded Projects

The "client" is referred to here as anyone who will ultimately be making use of the result of the project, as either a customer outside the company or a department within the organization. The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Indeed, Manley found that the degree to which clients is personally involved in the implementation process will cause great variation in their support for that project (Manley. J. H 1973). Further, in the context of the consulting process, Kolb and Frohman view client consultation as the first stage in a program to implement change (Kolb, D. A and Frohman , A. L. 1970). This factor was derived for the model and therefore the Client Consultation expresses the necessity of taking into account the needs of the future clients, or users, of the project. It is, therefore, important to determine whether clients for the project have been identified. Once the

project manager is aware of the major clients. he is better able to accurately determine if their needs are being met.

2.5.5. Clients Acceptance and Implementation of Donor funded Projects

In addition to Client Consultation at an earlier stage in the project implementation process, it remains of ultimate importance to determine whether the clients for whom the project has been initiated will accept it. Client Acceptance refers to the final stage in the implementation process, at which time the ultimate efficacy of the project is to be determined. Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the client either internal or external to the organization will accept the resulting project. In fact, as several writers have shown, client acceptance is a stage in project implementation that must be managed like any other. As an implementation strategy, Lucas discusses the importance of user participation in the early stages of system development as a way of improving the likelihood of later acceptance (Lucas H. C. J r., 1979). Bean and Radnor examine the use of "intermediaries" to act as a liaison between the designer, or implementation team and the project's potential users as a method to aid in client acceptance

(Bean.A. S and Radnor, M. 1979).

2.5.6. Personnel Issues and Implementation of Donor funded Projects

This factor is concerned with Personnel issues. including recruitment. selection. and training. An important, but often overlooked. aspect of the implementation process concerns the nature of the personnel involved. In many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to

implementation success. Some writers on implementations are including the personnel variable in the equation for project team performance and project success.

Hammond has developed a contingency model of the implementation process which includes "people" as a situational variable whose knowledge, skills, goals, and personalities must be considered in assessing the environment of the organization

It is only after such a diagnosis takes place that the project management team begins to set objectives and design the implementation approach (Hammond, J. S 1979).

For the model, Personnel, as a factor, is concerned with developing a project team with the requisite skills to perform their function. Further, it is important to determine whether project management has built sufficient commitment toward project success on the part of team members.

2.5.7. Technical Task and Implementation of Donor funded Projects

It is important that the implementation be well managed by people who understand the project. In addition, there must exist adequate technology to support the project; technical Tasks refers to the necessity of not only having the necessary personnel for the implementation team, but ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks.

Steven Alter writing on implementation risk analysis, identifies two of the eight risk factors as being caused by technical incompatibility: the user's unfamiliarity with the systems or technology, and cost ineffectiveness(Alter S, 1979).

2.5.8. Monitoring and Feedback and Implementation of Donor funded Projects

Monitoring and Feedback refer to the project control processes by which at each stage of the project implementation. key personnel receive feedback on how the project is comparing to initial projections. Making allowances for adequate monitoring and feedback mechanisms gives the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. Schultz and Slevin demonstrate the evolving nature of implementation and model building paradigms to have reached the state including formal feedback channels between the model builder and the user (Schultz, R. L and Slevin, D. P. 1975). From a budgeting perspective, Souder et al. emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation (Souder, W. E et al., 1975). For the model, Monitoring and Feedback refers not only to project schedule and budget, but to monitoring performance of members of the project team.

2.5.9. Communication and Implementation of Donor funded Projects

The need for adequate communication channels is extremely important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client. As the factor Communication has been developed for the model. it refers not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures, status reports and so on (Slevin and Pinto, 1986).

Forman and Argenti (2005) are of the view that although an entire discipline is devoted to the study of organizational strategy, including strategy implementation, little attention has been given to the links between communication and strategy.

According to Smit and Cronjé (1993:354), organizational communication is the act of providing information to all the management functions, namely controlling, leading, organising and planning. Managers should therefore improve upward, downward and lateral communication to ensure that everybody at all organizational levels understand their responsibilities and are aligned around a central purpose, mission and vision (Bass &Avolio 1999).

Communication of the strategy and project information should be well defined and as complete as possible. It should omit key words, phrases, or strategic concepts that will cause misunderstandings at lower level management (Miller 2006). In other instances communication is not timely and retarded by negative interpersonal relationships.

(Kare-Silver 2002). Ineffective communication also erodes trust. (Kotter 1990) therefore states that three communication pitfalls should be avoided: under communication, ineffective communication and inconsistent communication.

Under-communication occurs when elaborate change efforts are communicated to members of an organization through a single memo or meeting; with the result that few people grasp the essence of the transformation. Ineffective communication is characterised by an inability to communicate a message despite intentions to do so. Without clarity and understanding, the leadership of an organization will find it difficult if not impossible to communicate meaning to the members of the organization. In the absence of shared meaning and interpretation of reality, coordinated action will be difficult to facilitate.

Inconsistent communication occurs when the day-to-day actions of leaders are inconsistent with their messages.

There are also other barriers to effective communication. Firstly, information overload, which is a condition where individuals have more information than the individuals can sort out and use. They then tend to select, ignore or forget information. Secondly, language could also be a barrier to effective communication, since words mean different things to different people. Frequently used terms and words used by top managers might not be understood by lower level employees (Robinson 1994).

Communication has four major functions within an organization, namely control, motivation, emotional expression and information. For an organization to enhance performance the managers need to maintain some form of control over their employees, stimulate employees to perform, provide means for emotional expression and make the information flow effectively. Effective communication fosters enthusiasm, buy-in and creative execution of tasks (Alkhafaji 2003).

Organizational communication also plays an important role in training, knowledge dissemination and learning during the process of strategy and project implementation. Through communication processes, organizational context and implementation objectives are directed. Despite the merits and quality aspects of a strategy or project, if the business team do not understand and accept it, performance will suffer. This could delay or cause the project to fail.

(Alexander 1985) found that communication is mentioned more frequently than any other single item in promoting successful strategy implementation. The content of such

communications usually includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees.

2.5.10. Trouble Shooting and implementation of donor funded projects

The tenth and final factor to emerge from classification of the model is Trouble Shooting. As the participants in the study often pointed out, problem areas exist in almost every implementation. Regardless of how carefully the project was initially planned, it is impossible to foresee every trouble area or problem that could possibly arise. As a result, it is important that the project manager make adequate initial arrangements for "troubleshooting" mechanisms to be included in the implementation plan. Such mechanisms make it easier not only to react to problems as they arise, but to foresee and possibly forestall potential trouble areas in the implementation process.

2.6. The Model

Based on the above ten factors, a framework of project implementation have been developed for heuristic purposes with the following general characteristics:

The factors is both time sequenced and interdependent. Conceptually, one could argue that the factors are sequenced to occur or be considered in a logical order instead of randomly or concurrently. To illustrate, consider that, according to the model, it is first important to set the goals or define the mission and benefits of the project before seeking top management support. Furthermore, one could argue that unless consultation with the project's clients has occurred early in the process, chances of subsequent client acceptance and use, denoting successful implementation, will be negatively affected. In actual practice,

considerable overlap and reversals can occur in the ordering of the various factors and the sequencing as suggested in the framework is not absolute.

The factors for a project implementation can be laid out on a critical path. Related to the temporal aspect, the factors of project implementation can be laid out in a rough critical path, similar to the critical path methodology used to develop a new product or to determine the steps in an MS project. In addition to the set of seven factors along the critical path, ranging from Project Strategic Planning to Client Acceptance, other factors such as Communication and Monitoring and Feedback are hypothesized to necessarily occur simultaneously and in harmony with the other sequential factors. It is important that Communication always occur or that Troubleshooting be available throughout the implementation process.

The model allows the manager to actively interact with and systematically monitor his project. The sequence of a project implementation is an important consideration for any project manager. Not only are there a prescribed set of steps to be taken in the project implementation process, but because of the order of the steps to be taken, the manager is provided with a checklist for determining the status of the project at any given stage. This monitoring capacity enables the manager to determine where the project is in terms of its life cycle and how rapidly it is moving forward. Further, the manager has the ability to determine the chances for successful implementation given attention has been paid to the proper sequencing of steps and consideration of relevant critical success factors in the implementation process.

A 100-item instrument (10.items per factor) was developed and has been used to measure the relative level of each of these critical success factors (Slevin, Pinto, 1986). This

instrument was further refined and reduced to a 50-item instrument (5 items per factor) and is a useful diagnostic tool for project implementation.

The results of a study in which the ten critical factors were assessed in terms of their overall contribution to project success with a data base of over 400 projects was sampled in an effort toward empirical verification of the importance of each of the ten initially developed critical success factors. Each of the ten factors was found to be significantly related to project success (Pinto, J. K, 1986).

As one moves through the ten-factor model it becomes clear that the general characteristics of the factors change. In fact, the factors can be grouped into meaningful patterns, or more general sub dimensions. The first four factors Mission, Top Management Support, Schedule and Communication are related to the early "planning" phase of the implementation process. The second dimension, composed of the other seven factors Client Consultation, Personnel issues, Technical Task, clients acceptance, trouble shooting and Monitoring and Evaluation , may be seen as concerned with the actual process, or "action," of the implementation. These factors seem less planning in nature and more based on the operationalization of the project implementation process.

These "planning" versus "action" elements in the critical implementation success factors show significant parallels to the distinction between strategy and tactics in the strategic management field. Strategy is often viewed as the process of deciding on overall organizational objectives as well as planning on how to achieve those goals. Tactics are seen as the deployment of a wide variety of human, technical, and financial resources to achieve those strategic plans. Strategy, then, is concerned with the upfront planning, while tactics are specifically focused on how best to operationalize, or achieve, those plans. Both

strategic and tactical issues are vital to project success. but differentially so as the project moves forward to completion. One method for clarifying the distinction raised between strategy and tactics is through the development of a taxonomy that demonstrates the diverse nature of the two functions. This taxonomy is especially useful if applied to the project management context because it has important implications for determining the relationship between strategy and tactics and the previously mentioned planning versus action aspects of the implementation process. From a conceptual standpoint. the first three critical success factors are primarily "strategic" in nature. while the last seven are more "tactical." Using the model and the measurement instrument it is possible to monitor the level of sum of percentile scores on the first three factors strategy and sum of percentile scores on the last seven factors tactics as the project moves forward in time. The current study utilizes the model in measuring the scores for the critical success factors that obtains during early planning and implementation of the project.

2.7. Conceptual Framework

The conceptual framework depicted on the following page. diagrammatically shows the relationships that exist between the dependent and independent variables under study. The dependent variable is implementation of donor funded projects whose main indicator is client acceptance, carrying out the project within budget, scope time and ensuring requisite completion quality standards.

The independent variables that will be investigated to establish their level of influence on the dependent variable are: project mission, top management support, communication. Project scheduling and technology. Also shown are the moderating variables and intervening variables.

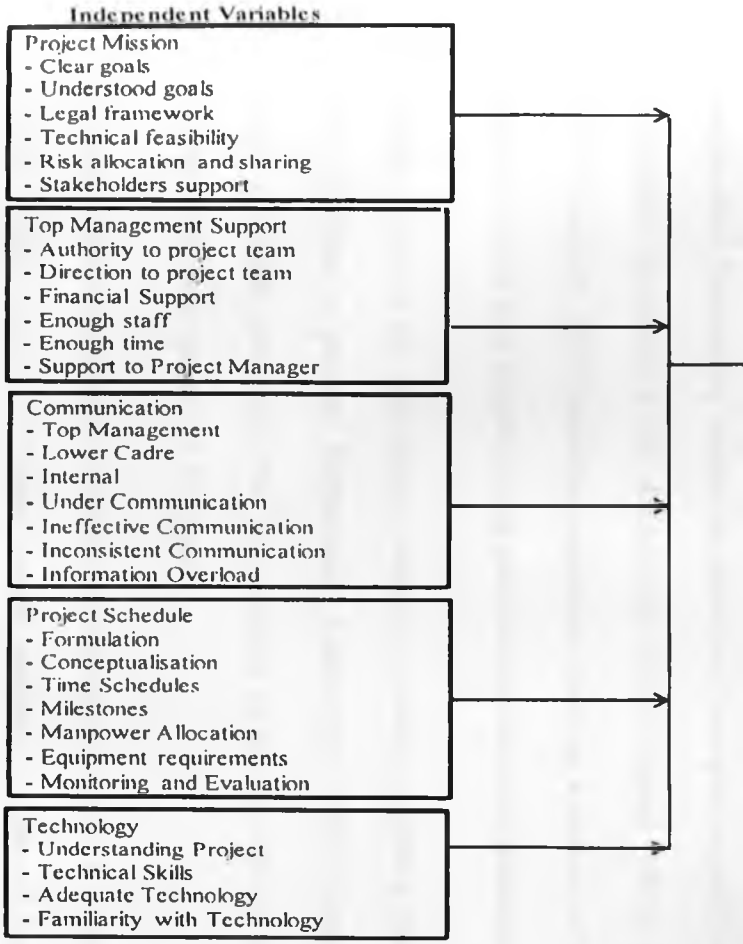
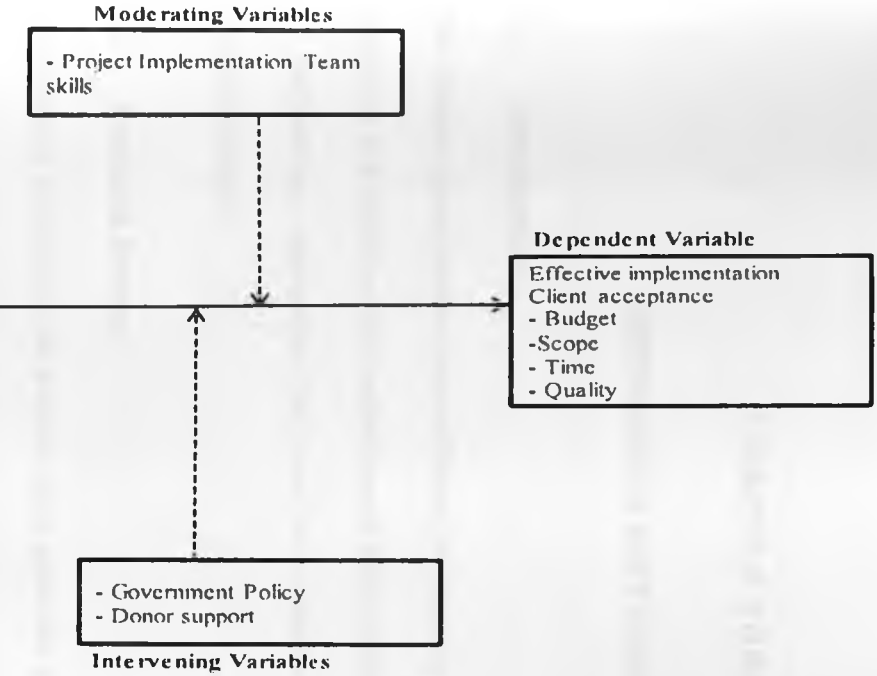


Figure 1: Conceptual Framework


Moderating Variables
- Project Implementation Team skills
Dependent Variable
Effective implementation
Client acceptance
- Budget
-Scope
- Time
- Quality
- Government Policy
- Donor support
Intervening Variables

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter gives detailed and sufficient information in order to make an estimate of the reliability and validity of the methods used. The researcher explains and justify' the choices of methodology approaches that have been adapted in order to answer the research questions posed.

3.2. Research Design

According to Yin (2003), the purpose of an academic study can be exploratory, descriptive, or explanatory. Exploratory studies are practical if you wish to clarify your understanding of a problem (Saunders, Lewis &Thornhill. 2000). Robson (1993), cited by Saunders, Lewis &Thornhill. (2000) describes exploratory study as a method of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light"

Descriptive studies are appropriate when one wishes to portray phenomenon such as events, situations or process. Furthermore, a descriptive study is also appropriate when problem is clearly structured, but the intention is not to conduct research about the connections between causes and symptoms.

The study involved a survey to determine the extent to which critical success factors influence implementation of donor funded projects; a case of support for TIVET

Government of Kenya/African Development Bank project. The research design used was the descriptive approach whose purpose is to give accurate account of the characteristics of a phenomenon, situation or organization. The research also includes the estimate of how frequently some events occur and the proportion of individuals sharing certain manner as explained by Nyandema (2007). This type of research also presents facts concerning the nature and status of a situation, as it exists at the time of the study as stated by Creswell (1994). It also brings out relationships and practices that exists, beliefs and processes that are ongoing, effects that are being felt or trends that are developing as explained by Best (1970). Furthermore, descriptive approach tries to describe present conditions, events or systems based on impressions or reactions of the respondents of the research Creswell (1994).

3.3. Target Population

The target population was employees of the Ministry of Higher education, Science and Technology drawn from the following departments: Accounts department, Administration, Department of Technical Education, Procurement and ICT.

3.4. Sampling Procedure and Sampling Size

The study used non-probability method of purposive sampling procedure. This was largely as a result of the limited number of professionals in the Ministry who are well versed with the Support for Technical, Industrial, Vocational and Entrepreneurship Training Government of Kenya/African Development Bank Project that the study is investigating. Thirty Professionals were therefore handpicked because they had an exposure to the Support for Technical, Industrial, Vocational and Entrepreneurship Training Government

of Kenya/African Development Bank Project and interacted with the project on regular basis. The officers were picked from Accounts, Administration, Technical Education, Procurement and ICT departments

The sample size satisfies the condition of sampling which, according to Mulusa (1990), should be at least 30% of the target population in order to be representative enough to allow for generalization of characteristic under investigation. According to Central limit theorem, if the sample size is large enough (N > 30), the data will follow a normal distribution curve. Gilbert and Churchill(2001).

The officers were picked proportionately from the five departments dealing with the Project under study as follows:

Table 3.1 Sample Size

Profession	**Number**	**Percentage**	**Sample**
Accountant	11	16	5
Administrator	18	26	8
Technical Education Officer	30	43	13
Procurement Officer	6	8	2
ICT Officer	5	7	2
Total	**70**	**100**	**30**

3.5. Data Collection Method

The data for this study was collected through drop and collect system with a letter of transmittal from the researcher. Each questionnaire was coded for the purpose of matching returned. completed and those delivered to the respondents.

3.6. Research Instruments

The study used questionnaires comprising of a list with predominantly close-ended questions for which respondents gave answers. The questionnaire survey had two sections designated as Parts I. and II. Part I asked general questions which enabled the researcher learn more about the respondent and their extent of involvement with donor projects; Part II aimed at establishing the relative importance of the identified Critical Success Factors (CSFs) to the support for TIVET Government of Kenya/African Development Bank project. Secondary data on the other hand was collected from published sources; the reviewed literature in this research is based on this secondary data.

3.7. Instruments Validity

A pilot study to establish the instrument's validity was carried out amongst the Project Coordination Team with an aim to improve the use of the primary data. This helped improve the suitability validity, which signifies the quality of research that makes it trustworthy and scientific. As explained by Mugenda and Mugenda (2003) pilot study allows errors to be discovered enabling effective revision as it results in determination of participants interest, discovering if the questions have meaning for the participants, checking for the participants modification of the question intent and whether what the researcher is measuring is what was intended to be measured Nachance (1996). The

respondents used during the pilot were deliberately left out during the final administration of the instruments.

3.8. Instrument Reliability

The degree of consistency between the test scores, responses or observations is called reliability. In this study Statistical Packages for Social Sciences (SPSS) was used in computing the reliability analysis and correlation analysis data. The application of reliability analysis measured how reliable the research instruments were and the correlation analysis shows the relationship between the variables.

3.9. Methods of Data Analysis

The data analysis was done using SPSS. Generally, frequency statistics analysis was used to show frequency of each variable or item outlined in the questionnaire form.

3.10. Summary

This chapter has expounded on the following areas: research design, target population, sample size and sampling procedure, methods of data collection, instrument validity and reliability and operationalization of variables and methods of data analysis.

3.11. Operationalization of Variables

The variables that the study measured are operationalized, measured and analyzed alongside the research objectives as shown in table 3.2.

Table 3.2 Operationalization Table

Objectives	Variables		Indicators	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Independent	Dependent						
To establish whether Project Strategic Planning influences the implementation of donor funded projects.	Project Strategic Planning		Clearly defined project goals Clearly understood project goals Favorable legal framework Clear project technical feasibility Appropriate risk	Level of Clarity of goals Level of Clarity of understanding goals Adequacy of legal framework Adequacy of technical feasibility framework	ordinal ordinal nominal nominal	exploratory correlation	mixed	Percentages Spearman's rank correlation

Objectives	Variables		Indicators
	Independent	Dependent	
			allocation and sharing Stakeholders support
		Implementation of donor funded	

	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Appropriateness of risk allocation and assessment	ordinal			
	Level of stakeholders support	ordinal			

Objectives	Variables		Indicators	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Independent	Dependent						
			allocation and sharing	Appropriateness of risk allocation and assessment	ordinal			
			Stakeholders support	Level of stakeholders support	ordinal			
			Implementation of donor funded					

Objectives	Variables		Indicators	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Independent	Dependent						
		projects.	Client acceptance	confirmation	nominal			
To establish whether Top Management Support influences the implementation of donor funded projects.	Top Management		Resources provision	Adequacy of authority ceded to project team Adequacy of financial provision Adequacy of manpower provision Adequacy of Time accorded to	ordinal ordinal ordinal ordinal	exploratory correlation	mixed	Percentages Spearman's rank correlation

Objectives	Variables		Indicators
	Independent	Dependent	

	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	project team to carry out project activities				
	Level of confidence on top management support by project team	ordinal			
	Time taken to obtain approvals to carry out tasks	ordinal			

Objectives	Variables		Indicators	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Independent	Dependent						
		Implementation of donor funded projects	Client acceptance	Confirmation	nominal			
To investigate whether Project Schedule influences the implementation of donor funded projects.	Project Scheduling		Project formulation Project conceptualization Time schedule	Adequacy of project formulation Adequacy of project conceptualization Adequacy of time scheduling	ordinal ordinal ordinal	exploratory correlation	mixed	Percentages Spearman's rank correlation

Objectives	Variables		Indicators
	Independent	**Dependent**	
			Milestones Manpower equipment requirement

	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Level of clarity of milestones	ordinal			
	Adequacy of manpower	ordinal			
	Adequacy of equipment	ordinal			

Objectives	Variables		Indicators	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Independent	Dependent						
		Implementation of donor funded projects	Client acceptance	Confirmation	nominal			
To investigate whether communication influences the implementation of donor funded	Communica-tion		Communication to top management Communication to lower cadre staff Communication	Level of communication Level of communication Level of	ordinal ordinal ordinal	exploratory correlation	mixed	Percentages Spearman's rank correlation

Objectives	Variables		Indicators
	Independent	Dependent	
projects.			to peers Under- communication Ineffective communication Inconsistent communication Information overload

	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	communication				
	Adequacy of communication	ordinal			
	Level of communication effectiveness	ordinal			
	Level of communication consistency	ordinal			
	Level of information overload	ordinal			

Objectives	Variables		Indicators	Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
	Independent	Dependent						
		Implementation of donor funded projects	Client acceptance timeliness	Confirmation	nominal			
To investigate whether technology affects the implementation	Technology		Understanding the project by project team Level of technical	Level of understanding Level of technical	ordinal ordinal	exploratory correlation	mixed	Percentages Spearman's rank correlation

Objectives	Variables		Indicators
	Independent	Dependent	
of donor funded projects		Implementation of donor funded projects	skills technology available familiarity with technology Client acceptance

Measurement	Measurement Scale	Study Design	Type of Analysis	Tools of Analysis
skills				
Level of technology available	ordinal			
Level of familiarity with technology	ordinal			
confirmation	nominal			

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter examines the research findings on critical success factors influencing the implementation of donor funded projects. The chapter has been sectioned into, findings on general experience of respondents and effective donor funded project implementation.

4.2. General Information

4.2.1. Response rate

The researcher sampled 30 respondents out of which 20 responded to the questionnaire. The response rate has been presented on table 4.1 below.

Table 4.1 Response rate

Response rate				
	Frequency	Percent	Valid Percent	Cumulative Percent
Responded	20	66.7	66.7	66.7
Did not respond	10	33.3	33.3	100.0
Total	**30**	**100.0**	**100.0**	

The study response rate was 66.7% representing over 50% respondent turn out. According to Mugenda (2003) a response rate above 50% can adequately be used in establishing the research objectives and answering research questions as depicted in this study.

4.2.2. Respondents personal Information

Respondents' personal information included level of education, gender and age. The findings on analysis of respondents level of education has been presented on table 4.2.

Table 4.2: Respondents Personal Information

		Frequency	Percentage
Level of education	Higher Diploma	2	9.5
	Degree	1	4.8
	Masters	10	47.6
	Med	1	4.8
	Graduate	2	9.5
	University	2	9.5
	fourth level EACE	1	4.8
	o level	2	9.5
	Total	**21**	**100.0**
Gender	Female	9	40.9
	Male	13	59.1
	Total	**22**	**100.0**
Age	20-30 yrs	7	31.8
	31-40yrs	10	45.5
	41-50yrs	5	22.7
	over 50 yrs	0	0.0
	Total	**22**	**100.0**

An analysis of respondent's demographic information revealed that majority (47.6%) had a masters level education. 40.9% of the respondents were female while 59.1% were male.

Respondents were aged between 20 to over 50 years. with majority being in the age group between 31-40 years.

4.2.3. Respondents level of experience

Respondent's level of experience on donor aided projects was indicated by their primary role in the organization. Awareness of the support for TIVET GoK/ADB Project at MoHEST existence, Sector involved in Donor Aided Projects, and years of experience in dealing with donor aided projects in Kenya. The findings were presented on table 4.3.

Table 4.3 Respondents level of experience

Respondents level of experience		Frequency	Percentage
Primary role in the organisation	Project officer	3	13.6
	Technical Education expert	7	31.8
	Accountant	5	22.7
	Legal advisor	0	0.0
	Financial advisor	1	4.5
	Administration	3	13.6
	Economists	2	9.1
	Others (support staff)	1	4.5
	Total	**22**	**100.0**
Awareness of the support for TIVET GoK/ADB Project at MoHEST existence	Yes	22	100.0
	No	0	0.0
	Total	**22**	**100.0**
Years of experience in dealing with donor aided projects in Kenya	0-5yrs	2	10.5
	6-10yrs	0	0.0
	11-15yrs	13	68.4
	16-20yrs	2	10.5
	21yrs or above	2	10.5
	Total	**19**	**100.0**

Majority of donor aided projects were within the education sector with minority distributed within roads, water and sanitation, IT and communication and ICT. Sectors involved themselves into one, two, three or four donor aided projects. Majority (42.1%) of the respondent indicated that they participated in two projects with second majority indicating that they were involved in one project at 36.8%.

4.3. Effectiveness of Project Implementation

In examining the critical success factors affecting the implementation of donor funded projects, the researcher established the extent to which, project scope, adherence to project timelines, project budget and observation of laid down quality standards defined effective project implementation. The finding was presented on table 4.5.

Table 4.5: Rating on effectiveness of project implementation

Effective of project implementation		Frequency	Percentage
Keeping to the project scope for effective project implementation	Not at all	1	4.8
	Limited extent	0	0.0
	To a moderate extent	2	9.5
	To a large extent	6	28.6
	To a very large extent	12	57.1
	Total	**21**	**100.0**
Adhering to the set project timeliness for effective project implementation	Not at all	0	0.0
	Limited extent	2	9.5
	To a moderate extent	1	4.8
	To a large extent	6	28.6
	To a very large extent	12	57.1
	Total	**21**	**100.0**

	Not at all	0	0.0
	Limited extent	1	4.8
Adhering to the set project budget for	To a moderate extent	1	4.8
effective project implementation	To a large extent	6	28.6
	To a very large extent	13	61.9
	Total	**21**	**100.0**
	not at all	1	4.8
	limited extent	0	0.0
Observing the laid down quality standards	to a moderate extent	0	0.0
for effective project implementation	to a large extent	6	28.6
	to a very large extent	14	66.7
	Total	**21**	**100.0**

The researcher rated the extent to which various project management practices described the effectiveness of donor funded projects. Keeping to the project scope was rated to a very large extent by 57% majority of the respondents, and to a large extent by the second largest majority of the respondents. Minority (9.5%) and (4.8%) gave a moderate extent and not at all rating. As far as adhering to the set project timeliness for effective project implementation of projects was concerned, majority (57.1%) of respondents rated it to a very large extent. 28.6% rated it to a large extent while 4.8% rated gave a little and moderate extent rating respectively. Adhering to the set project budget was rated to a very large extent by 61.9% majority of the respondents to a large extent by 28.6% second majority. while minority (4.8%) said it did not influence at all. Observation of laid down quality standards, was rated highly by 66.7% majority of respondents, to a moderate extent by 28.6% and not at all by 4.8% minority of respondents. From the descriptive statistics generated it can be noted keeping of project scope , adhering to the set project timelines ,

adhering to set project budget and observing laid down quality standards are indicators of effective project implementation. These findings concur with the observation of various authors as far as effectiveness of project implementation is concerned. According to James and Wong (2006) most common causes of project failure are; frequent change of specification/project scope, Unclear project goals. Unclear roles and responsibilities, Inadequate estimation of required human resources and efforts, Inadequate project monitoring and control, Inadequate project management skills, Inadequate risk management, Poor project planning, Staff turnover that affects the project.

4.4. Critical success factors affecting Implementation of Donor Funded Projects

An examination of critical success factors affecting implementation of Donor funded projects rates various organizational parameters within which organizations operate. These parameters included; Project Strategic Planning, top management support, communication, project scheduling and technology. Respondents were asked to provide their rating of various assertions measuring organizational practices on the aforementioned parameters. The findings were presented on tables 4.6, 4.7, 4.8, 4.9 and 4.10.

4.4.1. Project Strategic Planning

Table 4.6 Extent to which Project Strategic Planning influence the implementation of Support for TIVET Government of Kenya/African Development Bank project

Project Strategic Planning		Frequency	Percentage
Clearly defined goals	Not at all	1	5.0
	Limited extent	0	0.0
	To a moderate extent	3	15.0
	To a large extent	5	25.0
	To a very large extent	11	55.0
	Total	**20**	**100.0**
Clearly understood project goals	Not at all	1	5.0
	Limited extent	0	0.0
	To a moderate extent	0	0.0
	To a large extent	8	40.0
	To a very large extent	11	55.0
	Total	**20**	**100.0**
Favourable legal framework	Not at all	0	0.0
	Limited extent	2	10.0
	To a moderate extent	5	25.0
	To a large extent	10	50.0
	To a very large extent	3	15.0
	Total	**20**	**100.0**
Clear Project technical feasibility	Not at all	0	0.0
	Limited extent	1	5.0
	To a moderate extent	0	0.0
	To a large extent	8	40.0
	To a very large extent	11	55.0

	Total	**20**	**100.0**
Appropriate risk allocation and risk sharing	Not at all	0	0.0
	Limited extent	1	5.0
	To a moderate extent	10	50.0
	To a large extent	6	30.0
	To a very large extent	3	15.0
	Total	**20**	**100.0**
Stakeholder Support	Not at all	0	0.0
	Limited extent	2	10.0
	To a moderate extent	4	20.0
	To a large extent	4	20.0
	To a very large extent	10	50.0
	Total	**20**	**100.0**

Gauging the extent to which clearly defined goals influence of the implementation of support for TIVET Government of Kenya/African Development Bank project, majority of the respondent's equivalent to 55% rated the influence as very large extent. Influence of large extent was rated by 25%, moderate extent by 15% and only 5% who had their view that clearly defined goals have no influence at all.

Clearly understood project goals influence the support for the implementation of support for TIVET Government of Kenya/African Development Bank project to a very great extent. This was shown by 55% of respondents who rated the influence to a very large extent. Forty percent had their rating to a large extent while only a few respondents of 5% said it does not influence at all. This indicates the importance of stipulating clearly understood goals as they are critical in implementing donor-funded projects.

The influence brought about by Project Strategic Planning on the formulation of favorable legal framework is highly rated to a large extent as shown by majority of the respondent's equivalent to 50%. Rating of moderate extent was shown by 25%, very large extent by 15% and a minimal response of 10% of those who said that favorable legal framework has limited extent.

It was established that clear project technical feasibility influence implementation of support for TIVET Government of Kenya/African Development Bank project to a very large extent by 55%. The influence was also rated to a large extent by 40% while only a minor response of 5% presented their opinion of influence to limited extent. On the other hand, appropriate risk allocation and risk sharing influence the implementation of support for TIVET Government of Kenya/African Development Bank project, to a moderate extent by 50%, to a large extent by 30%, to a very large extent by 15% and to a limited extent by 5%.

Stakeholders support as one of the critical success factors influence implementation of support for TIVET Government of Kenya/African Development Bank project was rated to a very large extent by majority of the respondents tallying to 50%. The factor was also rated to a large extent and moderate extent by 20% and to a limited extent by 10%.

From the above data, it can be is highly agreeable that, clearly defined goals, clearly understood project goals, favorable legal framework, clear project technical feasibility and stakeholders support have a high rate of influencing the implementation of support for TIVET Government of Kenya/African Development Bank project and therefore should be

highly considered before the project implementation process as well as during the implementation process.

4.4.2. Top Management Support

Table 4.7: Extent to which Top Management influences the implementation of Support for TIVET Government of Kenya/African Development Bank project

Rating on top management support		Frequency	Percentage
Granting of authority to project team to run the project	Not at all	0	0.0
	Limited extent	2	9.5
	To a moderate extent	5	23.8
	To a large extent	2	9.5
	To a very large extent	12	57.1
	Total	**21**	**100.0**
Giving direction to the project team	Not at all	0	0.0
	Limited extent	2	9.5
	To a moderate extent	4	19.0
	To a large extent	9	42.9
	To a very large extent	6	28.6
	Total	**21**	**100.0**
Giving sufficient financial support to project team	Not at all	1	4.8
	Limited extent	1	4.8
	To a moderate extent	1	4.8
	To a large extent	6	28.6
	To a very large extent	12	57.1
	Total	**21**	**100.0**
Providing enough staff to the project implementation team	Not at all	1	5.0
	Limited extent	1	5.0

	To a moderate extent	2	10.0
	To a large extent	10	50.0
	To a very large extent	6	30.0
	Total	**20**	**100.0**
Allowing members of the project team enough time in project work	Not at all	1	4.8
	Limited extent	0	0.0
	To a moderate extent	2	9.5
	To a large extent	7	33.3
	To a very large extent	11	52.4
	Total	**21**	**100.0**
According project manager total support	Not at all	1	4.8
	Limited extent	0	0.0
	To a moderate extent	4	19.0
	To a large extent	3	14.3
	To a very large extent	13	61.9
	Total	**21**	**100.0**

Granting of authority to project team to run the project as one of the ways in which top management Support is deemed to influences the implementation of Support for TIVET Government of Kenya/African Development Bank project was rated by majority of the respondents of 57% to a very large extent. Influence of moderate extent was given by 23.8% while those who rated the influence to a large extent and limited extent were 9.5%.

It was agreed upon that the action of the top management in giving direction to the project team influences implementation of donor-funded projects to a large extent. This was revealed by 42.9% response while 28.6% expressed their opinion to a very large extent.

Moderate rating was supported by 19% while only a minimal response of 9.5% held that the action of giving direction to the project team has a limited extent.

In determination to find the extent to which the support of top management in giving sufficient financial support to project team influence implementation of Support for TIVET Government of Kenya/African Development Bank project, majority of the respondents of 57% rated the influence to a very large extent, 28.6% to a large extent and equal rating of 4.8% to both moderate extent, limited extent and no influence at all.

On the assertion that top management providing enough staff to the project implementation team influence implementation of Support for TIVET Government of Kenya/African Development Bank project, 50% rated the influence to a large extent while 30% rated it to a very large extent. Those who stated that provision of enough staff to the project implementation team have moderate influence accounted for 10% while 5% rated the influence to both limited extent and no extent.

In establishing the influence brought about by the top management by allowing members of the project team enough time in project work on implementation on donor-funded projects, most of the respondent's equivalent to 52.4% rated the influence to a very large extent while 33.3% rated it to a large extent. Moderate rating was supported by 9.5% while the rating of not at all was supported by 4.8%.

According to the analysis, project managers total support by the top management has a strong influence rated to a very large extent by 61.9%. This was also supported by 19% of the respondents who rated the influence as moderate as 14.3% rate it to a large extent. Small response of 4.8% were for the opinion that according project managers total support

does not influence implementation of Support for TIVET Government of Kenya/African Development Bank project at all.

The response on the effect of top management support in the implementation of Support for TIVET Government of Kenya/African Development Bank project reveals a solid relationship of influence. This coincides with the views of several authors such as Schultz and Slevin, who notes that management support of project which may involve allocation of sufficient resources as well as the project manager's confidence has been considered of great importance in distinguishing between their ultimate success and failure. In addition, Beck views project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization which shows that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product.

4.4.3. Communication

Table 4.8: Extent to which Communication influences the implementation of Support for TIVET Government of Kenya/African Development Bank project

Rating on communication		Frequency	Percentage
Communication to top management	Not at all	1	4.8
	Limited extent	2	9.5
	To a moderate extent	0	0.0
	To a large extent	8	38.1
	To a very large extent	10	47.6
	Total	**21**	**100.0**
Communication to ministry's low cadre staff	Not at all	2	9.5
	Limited extent	7	33.3
	To a moderate extent	9	42.9
	To a large extent	1	4.8
	To a very large extent	2	9.5
	Total	**21**	**100.0**
Communication to peers	Not at all	1	4.8
	Limited extent	2	9.5
	To a moderate extent	11	52.4
	To a large extent	5	23.8

	To a very large extent	2	9.5
	Total	**21**	**100.0**
Communication within the project implementation team	Not at all	1	4.8
	Limited extent	1	4.8
	To a moderate extent	0	0.0
	To a large extent	10	47.6
	To a very large extent	9	42.9
	Total	**21**	**100.0**
Under-communication	Not at all	3	14.3
	Limited extent	1	4.8
	To a moderate extent	3	14.3
	To a large extent	8	38.1
	To a very large extent	6	28.6
	Total	**21**	**100.0**
Ineffective communication	Not at all	4	20.0
	Limited extent	2	10.0
	To a moderate extent	3	15.0
	To a large extent	2	10.0

	To a very large extent	9	45.0
	Total	**20**	**100.0**
Inconsistent communication	Not at all	2	9.5
	Limited extent	2	9.5
	To a moderate extent	4	19.0
	To a large extent	4	19.0
	To a very large extent	9	42.9
	Total	**21**	**100.0**
Information overload	Not at all	3	14.3
	Limited extent	2	9.5
	To a moderate extent	7	33.3
	To a large extent	7	33.3
	To a very large extent	2	9.5
	Total	**21**	**100.0**

In revealing the level of influence of communication to various levels on the implementation of support for TIVET Government of Kenya/African Development Bank project, communication to top management was rated to influence to a very large extent by 47.6% and to large extent by 38.1%. Few respondents accounting for 9.5% expressed their

opinion as to a limited extent while the minority response of 4.8% had their view that communication to the top management has no effect at all.

On the other hand, communication to the ministry's low cadre staff has a moderate influence as rated by majority (42.9%). Quite a big percent of 33.3% rated the influence to a limited extent as 9.5% rated it to both very large extent and no influence at all. Minimal response of 4.8% was received from respondents who rated the influence to a large extent.

Influence resulting to communication to the peers received majority response of 52.4% to a moderate extent, 23.8% to a large extent, 9.5% to both very large extent and limited extent and only 4.8% to no influence at all. Elsewhere, the influence brought about by the communication within the project implementation team on the implementation of support for TIVET Government of Kenya/African Development Bank project, highest response was received from respondents who rated the influence to a large extent by 47.6% followed by 42.9% who rated the influence to a very large extent, and 4.8% to both limited extent and to no extent at all.

Under-communication influences implementation of donor-funded projects by 38.1% to a large extent and 28.6% to a very large extent. Minimal response of 14.3% rated the influence as moderate extent and to no extent at all with only 4.8% rating the influence to a limited extent. Further, in establishment of the rate of influence resulting from ineffective communication, majority of the respondents shown by 45% rated the influence as to a very large extent, 20% to no effect at all, 15% to a moderate extent and 10% to both large extent and limited extent. This indicates that, absence of effective communication, described as

opinion as to a limited extent while the minority response of 4.8% had their view that communication to the top management has no effect at all.

On the other hand, communication to the ministry's low cadre staff has a moderate influence as rated by majority (42.9%). Quite a big percent of 33.3% rated the influence to a limited extent as 9.5% rated it to both very large extent and no influence at all. Minimal response of 4.8% was received from respondents who rated the influence to a large extent.

Influence resulting to communication to the peers received majority response of 52.4% to a moderate extent, 23.8% to a large extent, 9.5% to both very large extent and limited extent and only 4.8% to no influence at all. Elsewhere, the influence brought about by the communication within the project implementation team on the implementation of support for TIVET Government of Kenya/African Development Bank project, highest response was received from respondents who rated the influence to a large extent by 47.6% followed by 42.9% who rated the influence to a very large extent, and 4.8% to both limited extent and to no extent at all.

Under-communication influences implementation of donor-funded projects by 38.1% to a large extent and 28.6% to a very large extent. Minimal response of 14.3% rated the influence as moderate extent and to no extent at all with only 4.8% rating the influence to a limited extent. Further, in establishment of the rate of influence resulting from ineffective communication, majority of the respondents shown by 45% rated the influence as to a very large extent, 20% to no effect at all, 15% to a moderate extent and 10% to both large extent and limited extent. This indicates that, absence of effective communication, described as

under communication and ineffective communication is highly influential as it is likely to delay the flow of inflation and ultimately hinder the implementation process.

Similar opinions presented on ineffective communication and under-communication was also manifested on the rating of the influence brought by inconsistent communication. Rating of a very large extent was supported by 42.9% with 19% rating the influence to a large extent and moderate extent and 9.5% to both limited extent and to no extent at all. Information overload influence the implementation of support for TIVET Government of Kenya/African Development Bank project by 33.3% to a large extent and moderate extent. 14.3% rated the influence to no extent at all, 9.5% to a very large extent and limited extent.

The rating of the influence of communication indicates the requirement for adequate communication channels which is extremely important in creating an atmosphere for successful project implementation among all the departments and levels in an organization. The importance of communication which embraces the functions of control, motivation, emotional expression and information from the management perspective need to be instilled. Barriers to communication such as information overload. under-communication, ineffective communication and inconsistent communication should be highly eliminated to avoid delaying project implementation.

4.4.4. Project Scheduling

Table 4.9 Extent to which Project Scheduling influences the implementation of Support for TIVET Government of Kenya/African Development Bank project

		Frequency	Percentage
Project formulation	Not at all	0	0.0
	Limited extent	2	10.0
	To a moderate extent	0	0.0
	To a large extent	8	40.0
	To a very large extent	10	50.0
	Total	**20**	**100.0**
Project conceptualization	Not at all	0	0.0
	Limited extent	4	21.1
	To a moderate extent	0	0.0
	To a large extent	10	52.6
	To a very large extent	5	26.3
	Total	**19**	**100.0**
Time schedules	Not at all	1	5.0
	Limited extent	2	10.0
	To a moderate extent	3	15.0
	To a large extent	7	35.0
	To a very large extent	7	35.0
	Total	**20**	**100.0**
Milestones	Not at all	0	0.0
	Limited extent	3	15.0
	To a moderate extent	5	25.0
	To a large extent	6	30.0
	To a very large extent	6	30.0
	Total	**20**	**100.0**

	Not at all	1	5.0
	Limited extent	2	10.0
Manpower allocation	To a moderate extent	3	15.0
	To a large extent	9	45.0
	To a very large extent	5	25.0
	Total	**20**	**100.0**
	Not at all	1	5.3
	Limited extent	1	5.3
Equipment requirements	To a moderate extent	4	21.1
	To a large extent	9	47.4
	To a very large extent	4	21.1
	Total	**19**	**100.0**
	Not at all	1	5.0
	Limited extent	1	5.0
Monitoring and evaluation	To a moderate extent	1	5.0
	To a large extent	10	50.0
	To a very large extent	7	35.0
	Total	**20**	**100.0**

The effect of project scheduling on the implementation of Support for TIVET Government of Kenya/African Development Bank project in terms of project formulation was rated to a very large extent by 50%. Response of 40% rated it to a large extent and 10% to a limited extent. Project conceptualization was rated to affect implementation of support for TIVET Government of Kenya/African Development Bank project by 52.6% to large extent, 26.3% to a very large extent and to a limited extent by 21.1%.

Implementation of Support for TIVET Government of Kenya/African Development Bank project is highly influenced by time schedules to a large extent and very large extent as

	Not at all	1	5.0
	Limited extent	2	10.0
Manpower allocation	To a moderate extent	3	15.0
	To a large extent	9	45.0
	To a very large extent	5	25.0
	Total	**20**	**100.0**
	Not at all	1	5.3
	Limited extent	1	5.3
Equipment requirements	To a moderate extent	4	21.1
	To a large extent	9	47.4
	To a very large extent	4	21.1
	Total	**19**	**100.0**
	Not at all	1	5.0
	Limited extent	1	5.0
Monitoring and evaluation	To a moderate extent	1	5.0
	To a large extent	10	50.0
	To a very large extent	7	35.0
	Total	**20**	**100.0**

The effect of project scheduling on the implementation of Support for TIVET Government of Kenya/African Development Bank project in terms of project formulation was rated to a very large extent by 50%. Response of 40% rated it to a large extent and 10% to a limited extent. Project conceptualization was rated to affect implementation of support for TIVET Government of Kenya/African Development Bank project by 52.6% to large extent, 26.3% to a very large extent and to a limited extent by 21.1%.

Implementation of Support for TIVET Government of Kenya/African Development Bank project is highly influenced by time schedules to a large extent and very large extent as

rated by 35%. Quite a smaller response of 15% rated the influence to a moderate extent, 10% to a limited extent and 5% to no influence at all. In establishing the effect of milestones in project implementation on donor-funded projects, majority of the respondents rated the effect to both very large extent and large extent by 30%. Twenty-five percent rated the effect to a moderate extent while 15% rated it to a limited extent.

In a statement seeking the rating of the effect of manpower allocation on the implementation of donor-funded projects, it was determined that, manpower allocation affect to a large extent by 45%, to a very large extent by 25%, moderate extent by 15% and limited extent by 10% and 5% to no effect at all. Equipment requirement influences implementation of donor-funded projects to a large extent as shown by the majority response of 47.4%. Equal response of 21.1% had their view that effects of equipment requirements is to a very large extent and moderate extent. Similarly, equal response of 5.3% % rated the effect to both limited extent and no extent at all.

Rating of the effect of monitoring and evaluation was found to influence project implementation on donor-funded projects by 50% to a large extent, 35% to a very large extent and equal response of 5% to moderate extent, limited extent and no effect at all.

4.4.5. Technology

Table 4:10 Extent to which technology influences the implementation of Support for TIVET Government of Kenya/African Development Bank project

Rating on technology		Frequency	Percentage
Members of team understands the project	Not at all	0	0.0
	Limited extent	0	0.0
	To a moderate extent	1	4.8
	To a large extent	8	38.1
	To a very large extent	12	57.1
	Total	**21**	**100.0**
Members of the project team possess necessary technical skills	Not at all	1	4.8
	Limited extent	1	4.8
	To a moderate extent	0	0.0
	To a large extent	4	19.0
	To a very large extent	15	71.4
	Total	**21**	**100.0**
Project team have adequate technology at their disposal	Not at all	0	0.0
	Limited extent	1	4.8
	To a moderate extent	1	4.8
	To a large extent	7	33.3
	To a very large extent	12	57.1
	Total	**21**	**100.0**
Members of the project team are familiar with technology provided	Not at all	0	0.0
	Limited extent	1	4.8
	To a moderate extent	1	4.8
	To a large extent	7	33.3

	To a very large extent	12	57.1
	Total	**21**	**100.0**

Measuring the effect of technology on the implementation of Support for TIVET Government of Kenya/African Development Bank project. the aspect of members understanding the project was rated to a very large extent by 57%. to a large extent by 38.1% and 4.8% to a moderate extent. Possession of technical skills by members of the project team influences to a large extent by 71.4%. Influence of very large extent was rated by 19% while minority response of 4.8% rated the effect to a limited extent and to no effect at all.

Availability of adequate technology to the project team affects the implementation of donor-funded projects to a very large extent by 57.1%. Those who rated the influence to a large extent amounted to 33.3% while equal percentage of 4.8% rated the influence to a moderate extent and limited extent.

Similar pattern of response on the assertion that members of the project team are familiar with technology provided. majority of the respondents rated the influence to a very large extent by 57.1%. Influence of 33.3% rated the influence to a large extent and equal response of 4.8% had their opinion that members of the project team are familiar with technology have limited extent and no effect at all.

Embracing technology in the implementation of donor-funded projects is vital to proper completion of such projects. Form the assertions of majority of the respondents on the responses supporting use of technology in implementation of the projects; it is important that the implementation be well managed by people who understand the project. Moreover.

there should be adequate technology to support the project and technical tasks which include the necessity of having the necessary personnel for the implementation team and ensuring that they possess the necessary technical skills.

4.5. Correlation analysis on critical success factors affecting project implementation

4.4.3. Project Strategic Planning

Table 4.11: Correlation matrix for Project Strategic Planning parameters

Correlations	1	2	3	4	5	6
Clearly defined goals to Project Strategic Planning	1.000					
Clearly understood project goals	.837	1.000				
Favourable legal framework	.427	.350	1.000			
Clear project technical feasibility	.632	.693	.377	1.000		
Appropriate risk allocation and risk sharing	.372	.380	.243	.340	1.000	
Stakeholders' support	.482	.533	.375	.589	.232	1.000

A positive correlation coefficient was found for all parameters under Project Strategic Planning. Clearly defined goals to Project Strategic Planning, and Clearly understood project goals correlated at 0,837 indicating a strong positive correlation, Favourable legal framework to Project Strategic Planning correlated with Clearly defined goals to Project

Strategic Planning and Clearly understood project goals at 0.427 and 0.350respectively. showing a moderately weak relationship. Clear project technical feasibility to Project Strategic Planning was found to correlate with clearly defined goals to Project Strategic Planning. clearly understood project goals and favourable legal framework at 0.632. 0.693 and 0.377. Appropriate risk allocation and risk sharing correlated positively with clearly defined project goals at 0.482. clearly understood project goals at 0.533. Favourable legal framework at 0.375 and appropriate risk allocation and risk sharing at 0.589 and stakeholder support at 0.232.

4.4.4. Top Management Support

Table 4.12: Correlation matrix for top management support parameters

Correlations	1	2	3	4	5	6
Rating of authority to project team to run the project to top management	1.000					
Giving direction to the project team to top management	.670	1.000				
Giving sufficient financial support to project team to top management	.610	.542	1.000			
Providing enough staff to the project implementation team to top management	.587	.636	.773	1.000		

Allowing members of the project team enough time in project work to top management	.392	.650	.635	.651	1.000	
According project manager total support to top management	.568	.744	.705	.773	.681	1.000

Various factors under top management support were found to positively correlate at different levels of relationship. Granting of authority to project team to run the project to top management positively correlated with Giving direction to the project team to top management at 0.670, Giving sufficient financial support to project team to top management at .610, Providing enough staff to the project implementation team to top management at 0.587, Allowing members of the project team enough time in project work to top management at 0.392 and according project manager total support to top management at 0.568.

4.4.5. Communication

Table 4.13 Correlation matrix for communication parameters

Correlations	1	2	3	4	5	6	7	8
Top management to communication	1.000							
Communication to ministry's low cadre staff to	.190	1.000						
Communication to peers to communication	.444	.369	1.000					
Communication within the project implementation team	.710	-.047	.206	1.000				
Under-communication	.513	.000	-.157	.308	1.000			
Ineffective communication	.496	-.075	-.183	.395	.785	1.000		
Inconsistent communication	.336	.096	-.145	.141	.698	.900	1.000	
Information overload	.067	.264	.158	-.140	.463	.451	.571	1.000

Correlation analysis on communication as a critical success factor in implementation of donor funded projects find out that; there was both positive and negative correlations between communication parameters examined. The strongest correlation was obtained

between top management communication and communication within the project team with a correlation value of 0.710 indicating a strong relationship. A moderate positive correlation was also established between top management communication and under communication at a correlation value of 0.513.

4.4.6. Project scheduling

Table 4.14 Correlation matrix for project scheduling parameters

Correlation	1	2	3	4	5	6	7
Project formulation	1.000						
Project conceptualization	.470	1.000					
Time schedules	.196	.709	1.000				
Milestones	.422	.459	.236	1.000			
Manpower allocation	.198	.471	.517	.449	1.000		
Equipment requirements	.308	.459	.509	.439	.883	1.000	
Monitoring and evaluation	.538	.461	.493	.655	.621	.754	1.000

An analysis of the relationships between project scheduling parameters revealed that there was a highest and strongest relationship between monitoring and evaluation and project formulation showing a correlation value of 0.538. and project conceptualization showing a correlation value of 0.461, and equipment requirements indicating a correlation value of 0.754. Similarly, project time schedules strongly correlated with project conceptualization at a correlation value of 0.709. A moderate relationship was established between man power allocations and project milestones at a correlation coefficient of 0.517.

4.4.7. Technology

Table 4.15 Correlation matrix for technology parameters

Correlation	1	2	3	4
Members of team understands the project to use	1.000			
Members of the project team possess necessary technical skills to use of technology	.676	1.000		
Project team have adequate technology at their disposal	.644	.842	1.000	
Members of the project team are familiar with technology provided	.439	.556	.772	1.000

A correlation analysis on the interrelationship between technological factors revealed an almost an above moderate relationships as far as technology as a critical factor towards implementation of Donor funded projects. A moderately strong relationship existed between possession of technical skills among members of project team and project team members understanding of the project. There was also a strong relationship between adequacy of technology the project team is exposed to and familiarity of technology provided. This means that apart from embracing technology, organizations have adequate supply of the technology to project team members so as to ensure that the project team has equal opportunity to learn and be exposed to the technology.

4.5. Factor Analysis on Critical Success Factors Affecting Project Implementation

In order to identify patterns of correlations on critical success factors affecting implementation of donor funded projects. factors analysis through extraction method was undertaken. The strongest correlation coefficients was obtained for every factor in order to come up with a rank of critical success factors as indicated on table 4.14 below .

Table 4.16 Ranking of critical success factors influencing implementation of donor funded projects

Main factor	Ranking of factors under each main factor	Coefficient score
Project Strategic Planning	Clearly defined goals	0.336
	Stakeholder support	0.286
	Clearly understood project goals	0.260
Top Management Support	Sufficient financial support to project team	0.227
	Enough staff to the project implementation	0.205
	Authority of the project Team	0.200
Communication	Top management	0.353
	Communication within the project implementation team	0.236
	Communication to ministry's low cadre staff	0.236
Project	Monitoring and evaluation	0.204

scheduling	Equipment / resource scheduling	0.214
	Man power allocations	0.218
Technology	Adequate technology at project team's disposal	0.319
	Project team possess necessary technical skills to use of technology	0.302
	Familiarity with technology on the part of project team	0.268

From the results of factor analysis. it can be noted that all Project Strategic Planning, top management support, communication, project scheduling, and technology are all critically important in implementation of Donor supported projects. The levels of importance vary depending on various interlaying factors. As far as Project Strategic Planning is concerned . clearly defined Project Strategic Planning and goals, stakeholder support to Project Strategic Planning and clearly understood project goals to mission are the top most success factors affecting implementation of Donor funded projects.

Under top management support. financial support to project team, enough support to project team and authority of the project team are the most important top management factors that influence the success of Donor funded projects. Under communication; the success of donor funded projects is highly influenced by top management communication. communication within the project implementation team and communication to ministry's low cadre staff. Under project scheduling, monitoring and evaluation, equipment or resource scheduling and man power allocations are important factors as far as implementation of Donor funded projects is concerned. Under technology, the most

important factors include; adequate technology at projects team disposal. possession of necessary skills by the project team on the use of technology. and familiarity with the technology in use by the project team.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary. conclusion and recommendation on the study critical success factors influencing implementation of donor funded projects. The study sought to establish the extent to which Project Strategic Planning, top Management support, communication. Project Scheduling and Technology influenced Donor funded projects.

5.2. Summary of Findings

The summary of findings provided key observations of the study as far as background information about respondents, rating on effectiveness of implementation of Donor funded projects and influence of factors deemed critical in success of donor funded projects as outlined in the study objectives .This has been presented in the subtopics below.

5.3. Background Information

An analysis of respondent's demographic information revealed that majority (59.1%) were male and female at 40.9%, with majority age group being 31-40 years. Technical education experts formed the major part of the respondents' population with other designations being projects officers, accountants, administrators, financial advisors and economist.

Respondents were all aware of the TIVET/Gok /ADB project which was the main focus of this study. Majority of the respondents had worked for the organization for a period between 11-15 years. Majority of donor aided projects were within the education sector with minority distributed within roads, water and sanitation. IT and communication and ICT. Sectors involved themselves into one, two, three or four donor aided projects. Majority (42.1%) of the respondent indicated that they participated in two projects with second majority indicating that they were involved in one project.

5.4. Effectiveness of Project Implementation

The researcher rated the extent to which various project management practices influenced the effectiveness of donor funded projects. Keeping to the project scope was rated to a very large extent by 57% majority of the respondents, and to a large extent by the second largest majority of the respondents. Minority (9.5%) and (4.8%) gave a moderate extent and not at all rating. As far as adhering to the set project timeliness for effective project implementation of projects was concerned, majority (57.1%) of respondents rated it to a very large extent, 28.6% rated it to a large extent while 4.8% rated gave a little and moderate extent rating respectively.

Adhering to the set project budget was rated to a very large extent by 61.9% majority of the respondents, to a large extent by 28.6% second majority, while minority (4.8%) said it did not affect at all. Observation of laid down quality standards, was rated highly by 66.7% majority of respondents, to a moderate extent by 28.6% and not at all by 4.8% minority of respondents. From the descriptive statistics generated it can be noted keeping of project scope . adhering to the set project timelines , adhering to set project budget and observing

laid down quality standards are indicators of effective project implementation. These findings concur with the observation of various authors as far as effectiveness of project implementation is concerned. According to James and Wong (2006) most common causes of project failure are; frequent change of specification/project scope. Unclear project goals. Unclear roles and responsibilities. Inadequate estimation of required human resources and efforts. Inadequate project monitoring and control. Inadequate project management skills. Inadequate risk management. Poor project planning. Staff turnover that affects the project.

5.5. Critical Success Factors Affecting Implementation of Donor funded Projects

The critical success factors influencing project implementation formed the main constructs in the research objectives. The influence of Project Strategic Planning on implementation of donor funded project was measured under. clearly defined goals. clearly understood goals. favorable legal framework. clear project technical feasibility, appropriate risk allocation and risk sharing and on stakeholders support.

5.5.1. Project Strategic planning

Influence of clearly defined goals as well as clearly understood project goals was rated to a very large extent by 55% majority of respondents. Favorable legal framework was rated to a large extent by 50% majority of the respondent's. 55% majority of respondents rated the extent of technical feasibility influence to a very large extent.

Appropriate risk allocation and risk sharing influence was rated moderately by 50% majority of the respondents. The influence of stakeholder support was rated to a very large

extent by 50% majority of the respondents a correlation analysis of factors found a positive correlation coefficient for all parameters under Project Strategic Planning with highest correlation obtained between clearly defined project goals and clearly understood project goals at a correlation value of 0.837.

Factor analysis on variables under Project Strategic Planning ranked clearly defined goals, stakeholder support and clearly understood projects goals as the top most mission factors influencing implementation of Donor funded projects at projects.

From the above findings a clear Project Strategic Planning should clearly outlines the project goals, and ensures they are well under stood among stakeholder to enhance effectiveness of implementing donor supported projects.

5.5.2. Top Management Support and the implementation of donor funded projects.

The influence of top management support was established through ; granting authority to project team to run projects, giving direction to project team, providing sufficient financial support to project team, providing enough staff to the project implementation team, allowing members of project team enough time in project work and according project manager total support.

Granting of authority to project team to run the project was rated to a very great extent by 57% majority, giving direction was rated to a great extent by 42.9% majority, sufficient financial support was rated to a very great extent by 57% majority, provision of enough staff by top management was rated to a large extent by 50% majority. allowance of enough time for the project team was rated to a very large extent by 52.4% majority of respondents, while according total support was rated at 61.9% by majority of respondents.

Various factors under top management support were found to positively correlate at different levels of relationship. There was strongest correlation between granting of authority to project team to run the project by top management and giving direction to the project team by top management at 0.670. Sufficient financial support, granting authority and enough staff allocation were ranked as the critical top management practices influencing implementation of donor funded projects.

The findings above indicates that it is critical for top management to grant authority to project team, give direction and provide financial support in order to facilitate effective implementation of donor supported projects.

5.5.3. Communication and the implementation of donor funded projects.

The influence of communication was examined under; communication to top management, communication to ministry's low cadre staff, communication to peers, communication within project implementation team, under communication, ineffective communication, inconsistent communication and information overload.

Communication to top management was found to influence implementation of donor funded project to a very large extent at 47.6% majority, Communication to the Ministry's low cadre staff was found to have a moderate influence as rated by majority (42.9%).Communication to the peers rated at a moderate extent by 52.4% of the respondents.

The influence brought about by the communication within the project implementation was rated to a large extent by majority of the respondents at 42.9%. Information overload was rated to a large extent by 33.3% majority of respondents.

There were both positive and negative correlations between communication parameters examined. The strongest correlation was obtained between top management communication and communication within the project team with a correlation value of 0.710 indicating a strong relationship.

The ranking of communication factors in factor analysis ranked communication by the top management, communication by project and team and communication within the ministry's low cadre staff.

Based on the above findings it can be concluded that Communication by top management is critical component in enhancing success of Donor funded projects.

5.5.4. Project Scheduling and the implementation of donor funded projects.

The project scheduling was studied under project formulation, project conceptualization, time schedules, milestones, manpower allocation, equipment requirements, monitoring and evaluation.

Influence of project formulation was rated to a very great extent by 50% majority of the respondents, project conceptualization rated to a large extent by 52.6%, time schedule was rated to a very large extent by 35% majority, and mile stones in project implementation rated very large extent by 35% majority. Manpower allocation was rated to a large extent by 45% majority of respondents. Effect of manpower allocation on the implementation of donor – funded projects was rated to a large extent by 45% majority. Equipment requirement was rated to a large extent by 47.4% majority of respondents. Likewise, monitoring and evaluation was rated to a large extent by 50% majority of the respondents.

A correlation analysis revealed strong relationships between monitoring and evaluation and equipment requirements at 0.754.

The ranking of communication factors in factor analysis ranked man power allocations, equipment / resource scheduling and Monitoring and evaluation as the top most project scheduling parameters influencing implementation of donor funded projects.

From the findings enhancing monitoring and evaluation, resource scheduling and manpower allocation would translate into effective implementation of Donor funded projects.

5.5.5. Technology and the implementation of donor funded projects.

Technology was examined under the following parameters; members of team understand the project, member of the project team possess necessary technical skills, project team have adequate technology at their disposal and members of project team are familiar with technology provided.

The aspect of members understanding the project was rated to a very large extent by 57% majority of the respondents. Possession of technical skills by members of the project team influence was rated to a large extent by 71.4% majority. Availability of adequate technology to the project team affects the implementation of donor-funded projects was rated to a very large extent by 57.1% majority of the respondents.

Familiarity with technology provided was rated to a very large extent by 57.1% majority of the respondents.

A correlation analysis on the interrelationship between technological factors revealed above moderate relationships as far as technology as a critical factor towards implementation of Donor funded projects. There was also a strong relationship between adequacy of technology possessed by the project team and adequacy of technology at project team's disposal at 0.842. From the findings the most important factors include; adequate technology at projects team disposal, possession of necessary skills by the project team on the use of technology, and familiarity with the technology in use by the project team.

The findings show that Organizations must not only invest in adequate technology but undertake intensive training to ensure that project team is well equipped with required skills. This will ensure effectiveness of donor funded project taking into account that technology is an important success factor in today's changing technological landscape.

5.6. Conclusion of the Study

Based on the findings obtained in the study, it is apparent that effective implementation of donor funded projects is defined by a number of project constructs which were identified as project scope, project budget, project timelines and adherence to set quality standards. An organization that successfully attains these constructs is therefore said to be effective in project implementation. The Support for Technical, Industrial, Vocational and Entrepreneurship Training Government of Kenya/African Development Bank project was rated highly as far as its implementation of project was concerned; this was by slightly more than half of the respondents, with observable levels of low rating. Given the many factors that influence effective implementation of projects, organizations may focus on

factors that seemingly contribute to success of projects. but their actual contribution is low. Thus a critical assessment provides them with an opportunity to direct energies and resources towards the right strategies.

The Project Strategic Planning in donor funded projects focused on defining project goals and ensuring that the goals are well understood among stakeholders likely to increase effectiveness of implementation of donor funded projects compared to other practices such as favorable legal framework. and clear project feasibility. This could make sense given the argument that project feasibility and legal frame work has to be considered within the structure of already set and agreed upon goals. The work of management as far as communication, direction and resource allocation as argued by Schultz and Slevin cannot be ignored. Through such practice management instills confidence as well as motivation to project team thus increasing project performance. whose important prerequisite is implementation.

Successful project implementation requires adequate communication channels which is extremely among all the departments and levels in an organization. The importance of communication which embraces the functions of control, motivation, emotional expression and information from the management perspective need to be instilled.

Barriers to communication such as information overload. under-communication, ineffective communication and inconsistent communication should be highly eliminated to avoid delaying project implementation.

Embracing technology in the implementation of donor-funded projects is vital in to proper completion of such projects. From the assertions of majority of the respondents on the responses supporting use of technology in implementation of the projects; it is important

that the implementation be well managed by people who understand the project. Moreover, there should be adequate technology to support the project and technical tasks which include the necessity of having the necessary personnel for the implementation team and ensuring that they possess the necessary technical skills.

5.7. Recommendations of the Study

After the completion of study on critical success factors influencing implementation of donor funded projects, the researcher recommends; a need for project organizations to enhance stakeholders' involvement as this is the only way Project Strategic Planning can be well shared and integrated among project participants. One way in which this can be done is through carrying out needs assessment surveys in areas or sectors within which projects are being undertaken as well as increasing sensitization and awareness creation programs Communication should not only be among the top managers, but also the low cadre staffs who are likely implementers of projects. This will facilitate quick acceptance to changes associated with new projects and facilitated success. Having change management programs as communication forums could be a good tool of enhancing communication among top managers and low cadre staff.

Monitoring and evaluation should be undertaken in every step of project implementation and not a onetime event as it is common with many Donor funded projects. This will help identify, loopholes and deviations from overall projects goals, and correct them in time so as to ensure successful implementation. Donor funded projects should not only invest in technology, but also training of the project team on usage of the same technology. This will

increase skills and their disposal and level of efficiency in increasing project implementation.

From the study, it is evident that technology is rated very highly as influencing the implementation of donor funded projects. Organizations therefore should devote enough resources to this factor while ensuring adequate training to all personnel on the use of the technology; this will enhance the implementation of the donor funded projects to a great extent.

5.8. Suggestion for Further Studies

Given the findings and conclusions drawn from the undertaken research project, it is apparent that there is a changing landscape as far as project implementation and project management in general is concerned. What was considered critical in yester years may not necessarily be the same today and in future. Technology is among the factors that are significantly changing the landscape of project implementation. It is therefore importance for a study to be undertaken on the emerging trends in project management and their effect on project implementation as well as effects of globalization on project implementation.

In addition, it is important for studies to be carried out to establish how the remaining five critical success factors, namely clients' consultation, personnel issues, monitoring and evaluation, trouble shooting and clients' acceptance influences the implementation of donor funded projects.

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APPENDICES

Appendix 1: Letter of transmittal

Joseph N. Njau
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Nairobi, KENYA
Mobile: 0721 273442
calfjn@gmail.com

To whom it may concern,

Ref: Data Collection

I am undertaking a study on "Factors Influencing Implementation of the African Development Bank Funded Project in The Ministry of Higher Education, Science and Technology". This research is being undertaken for the partial fulfillment of the requirements for the award of the degree of Masters of Arts in Project Planning and Management, of the University of Nairobi.

The study investigates the influence of projects' critical success factor such as Project Strategic Planning. Top management support, organizational communication. Project scheduling and use of technology on project implementation. Your participation in this exercise will be very helpful to the researcher in carrying out the study to its successful conclusion. The study aims to improve project management in firms and government agencies by investigating the project critical success factors that influence project implementation.

Thank you in advance for your kind contribution.

Yours faithfully,

Joseph NjauNjenga

Appendix 2: Questionnaire

FACTORS INFLUENCING IMPLEMENTATION OF THE AFRICAN DEVELOPMENT BANK FUNDED PROJECT IN THE MINISTRY OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY

PERSONAL DETAILS

(These details are required for communication purposes only and will not be disclosed)

NAME: **POSITION:**

CONTACT DETAILS

TELEPHONE: **EMAIL:**

This questionnaire has been provided as a word document that can be filled out in soft copy and returned via e-mail; or printed, filled out, and faxed or mailed (*this information can be found at the end of the survey*).

The questionnaire survey is divided into two self-contained sections (designated as Parts I, and II). Part I asks general questions to learn more about the respondent and their extent of involvement with donor projects; and Part II aims to establish the relative importance of the identified CSFs to the support for TIVET GoK/ADB project. Kindly ensure that the questionnaire is returned to the researcher on or before 2nd November 2012. If additional time or information is needed to complete the questionnaire, please contact the researcher, Joseph N. Njau at 0721 273 442 or calfin@gmail.com.

Please indicate if comments are to be:

- ☐ Kept confidential; or
- ☐ Raised anonymously during the research report's discussions

Thank you for your assistance.

PART I: GENERAL EXPERIENCE OF RESPONDENTS IN DONORS FUNDED PROJECTS

1. Name of your organization: _____

2. Name of your Department/Section: _____

3. Level of Education:..... 4. Gender:.....

5. Please indicate your age bracket.

[ ] 20-30 years [ ] 31-40 years [ ] 41-50years [ ] over 50 years

6. Please select your primary role below: (You may cross more than one box)

	Your Role at your organization
☐	Project officer
☐	Technical Education expert
☐	Accountant
☐	Legal Advisor
☐	Financial Advisor
☐	Administration
☐	Economist
☐	Other (Please specify)

6. Are you aware of the existence of the Support for TIVET GoK/ADB Project at MoHEST?

☐ Yes ☐ No

7. In your opinion, what is a successful donor aided project?

8. Kindly list the factors for and against adopting donor aided projects in the Kenya.

Factors for adopting donor aided projects in the Kenya:

Factors against adopting donor aided projects in the Kenya:

9. Which of the following sectoral donor aided projects have you been involved in? (You may cross more than one box)

☐	Roads	☐	Railway	☐	Health
☐	Water & Sanitation	☐	Education &training	☐	ICT
☐	Power & Energy	☐	IT & Communication	☐	Housing & Office
☐	Defense & Naval	☐	Police & Prison		
			Others (please specify):	.....	

10. How many donor aided projects have you been involved in?

1	2	3	4	Above 4
☐	☐	☐	☐	☐

7. How many years of experience do you have in dealing with donor aided projects in Kenya?

☐ 0 - 5 years ☐ 6 – 10 years

☐ 11 – 15 years ☐ 16 – 20 years

☐ 21 years or above

PART II: EFFECTIVE DONOR FUNDED PROJECT IMPLEMENTATION

EFFECTIVE PROJECT IMPLEMENTATION

1. **To what extent do the following factors define effective project implementation?**

Please rate each item by placing a mark in the relevant box based on a Likert scale from 1 – 5, represented as follows:

1 - Not at All **2 - Limited extent;** **3 -To a Moderate extent;**

4 –To a large extent **5 – To a very large extent**

	1	2	3	4	5
a) Keeping to the project scope	☐	☐	☐	☐	☐
b) Adhering to the set project timelines	☐	☐	☐	☐	☐
c) Adhering to the set project budget	☐	☐	☐	☐	☐
d) Observing the laid down quality standards	☐	☐	☐	☐	☐

PART III: THE FACTORS INFLUENCING IMPLEMENTATION OF THE AFRICAN DEVELOPMENT BANK FUNDED PROJECT IN THE MINISTRY OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY

PROJECT STRATEGIC PLANNING

2. **To what extent do the following factors related to Project Strategic Planning influence the implementation of Support for TIVET Government of Kenya/African Development Bank project?**

Please rate each item by placing a mark in the relevant box based on a Likert scale from 1 – 5, represented as follows:

1 - Not at All **2 - Limited extent;** **3 -To a Moderate extent;**

4 –To a large extent **5 – To a very large extent**

	1	2	3	4	5
a) Clearly defined goals	☐	☐	☐	☐	☐
b) Clearly understood project goals	☐	☐	☐	☐	☐
c) Favourable legal framework	☐	☐	☐	☐	☐
d) Clear Project technical feasibility	☐	☐	☐	☐	☐
e) Appropriate risk allocation and risk sharing	☐	☐	☐	☐	☐
f) Stakeholder Support	☐	☐	☐	☐	☐

TOP MANAGEMENT SUPPORT

3. **To what extent do the following factors related to Top Management Support influence the implementation of Support for TIVET Government of Kenya/African Development Bank project?**

Please rate each item by placing a mark in the relevant box based on a Likert scale from 1 – 5, represented as follows:

1 - Not at All **2 - Limited extent;** **3 -To a Moderate extent;**

4 –To a large extent **5 – To a very large extent**

	1	2	3	4	5
a) granting of authority to project team to run the project	☐	☐	☐	☐	☐
b) giving direction to the project team	☐	☐	☐	☐	☐
c) Giving sufficient financial support to project team	☐	☐	☐	☐	☐
d) Providing enough staff to the project implementation team	☐	☐	☐	☐	☐
e) Allowing members of the project team enough time in project work	☐	☐	☐	☐	☐
f) According project manager total support	☐	☐	☐	☐	☐

COMMUNICATION

4. To what extent do the following factors related to Communication influence the implementation of Support for TIVET Government of Kenya/African Development Bank project?

Please rate each item by placing a mark in the relevant box based on a Likert scale from 1 – 5, represented as follows:

1 - Not at All **2 - Limited extent;** **3 -To a Moderate extent;**

4 –To a large extent **5 – To a very large extent**

	1	2	3	4	5
a. communication to top management	☐	☐	☐	☐	☐
b. Communication to ministry's low cadre staff	☐	☐	☐	☐	☐
c. communication to peers	☐	☐	☐	☐	☐
d. Communication within the project implementation team	☐	☐	☐	☐	☐
e. Under-communication	☐	☐	☐	☐	☐
f) Ineffective communication	☐	☐	☐	☐	☐
g. Inconsistent communication	☐	☐	☐	☐	☐
h. Information overload	☐	☐	☐	☐	☐

PROJECT SCHEDULING

5. **To what extent do the following factors related to Project Scheduling influence the implementation of Support for TIVET Government of Kenya/African Development Bank project?**

Please rate each item by placing a mark in the relevant box based on a Likert scale from 1 – 5, represented as follows:

1 - Not at All **2 - Limited extent;** **3 -To a Moderate extent;**

4 –To a large extent **5 – To a very largeextent**

	1	2	3	4	5
a Project formulation	☐	☐	☐	☐	☐
b Project conceptualization	☐	☐	☐	☐	☐
c Time schedules	☐	☐	☐	☐	☐
d Milestones	☐	☐	☐	☐	☐
e Manpower allocation	☐	☐	☐	☐	☐
f) Equipment requirements	☐	☐	☐	☐	☐
g Monitoring and evaluation	☐	☐	☐	☐	☐

TECHNOLOGY

6. **To what extent do the following factors related to use of technology influence the implementation of Support for TIVET Government of Kenya/African Development Bank project?**

Please rate each item by placing a mark in the relevant box based on a Likert scale from 1 – 5, represented as follows:

1 - Not at All **2 - Limited extent;** **3 -To a Moderate extent;**

4 –To a large extent **5 – To a very large extent**

		1	2	3	4	5
a)	Members of team understands the project	☐	☐	☐	☐	☐
b)	Members of the project team possess necessary technical skills	☐	☐	☐	☐	☐
c)	Project team have adequate technology at their disposal	☐	☐	☐	☐	☐
d)	Members of the project team are familiar with technology provided	☐	☐	☐	☐	☐

☙ End of the questionnaire

☙ Thank you for your valuable contribution