

**EFFECTIVENESS OF DELEGATED AUTHORITY ON PROJECT COMPLETION:
THE CASE OF APHIA PLUS PROJECT NAIROBI COUNTY, KENYA**

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DECLARATION

The research project report an original work which has never been presented for the award of any other degree in the University of Nairobi or any other institution.

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DEVOTION

The project report is devoted to dear George Obop for his encouragement, financial and moral support together with my dear loving sons David and Deril who are proud of their hard working mum.

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ABBREVIATIONS AND ACRONYMS

AIDS-	Immunodeficiency syndrome
AMREF-	Africa Medical and Research Foundation
APHIA-	AIDS Population and Health Integrated Assistance
CDC-	Centre for Diseases Control
CHAK-	Christian Health Association of Kenya
HIV-	Human Immunodeficiency Virus
HRM-	Human resource Manager
ICAP-	International Centre of AIDS Program
IPs-	Implementing Partners
M and E-	Monitoring and Evaluation
NHSP-	National Health Sector Plan
PEPFAR-	President Emergency Plan for AIDS Relief
RDMA-	Regional Development Mission for Africa
USAID-	United States of Agency for International development

ABSTRACT

The research project was set out to assess the effectiveness of delegation of authority on project completion in Nairobi County Kenya, a USAID donor funded project. The study was a descriptive research that adopted a case study design to realize the objectives of the study. The study was directed by four research objectives including to determine the effectiveness of delegation of financial management, to determine the effectiveness of delegation of human resources management, to establish the effectiveness of delegation of monitoring and evaluation functions and to establish the effectiveness of delegation of logistics and supply chain functions on the completion of the Aphia plus project in Nairobi County. The study was guided by continuum theory which looks at delegation in management in relation to freedom and decision making. According to this theory, the freedom of the manager decreases while the decision making of the subordinate or the team increases. The objectives of the study were realized through qualitative method and procedures. Data was collected by structured questionnaires, there were two questionnaires; for the managers and employees and stakeholders. The study questionnaire was closed ended except for the demographic data that had open ended questions. The study applied quantitative and qualitative research in data analysis. The data collection was through non probability sampling by stratified then simple random sampling procedure. Population of the study was 120 with a sample size of 90 which gave a good representation of the population. The sample was stratified into managers, beneficiaries and employees of Aphia plus project in Nairobi County Kenya. Data collected was presented using tables with inferential statistics used in correlation and regression analysis. The study established a positive correlation between delegation of financial management, human resource management, monitoring and evaluation and logistics and supply chain and completion of Aphia plus project, a USAID-funded project in Nairobi County. The study found out that the delegation of the function of finance, human resource, monitoring and evaluation and logistics have a relationship in completion of Aphia plus project. As project management delegates more duties to other staffs, project deliverables are attained in time, benefits accrue to the intended beneficiaries while project outcomes are achieved in a sustainable manner. The study recommends that project and enterprise organizations need to enlighten their management on the importance of delegation of duties, especially in the timely implementation of project activities. It also recommends that project teams should train employees and impart delegation skills on their leaders to help them adopt best practices when delegating tasks to junior team members. From the findings of the study, it is suggested that further and similar studies should be conducted in other sectors of the economy or institutions, especially NGOs and governmental projects that engage in community-oriented programmes to corroborate and replicate these findings. More specifically, new studies should aim to highlight how various departments, institutions and enterprises may delegate tasks through techniques that encourage the realization of quality and sustainable products to the target beneficiaries.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Delegation is a process of entrusting authority with responsibility to other people. In its firmest form, the person to whom the authority is delegated is to act on behalf of a person from whom authority is delegated. In general, delegated authority gives the recipients relatively wide powers to act as they deem appropriate (Farrant, 2008). Delegation of authority is quite common in all aspects of life including business and colleges. Employee get mental satisfaction when authority is delegated hence a motivating factor (Akrani 2010).

Shrinking resources and increasing demands for services heighten the need for delegating. This important concept not only impacts the organization's financial outcomes, but also has the burden of achieving desired outcomes. Knowledge of organizational duty, accountability, and authority is fundamental to the effective use of delegation; for without it, quality of patient care can decrease and treasured resources mismanaged (Weydt, 2010). Delegation does not appear to be uniform; however, our results show that it varies across corporate policies with the personal characteristics of the Chief Executive Officer. The capital is allocated considering personal standing of the manager running a given division. Lastly, corporate politics and corporate socialism interferes with capital allocation in European and Asian firms (Graham 2014).

Sub-Saharan Africa is affected by World's most pronounced crisis in human resources for health: 36 of the 57 countries facing health worker shortages currently are in Africa. The shortages increase and are intensified by the HIV/AIDS pandemic. Greater interest has recently been paid to streamlining HIV care, to offer quality care to patients as well as expand access to treatment (WHO/UNAIDS/PEPFAR 2008). According to Ezigbo (2007) delegation of authority makes an institution and employees to behave in a bendable way even as institution develops and become mature. The financial powers have been delegated to Heads of Departments in respect of different items. However, procurement of some of the items has been restricted by the Government of India as well as Government of NCT of Delhi, vide economy instructions issued from time to time. In such cases Heads of Departments are not competent to incur expenditure without obtaining the prior concurrence of the Finance Department of Government of NCT of

Delhi (Report on Delegation of financial powers to the heads of the departments of Government of Delhi 2014).

According to McPake and Mensah (2008) inadequate personnel for health have interfered with scale up of antiretroviral therapy (ART) in sub-Saharan Africa. Current rollout models are carried out in hospital and physician intensive. Delegating tasks performed by physicians to staff with lower-level qualifications is one way of expanding rollout in poor resources as of human resource for health-limited settings. Significant progress has been achieved in providing health-related interventions that are planned to achieve goals relating to improving maternal and child health, and reducing mortality and ill-health as a result of HIV/AIDS. It is apparent, however, that the gains have not been universal and sufficiently varied and sustainable. Progress at the Most vulnerable population groups; in some instances, progress has stagnated or been reversed hence national level has not necessarily resulted in gains for the population (KAIS 2012).

Delegation of monitoring and evaluation is one strategy by which project managers and owners can achieve personal and project objectives. The strategic implementation and delegation of Monitoring and Evaluation is often recommended on the basis that in many instances, managers tend to have control issues, making them poor at delegating duties or office functions to their juniors (Ellemers2004). According to Marnewick and Labuschagne (2008), in action research, many projects are not finished within the stipulated time and budget. So they do not produce expected benefits to the organization. This appears to be attributed to the fact that projects are delinked, managed as individuals, not affiliated or governed as one seamless portfolio (Knodel, 2004).

According to Kenya Health Policy 1994-2010 analysis indicated gaps between the desired outcomes of health and the achieved by the end of the policy period. The overall health profile showed worsening health situation in areas of maternal and infant mortality rates, increase in risk factors associated with tobacco use and alcohol and general poverty levels remained high which had effects on nutrition, safe water, adequate sanitation and housing.

The Kenya health policy 2012-2030 was to build on the above gap and address arising issues of non-communicable disease in the setting of agenda to be included in the document. The policy was informed by the promulgation of Kenya constitution in 2010. The constitution recognizes

health as a human right which is to be accessed by all Kenyans regardless of their ability to purchase. The constitution also allowed for devolution of services to County governments of which health is one of them to bring resources closer to the population (The Constitution of Kenya, 2010, Chapter 2, Article 6(2) (Kenya Health Sector Strategic Plan 2012)

APHIA plus works with the government and local institutions to increase up take of quality health services, medicines, teachings and information, by improving accessibility of all-inclusive information and joined service, with effective interventions at community and facility levels. Delegation of authority in HIV prevention responses within the project areas is one of the strategies that the project utilizes and is as a result working with implementing partners (Ips) both in and out of school in HIV prevention programs (PEPFAR guidelines 2008)

1.2 Statement of the Problem

Kenya has a high rate of HIV infection, while the control of HIV/AIDS remains a priority in Kenya (KAIS, 2012). Despite the donor fund at 72.4 million, the prevalence is at 1.6 million in 2013 with 55% people from those with HIV accessing HIV services (Kenya AIDS Progress Report 2014). Funding from (PEPFAR) and (USAID/RDMA) works to control the epidemic by strategy to reach the people by HIV test, treatment by ARVs and retain in clinical services. This has not been achieved according to the set goal hence this calls for delegation of authority to maximize and reach out to majority of the population who need the services. HIV/AIDS had emerged to be the highest disease mortality of 29.3% followed by Conditions arising during the peri-natal period at 9% (KSHP 2014). This has called for delegation of authority in order to reduce the mortality with a significant number. This study therefore seeks to find out how effectiveness of delegation of authority on project completion in Aphia plus in Nairobi County.

1.3 Purpose of the Study

The purpose of study is to investigate the effectiveness of delegation of authority in completion of a project

1.4 Objectives of the Study

1. To determine the effectiveness of delegation of financial management on completion of the Aphia plus in Nairobi County.
2. To determine the effectiveness of delegation of human resources management on completion of the Aphia plus in Nairobi County.
3. To determine the effectiveness of delegation of monitoring and evaluation functions on completion of the Aphia plus in Nairobi County.
4. To determine the effectiveness of delegation of logistics and supply chain functions on the completion of the Aphia plus in Nairobi County.

1.5 Research Questions

1. To what extent does effectiveness of delegation of financial management lead on the completion of the Aphia plus in Nairobi County?
2. How does effectiveness of delegation of human resources management contribute to completion of the Aphia plus in Nairobi County?
3. How does effectiveness of delegation of monitoring and evaluation functions lead on completion of the Aphia plus in Nairobi County?
4. How does effectiveness of delegation of logistics and supply chain functions contribute to completion of the Aphia plus in Nairobi County?

1.6 Significance of the Study

This study may add to the body of knowledge on effective delegation of authority in health intervention initiatives. This knowledge may be useful in making program decisions by various stakeholders as the APHIA plus. The study may also be beneficial to the researchers who may be able to replicate and further use the recommendations to come up with other studies. The theory used in the study may be improved further to a model and implemented in other projects.

This study may be important to the management of Aphia plus to grant it's facilitation with better understanding of factors influencing project completion in the Aphia plus project. This is because the results of this study seek to describe how effectiveness of delegation of authority is paramount to project completion in projects. The findings from this study may also be used to formulate the policies of the organization. Research furnish majority of government policies in

Kenya economic system. Via research the government may come up with better policies and analyze the significances of each improved policy. Research undoubtedly enables the decisions of the policy maker even though decision-making usually not a component of research itself, but National policies guiding the non-governmental organizations.

The study may be important to the ministries of Health as it may help in designing policies that helps in health intervention, prevention and response projects through understanding effectiveness of delegation. The delegation may be applied in shifting of tasks within the ability of the employees. This may be more so applied in the counties that study will have been done and further replicated in the counties with similar settings. The study may also inform the donor on how best to achieve a designed project completion in the various projects that they support.

1.7 Basic assumptions of the Study

Research was directed by assumption that the subject will be honest in completing the questionnaires and complete them within the required time line. It was assumed that the sample of the study will be the representative of the population that the reference will be made to.

1.8 Limitations of the study

The proposed study had limitations that all employees and stakeholders were not to be reached. All the stakeholders were reached except for the employees who were provided with extra days to complete the questionnaire. The sample collected was a representation of the study findings in reference to the Aphia plus project. Some respondents did not feel comfortable providing answers that present the project that are unfavorable. The respondents were assured that the research was academic and will not be used for malicious purposes which encouraged them to give responses freely.

1.9 Delimitation of the study

A case of Aphia plus study was only concern with financial management delegation on completion of Aphia plus in Nairobi County. The delegation of human resources management on completion of the Aphia plus in Nairobi County and the monitoring and evaluation functions on completion of the Aphia plus in Nairobi County done within the 5 year donor funding 2010 to 2016.

Logistics and supply chain functions on the completion of the Aphia plus in Nairobi County was one of the delimitations with the scope of the study capturing projects undertaken by Aphia plus implementing within Nairobi County with a bias to HIV/AIDS. The study has drawn the target populations from the employees of APHIA plus and beneficiaries of the project. The study looked into delegated authority in project completion in APHIA plus in Nairobi County and no other project.

1.10 Definitions of commonly used terms in the Study

APHIA plus refers to: USAID funded project that implemented HIV/AIDS projects with a goal of integrating services and reducing HIV/AIDS prevalence in Nairobi County for five years.

Completion of project refers to: project ending within the time frame with the set objectives met with stakeholders and the employees satisfied with the outcome.

Delegated authority refers to: cooperative agreement where the donor relinquish responsibility to the implementing partner APHIA plus to carry out specific functions in relation to financial management, human resource, supplies and logistics, monitoring and evaluation.

Financial management function refers to: Expected and acceptable way of use of money (funds) in a way that it will meet the goals of particular institution in line with the budget. This will also involve the monitoring of the finances in relation to amount against time. The function involves how to allocate finances, budgeting to include both long and short term budgeting and allocation short term resources.

Human resource management function refers to: Delegation of the entire process of recruiting of staff to work in the project; advertising, interviewing, orientation, define job description and signing of a contract between APHIA plus and the employee.

Logistics and supply chain management refers to: Section dealing with planning, implementation and controlling well organized and successfully forward and back flow and keeping of goods, services, and relevant information from point of origin of utilization to meet customer's requirements. The responsibility of logistics delegated to Aphia plus which is specifically to distribute the procured items ranging from pharmaceuticals, equipment, commodities and reagents for the laboratory.

Monitoring and evaluation function refers to: Ongoing monitoring of the project activities, expenditure of the project and assets through asset verification. There is midterm monitoring and end term evaluation at the end of the project.

USAID- funded projects refers to: US is the donor who is giving the grant for the project to be implemented.

1.11 Organization of the study

The research is in five chapters. Chapter One of research project introduces topic of research, the background, problem statement, aim of study, objectives, research questions and importance of study, basic assumptions, limitations and delimitations. Chapter one includes definition of commonly used terms and summary of organization. Chapter Two covers literature review which has got introduction and review of literature according to objectives of research, theoretical and conceptual framework.

Chapter Three contain methodology which outlines the research design, targeted population, subjects of research, selection procedure and the data gathering tools used. Pilot testing of the tools used validity and reliability of the instrument, data gathering procedures, the data investigation techniques, ethical considerations and the operationalization of the variable covered. Chapter four covers data analysis, presentations, and interpretations of the analyzed data from the questionnaires collected. Chapter five covers findings, discussions, recommendations and suggestions for further studies. At the end of the study there we have references and the appendices.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

Chapter two covers empirical review of literature on delegated functions in financial management, human resource management, monitoring and evaluation and logistics and supply chain on project completion in Aphia plus. The review helped to link the study to theoretical framework and identification of the gaps in the study and formation of conceptual framework.

2.2 Concept of Project Completion

In project completion all project activities are completed in the cycle of project to the point of closure of project and transfer completed or terminated project as suitable. Main aim of project completion is to evaluate the project, ensure its completion, and obtain lessons learned and best practices to be applied to upcoming projects (CDC Unified Process Guide). Perhaps, the most ignored phase of project cycle is the completion phase. All projects must have an end, which is essentially the project end phase of project life cycle. Main aim of a team is delivering project in the standards expected by the owner and promised by the project implementation team (WHO/UNAIDS/PEPFAR, 2008). By delivering everything promised, the project management team has to ensure that all stakeholders are satisfied and every stakeholder accepts the criteria achieved in the project. Once every criterion set are met and all stakeholders are pleased. More often, the end of project is repeatedly the most ignored phase in project life. (WHO/UNAIDS/PEPFAR, 2008).

Once the project is over, project teams quickly pack things up, throw others away and move into the initiation phase of the next project. Several activities entailed in project completion are largely ignored. Some of these activities are collecting project closure materials once records are disseminated, information ratified and received and performing project outcomes are documented, team or manager must request formal acceptance from the client or owner who must ascertain that findings of the project achieved the objectives to be accomplished (WHO/UNAIDS/PEPFAR, 2008).

2.3 Delegation of Financial Management and the Completion of Projects

The literature review revealed several concepts of financial delegation not only in organizations and project teams but also in government or public service delivery and institutions. Mostly, the reviewed literatures recommend thorough understanding of all or the key financial delegation concepts and philosophies (Blanchard, 2005). The discussed or studied concepts of financial delegation and delegation in general are in fact, the building blocks for cascading financial functions across various performer or worker levels in head, regional and branch offices for organizations and government departments (Van den Steen, 2005). Balancing available resources and at the same time maintain high standards of education as before to those who used to enjoy in Africa found problems with them unlike in English speaking countries. As a solution, they engaged in decentralization which is the transfer of decision-making and resources away from centralized control (Van den Steen, 2005).

The first concept in financial delegation is the authority of the people to whom tasks are assigned to exercise decision-making with the requisite accountability. This power often entails the making appropriate decisions, using and allocating financial resources efficiently and acting on or disposing of matters at one's own level without making reference to higher authority for a decision (Van den Steen, 2005). The other concept of financial management delegation is the inappropriate exercising of delegated powers, in which case the delegating authority may withdraw the delegated authority. A delegated financial authority encompasses the rights inherent in the delegated position to accept work and further direct work to subordinates (Van den Steen, 2005). It also empowers the person to whom financial authority is granted to give commands and orders and to get tasks implemented.

According (Van den Steen, 2005) financial delegation of authority and duty to a subordinate at a lower level require subordinate to report back to delegating manager the results, this can be loss or gain in the organizational financial. Delegation provides an employee the opportunity to think and control, which informs employee that he or she is considered by either supervisor or organization as capable, able to deliver task, important in organization and need satisfying (Pierce & Gardner, 2004). On the other hand Dessein (2007) states it is time saving when decision making authority is shifted to the lower level personnel who can discuss and propose about project. (Van den Steen 2004).

In spite of financial delegation, the top financial management level still holds the greatest financial authority where financial authority must constantly flow from top to bottom. Hence, the key function of financial task delegation is to enable a superior to get financial functions executed by subordinate through the clear setting of conditions and explanation of what is expected of the person to whom tasks are delegated. Van den Steen (2004) expresses that as many people are employed there are departments that are formed creating homogeneity in terms of professionalism. So delegation is commonly practiced in companies where there are many sections with many employees. Delegated financial authority must be accompanied by an equivalent amount of responsibility. However, delegating financial authority does not imply abdicating accountability. Harris and Raviv (2005) stated that with new products or department formation, delegation may be low while delegation of decision is highly expected where a firm is expanding in already existing departments or product line hence financial delegation is done in already existing projects with systems in place.

That is, ultimate financial accountability still rests with the top financial management team. The only responsibility person to whom financial function is assigned is to complete the financial task assigned. The team or person who is given some financial responsibility has the obligation to perform, accomplish and report on the tasks assigned. Financial responsibility without adequate authority results in discontent and dissatisfaction for the person or team with delegated authority (Ahmed & Jensen, 2009). Even if adequate authority is granted after task delegation, responsibility must still flow from bottom to top.

In financial functions in organizations or government agencies, lower-level and middle-level management holds more responsibility. Hence, these management levels have the responsibility to exercise power, perform the tasks and be answerable for it. In financial management delegation, accountability refers to the ability of the person to whom financial tasks are delegated to be accountable for the results and give explanations for any variations that might occur between the actual duty performed and the expectations of clients or project owners (Ahmed & Jensen, 2009).

In some circumstances financial delegated engagement can be replicated and deliver better results than centralized contracting (Mookherjee & Tsumagari, 2007), (Martimort & Piccolo 2007, 2009). The ultimate accountability cannot be delegated because the top level management

is most accountable for the financial prudence of an organization. That is, the top management cannot escape the ultimate accountability, which arises from the financial responsibility bestowed on their offices. The financial office on which power is vested or on which a financial duty is imposed continues to be accountable for the outcome of the delegated power or duty. The efficient and effective achievement of departmental outputs and outcomes requires the financial division of work and proportionate delegations among performer levels in an organization or state agencies. In financial management, task delegation is a driving factor in financial efficiency and effectiveness (McConnell, 2006). Financial efficiency refers to actions and strategies associated with the exploration of how productively finances are translated into outputs or products (Mankiw & Swagel, 2006). An efficient financial operation optimizes the level of output for specific financial inputs. It also minimizes the inputs expected to yield a given product or output.

As far as task delegation is concerned, the emphasis of financial operations ought to be the conversion of financial inputs and other inputs such as human and productive resources into outputs (Ahmed & Jensen, 2009). This conversion is often achieved through efficient tasks, operating procedures and organizational processes and projects. The focus of financial delegation should be on input, process and output indicators. The effective use of financial function delegation requires that the people involved change their mindset, assumptions and behaviours, which may be detrimental to the fruitful execution of tasks. Essentially, effective financial task delegation entails exploring the manner and extent to which an organization's outputs achieve the desired outcomes. The focus of effective delegation of financial tasks is the strategic achievement of outcomes with the desired project impact and to achieve the mandate and strategic objectives of the institution. In addition, effective financial delegation must focus on meeting or exceeding the expectations of clients. According to Angst and Borowiecki (2013), effective financial delegation focuses on outcome, impact and value indicators of a project or an organization.

2.4 Delegation of Human Resources Management and the Completion of Projects

Human resource delegation refers to all the approaches, systems and processes established and implemented to get human resource-related activities in a project done, in conjunction with other employees or departments (Angst & Borowiecki, 2013). Human resource delegation is often

considered a key source or influence of project success. Thus human resource delegation is categorized as an important activity in leadership and not for controlling or coordinating projects or organizations. Human resource is required to have products to make worthy function being carried out, give real value finds and effectiveness (Davies, 2004).

Expression of commitment in delegation of authority is shifting part of authority and official duties of superiors to subordinate in the organization structure to carry out particular tasks to include preparation, planning, control and appreciation. (Mousakhani & MonshizadehNaein, 2007). Mohiedini (2009) stated, in delegation of authority functions are transferred from manager to lower class hierarchy and the grant part of the chief authority to staff (Mohiedini, 2009). Human resource delegation is empowering the employee to make decisions on how human resource task at hand is to be executed (Angst & Borowiecki, 2013). Normally, the person delegating the HRM task must be ready to share the responsibility and accountability for ensuring the delegated task is completed as was expected before the delegation of the task. Where there is delegation of authority often, staffs take up duties and independence is developed. Whenever managers decide for subordinates, it brings about reliance on manager and in case of errors employees do not take and accept charge.

Project managers advance the performance of projects by improved project process, activities, and result (Ong'ondo & Jwan, 2011). Hence, project managers and owners must work with the other members of the project team to encourage, enable and support them in the implementation of the projects. Fundamentally, delegation of human resource is a management design that allows employees and managers, strive to advance their skills and increase their knowledge and skill, then highest level of management obligation starts, process is matching role of Director. (Niroumand & Masjedian, 2005). Project teams also need support in their pursuit of better quality and productivity and the simultaneous maintenance of the project organization's core values (Angst & Borowiecki, 2013). Through the delegation of some authority for HRM to other departments or employees, project HRM managers can empower project managers to change working conditions to project requirements or the needs of the project organization and success of project workers (Angst & Borowiecki, 2013). Darwish (2010) stated the best method to raise the efficiency of job performance in delegation of authority. The research wanted to find out actual reality of powers delegated by the organization research sample and impact on the

performance efficiency. Identify the concept of delegation of authority as an administrative act and positive role operational in the efficiency of organizations in general. Both Darwish (2010) Angst and Borowiecki (2013) are in agreement in that delegation builds the capacity of the employee.

Delegation of authority played primary role in achieving business fast, by raising morale among workers. It provides opportunity for building employees and enables them to better leadership and ability to manage organizations. As duties for HRM are delegated to other employees, central HRM body has a role to focus more on forming minimum standards and formulating policy, instead of implementing duties (Angst & Borowiecki, 2013). Nevertheless, delegation of HRM functions has its risks. Equally staff delegation of authority makes staffs deeply involved in the decision making process and employees will open the way to growth (Ravanbakhsh, 2009). Organizations or projects should have rules that guide their HR delegation processes. For instance, there should be policy documents containing standards or rules to be adhered to while delegating HRM roles and responsibilities. In many organizations and governments, HRM duties can only be delegated to appropriately qualified members of the organization or project team (Angst & Borowiecki, 2013).

Second, especially for bigger and more sensitive projects and organizations, HRM delegation is often permitted by boards or committees of appropriately qualified persons, from the concerned departments. Although a project's or organization's management may delegate HR duties, it always remains the mandate of the project or organization management to make standards, statutes or rules pertaining to human resource (Angst & Borowiecki, 2013). The management also retains the powers to make and adopt project or organization budget as well as the powers to approve expenditure of the available funds. For some organizations, the powers to delegate HR duties cannot be sub-delegated to other powers (Olive, 2004). In undertaking delegation, some project organizations require that delegations are executed in line with the approved financial, human resource, and general management policies and procedures (Angst & Borowiecki, 2013). Still some organizations, it is expected that while exercising delegations, officers are subject to the requirements of the laid down standards and procedures. What is more, the delegations given to other employees or offices apply only to the operations and functions within the responsibility

of the employee or office exercising the delegation, and operates within the set budget limits, unless extra expenditure is granted (Angst & Borowiecki, 2013).

Delegation of authority is a key strategy in organization participation, if implemented enhances contribution and accountability of employees working in a project. It is very effective and organization and individual manager judgment value addition to be considered (Mohiedini, 2009). Worth noting is the requirement by some organizations that the delegated authority must be accountable and responsible for assuring the management or project owners of the efficient and effective management of the delegated functions. Delegation of HR duties must thus be characterized by financial accountability, performance management, compliance with all legislations, procedures, standards, rules and the core values of the organization.

2.5 Delegation of Monitoring and Evaluation Functions and Completion of Projects

Monitoring and evaluation are quite critical in the management of organizations and projects. Although often considered as a check and balance tool to identify the weaknesses of a project or a project team, monitoring and evaluation can be applied strategically to improve the performance of projects or organizations. Delegation of monitoring and evaluation is one strategy by which project managers and owners can achieve personal and project objectives. The strategic implementation and delegation of Monitoring and Evaluation is often recommended on the basis that in many instances, managers tend to have control issues, making them poor at delegating duties or office functions to their juniors. Some managers are also quite ignorant to your inability to delegate. Effective delegation of Monitoring and Evaluation is quite difficult, and quite few managers excel at it (Small Business Resource Centre, 2006). Nevertheless, managers that attempt or dare to practice delegation to decrease their workload and give a chance to opportunities for growth and challenge for their subordinates have reaped benefits of delegation. Considering the meaning of effective time use and employee development to Monitoring and Evaluation growth, delegation is a concept managers ought to do strategically, with vision, mission, well thought and planning.

The strategic delegation of Monitoring and Evaluation refers to the delegation of Monitoring and Evaluation duties with foresight and planning attached to opportunities. Unfortunately, managers may delegate strategically and design plans yet not developing their staff. Anyway, staff development is just an option in delegation and managers are not forced to incorporate it in

Monitoring and Evaluation delegation. Notably, project management is quite a complex job. In fact, often, project managers lack the time for formal strategic planning of every function they implement, which might have strategic impact on the performance of projects. Strategic delegation implies managers of projects to think through the results of their choices to achieve the best results for a specific situation (Small Business Resource Centre, 2006). Nonetheless, the periodic planning for work delegation to subordinates with progressive levels of responsibility could be of value to the time and other resources invested in the long run. Monitoring and evaluation delegation has numerous benefits. The first and quite obvious advantage of Monitoring and Evaluation delegation is reduced workload on the management or individuals concerned (Small Business Resource Centre, 2006). Delegating Monitoring and Evaluation enables managers to check off items in their lists of activities and place them on others' lists.

The workload is not, by any means the most important of the benefits of Monitoring and Evaluation delegation. Generally, delegation should give challenges to the subordinates to whom tasks are delegated and to encourage them to develop own capabilities. As subordinates engage in the delegated functions, they not only exceed their capacities and job description but also develop new knowledge and skills to cope with the delegated tasks (Salinas-Maningo, 2005). Delegation of Monitoring and Evaluation authority has proved to be an essential instrument of shaping managerial incentives. In particular, delegation of Monitoring and Evaluation has quite incentive benefits to an organization. Considering that information communication might be costly to an organization, decentralized decision-making can help improve access to much more information compared to centralized decision-making (Salinas-Maningo, 2005). Delegation is often portrayed as a technique for eliminating or reducing the tendency of project managers to micro-manage project staff, a practice that does not motivate workers.

The recommended extreme opposite of micro-management is delegation of tasks. However, some managers fail to follow up or monitor the delegated tasks or functions. Follow up not only ensures the delegated tasks are implemented but also that they are implemented to completion and to the expected standards (Salinas-Maningo, 2005). In case such tasks fail to be completed or fail to meet expectations, it is often easier to blame the individual or team to which the task was delegated. It is worth noting that the leaders of the concerned department or the person or office delegating the task are equally to blame if such a task is not completed (Salinas-Maningo, 2005).

2.6 Delegation of Logistics and Supply Chain Functions and the Completion of Projects

Bolandifar et al (2013) studied delegation of supply chain and logistics and compared it with supply chain control strategies in different types of organization. The objective of study was exploring optimal basic procurement strategies of two competing original equipment manufacturing firms, which sold substitutable products. The manufacturers studied and delegated production to shared contract manufacturer, which used inputs from a component supplier. The target manufacturers in the study either procured inputs from the section supplier or delegated procurement tasks to the bond manufacturer.

In their analysis of the manufacturers' procurement strategy in a non-strategic supplier with exogenously given component price, Bolandifar (2013) established that symmetric equilibrium arise for most practical situations. That is, both original equipment manufacturers' controlled or delegated their component procurement in equilibrium. It became apparent in the study that accounting officers may be granted the powers to delegate supply chain management commands and duties, including the power to separate, let or dispose of assets, advised by the relevant organizational rules, regulations and policies. However, the people acting on delegated authority must exercise power according to relevant laws and are thus accountable to the accounting officer for actions performed and decisions taken in relation to the delegated tasks or authority (Bolandifar 2013).

The literature review revealed that there is strong competition in global, regional and national market place, which propelled organizations to delegate production processes to other partners. Through logistics and supply chain outsourcing or delegation, organizations are better placed to cut production costs by targeting on their core abilities (Sankalp, 2014). The core competencies that an organization can focus on after outsourcing its logistics and supply chain include product design and marketing. Expectedly, the trend of delegating logistics will continue (Sankalp, 2014).

Common training in supply chain subcontracting referred to as contract manufacturing, is on the rise. In this practice, unlike making products on their own, organizations rely on bond organization in creating their products. In order to achieve its production objectives, the contract organizations are expected to acquire some parts and sections on behalf of delegating authority or organization (Sankalp, 2014).

Hence, the fundamental question of whether the delegating organization ought to oversee procurement of constituents even if delegated to the contract organization. The issue of delegation versus control continues to court a lot of controversies and debates in the logistics and supply chain management. Notably, organizations have adopted delegation and control strategies in their supply chain and logistics activities (Bolandifar, 2013). An example is the Sun Microsystems, with tight control on the procurement of its components. On the other hand, Cisco prefers delegating responsibility to its contractors. Dell, on the other hand, delegates' procurement of part of its notebooks sets such as bags and circuit boards to their contract manufacturers (Sankalp, 2014). Hewlett-Packard (HP) delegates commodities like parts to suppliers. Nonetheless, it also controls procurement of strategic parts.

According to Sankalp (2014), current trends indicate that more original producers of goods and services switch between delegation and control strategies of supply chain and logistics. Some organizations have adopted long-standing strategy of delegating supply chain activities and controlling their component procurement (Sankalp, 2014). In An article entitled Survey findings from Northern Europe, Hilletoft and Olli-Pekka (2010) sought to examine the effects of logistics outsourcing in Northern Europe through survey research. The research also sought to give more insight into logistics subcontracting with other than bonded company illustrations. In this study, the researchers' survey targeted the biggest companies in industrial and service sectors in Finland and Sweden in late 2007 and early 2008. The questionnaires targeted mostly industrial and trading companies.

Research results indicated warehousing, IT, and customs brokerage subcontracting may bear great effects on some managerial and strategic aspects of supply chains. Hence, in this research, none of the identified difference areas were found to be statistically significant. Hilletoft and Olli-Pekka (2010) also established that possible impact in integrated IT systems of manufacturing and logistics, reverse logistics procedures, and re-engineering of logistics process and areas of supply chain strategy and management. Nevertheless, Hilletoft and Olli-Pekka (2010) showed their company provided IT functions, and potentially outsourced warehousing, had significant responsibilities in more international purchasing.

2.7 Theoretical Framework

The proposed study was directed by the Tannenbaum and Schmidt continuum theory. The theory showed the connection between the levels of freedom manager opts to give a team and level of authority used by manager. The theory was based on the situation leadership and number of parameters used in choosing the managerial style (Wordpress.com, 2008). These factors included managerial competence, subordinate's development level and work in situation. Based on these factors, level of delegation may involve the manager taking and announcing a decision, selling a decision, presenting decisions with ideas and room for questions, suggesting decisions, explaining decision and then allowing the team to develop options (Wordpress.com, 2008).

This theory was successfully applied by Ziaran, Kucerova and Melasova (2014) in a study. Objective of this study was to analyze management impact on satisfaction of employees and their adherence to organizational objectives style. The study used controlled in-class experiment in which those involved were exposed to six different situations with two managerial styles namely authoritative and participative and three levels of managerial readiness to provide benefits for employees. The main finding of this study was that the top managerial strategy is built on a normal equilibrated relation between manager's authority and readiness to provide benefits. This strategy results in employees manifesting the best overall satisfaction and following company objectives.

The theory in relation to the research study is that the donor who is USAID is superior to the implementer and so delegated the authority to Aphia plus who in turn executed based on the functions delegated as the financial, human resource, monitoring and evaluation and logistics. As team grows, level moves from one to the next as freedom area increases and need for manager's input decreases (Wordpress.com, 2008). So USAID is delegating to APHIA plus whereby the freedom is increasing in decision making in relation to the functions delegated. These are the levels of delegation that this study seeks to build on looking at it after all this delegation how will it lead to project completion. The theory focused more on delegation and freedom in decision making to lower level employees, hence team development. As team's freedom goes up, manager's authority drops. This is a rather positive way for teams and managers to develop (Wordpress.com, 2008). Hence this theory is supporting delegation as a management strategy.

2.8 Conceptual Framework

Conceptual framework had four independent variables as; delegation of financial management, delegation of human resource, delegation of monitoring and evaluation and delegation of logistics and supply chain functions, each variable had three measurable indicators. The dependent variable was the completion of project with four measurable indicators while the intervening variable was also captured with three indicators to be measured. The conceptual framework showed how independent variable functions indicators impact on dependent variable by giving rights to completion of Aphia plus in Nairobi County, Kenya. The intervening variables showed insecurity as lack of confidence and lack of guidelines which had to be mitigated to ensure completion of the project.

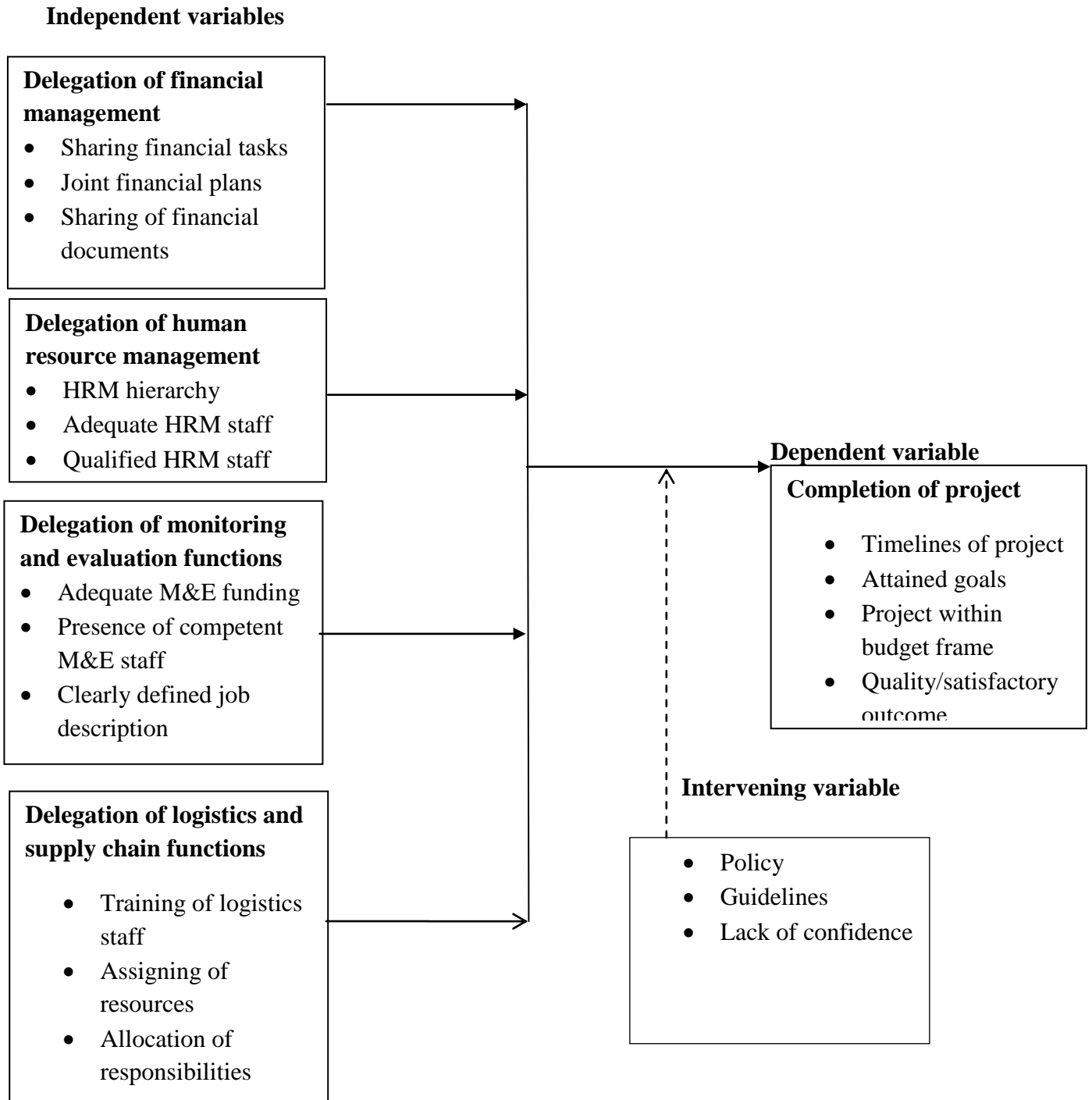


Figure 1: Conceptual Framework

2.9 Knowledge Gap

Journals and books were some of the literature that was reviewed while the knowledge gap identification was done. The Table 2.1ow illustrated the author, title, findings and the knowledge gap from the literature reviewed.

Table 2.1: Knowledge Gap

Author	Title	Findings	Knowledge gap
Darwish et al. 2010	Delegation of authority to the best method to raise efficiency on jo performance.	Delegated authority is vital in development of employees' performance.	Looked at how delegation affects the subordinate, quality and excellence but did not look at other aspect of delegation as delegation of finance function, monitoring and evaluation and also did not look at the success at the end of the organization.
Ahamed N and Jensen C. D. 2009	A mechanism of identity delegation at authentication level.	Identity delegation could increase the security of a nomadic environment where users want to delegate duties frequently.	Delegation in the study is mechanical using the new technology that is human to machine hence the study has not covered delegation of human to human.
Mugenda, M.P and Oleche O.M. 2015	Monitoring and Evaluation of Development of Projects and Economic Growth in Kenya. International Journal of Novel Research in Humanity and Social Science	Monitoring and evaluation concept and its importance and acceptability increasing globally.	The study looked at M&E in terms of economic growth and not in view of success in project completion also leaving out the other aspects of delegation.
Sevilla, J. 2005	Accountability and Control of Public Spending in a Decentralized and Delegated Environment.	In delegated spending, it is important to have specific responsibilities. If not, management will responsible for bad performance,	The study addressed monitoring after delegation of finance management in decentralized environment while this paper wants to look at delegation of financial management in a project as well as other parts as human resource and logistics.
Shekari, G. et al 2012	Relationship between delegation authority process and rate of effectiveness.	Study findings suggested there is significant relation between the delegation authority process and rate of effectiveness	The study looked at the relationship of the 2 variables leaving the gap of effectiveness of delegation in project.

2.10 Summary of Literature Review

Delegation is an extensively studied concept in management of projects, organizations and governments or public service. As indicated in the literature review, most of the literature discussed delegation generally, especially its principles or key elements. Also studied extensively are the challenges to effective and efficient delegation. Notably, the literature on delegation was not focused on specific types of projects or organizations; they only discussed good practices in delegation. This study sought to narrow down the influence of delegating specific functions of management, namely financial management, human resource management, monitoring and evaluation functions and logistics and supply chain functions on the completion of Aphia plus in Nairobi County, Kenya. Thus, the available literature did not fill the gap of the impacts of delegating specific functions of management, for specific organizations, government agencies or projects on the completion of performance of projects or agencies.

The review of the available literature showed that as a concept, delegation is widely covered in literatures. However, few studies had been conducted, especially at the local level, on the impacts of delegation on performance. In fact, most of the reviewed literatures were book and journal articles, with quite few empirical studies. The most widely covered type of delegation are financial and HRM delegation. The other functions such as monitoring and evaluation were scarcely covered. As for logistics and supply chain, the term outsourcing was alternatively used as it makes more sense than delegation. Summarily, the literature review showed minimal had been covered concerning specific functions of management, which can be delegated and the influence of such specific delegation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three layout procedures that research will follow in order to meet set objectives of study. It contains research design, target population, sampling techniques, sample size, data collection tools, validity, reliability of data collection instruments, procedure for data gathering and analysis, ethical concerns and operationalization of variables.

3.2 Research Design

Descriptive survey was used in Effectiveness of delegated authority in completion, a case of Aphia plus research project. This type of research design depicted the happenings as it exists (Kothari, 2009). The researcher has no power over the variables and only report what had happened. Therefore, this research design was correct for gathering information, doing summary, presenting and interpreting it for the purpose of clarification (Orodho, 2002). The design helped researcher to produce statistically significant information on issues of effective delegation on project completion, a study of Aphia plus in Nairobi County.

3.3 Target Population

Kothari (2009) defined population or universe as large group researcher can generalize conclusions drawn from the target group subsequently. The targeted population for research project was 120 which consisted of the project managers from different departments that are working within the conglomeration of organizations funded by USAID, employees in the project and the stakeholders in Nairobi County.

3.4 Sample Size and Sampling Procedure

The study had a large sample size as possible to realize a correct representation of the study population in Aphia plus in Nairobi County.

3.4.1 Sample Size

According to Kothari (2009) a sample is a collection unit from the universe to represent it, the larger the sample the better representation. In quantitative research mathematical procedures are used to calculate sample size. Qualitative research goal was to select a rich sample information rich for the study (Patton, 2002). Hence, researchers employ a thumb rule. According to Krejcie

and Morgan (1970) 90 selected from 120 fulfilled the minimum threshold sample as redirected on the table.

Table 3.1: Sample Size

Categories	Population	Sample size
Managers	5	5
Other employees	95	76
Stakeholders	20	19
Total	120	90

3.4.2 Sampling Procedure

According to Mugenda & Mugenda (2003), where time and resources are available, researcher should take a large sample. Generally, the sample size depends on number of variables in the study, type of design, method of data analysis and the size of the accessible population (Kumar, 2006). From the discussion, researcher sampled some respondents by stratified; simple random sampling technique to select the sample. Stratified simple random sampling is a type of random sampling in which the population is partitioned into categories called strata and a simple random sample selected from each stratum (William, 2014).

The stratum was knowledgeable workers in APHIA plus. In this study sampling was stratified and simple random sampling which were applied in depth capturing of data and conformation to a particular criteria. Stratified sampling was used to increase the statistical efficiency as well as allow for the provision of adequate data for analyzing various subpopulations.

3.5 Research Instruments

The study was primarily carried out through the use of questionnaire. There were two types of questionnaire; for 5 managers and for 76 employees and 19 stakeholders comprising the sample size. First hand data was collected by self-administration of questionnaires with others questionnaires were administered by research interviewer. The questionnaire had closed ended questions which are structured in nature.

3.5.1 Pilot Testing of the Instrument

It was important to test survey questionnaire before using it to collect data. With the developed questionnaires, pilot testing of the tools was done in the field using the samples with features similar to the actual target sample, using the exact procedures used in the study (Practical tool for international development). Even though the samples used in the pilot were not used in the actual study, the characteristics were the same as of those in sample size. In the pretest, the respondents were 10% of the sample Connelly (2008) consisted of 10 people; 2 managers, 4 employees and 4 stakeholders. The pilot made changes in the questionnaire's clarity and relevance, ambiguous questions that had double interpretation and misinterpretations of the question. Poor numbering, typo errors and unclear instructions were changed in the final questionnaire.

3.5.2 Validity of the Instrument

According to Patton (2001), any qualitative researcher should consider validity and reliability while designing, analyzing results and judging the quality of the study. Study endeavored to ensure the validity of the instrument. The validity was upheld to include content, construct, criterion, internal and external validity. To achieve internal validity the external strenuous factors of the study was controlled. This determined the alterations in the dependent variable affected by independent variable. In external validity, sample was representative of target population hence accurate generalization of the findings to small size delegated authority to other regions. The study yielded results that would be obtained elsewhere at different times in similar settings with all factors held constant. The research instruments were also subjected to expert's opinion to ensure effectiveness of the instrument.

3.5.3 Reliability of the Instrument

The study strived to ensure the findings are consistent if it were to be repeated. The random error was avoided at all stages of the study to eliminate deviations from the true findings of the study. The questionnaire instructions were as clear as possible and coded accurately. Random errors caused by instrument inaccuracy, scoring inaccuracy were eliminated using the split half reliability method. In this method, all items that measure the same idea were split in two groups then instrument administered to a sample of people. The sum of scores was calculated for each group. The correlation between scores gave the split half reliability result within acceptable measures using Statistical Package for Social Science (SPSS).

3.6 Data Collection Procedures

The introduction letter was gotten from the university after the proposal was accepted. The research assistants were trained and briefed on their work and appointment with the respondents booked for actual data collection. Research used primary and secondary data. Primary data refers to first-hand information by the researcher in the population of study. The secondary data was obtained from books, reports, newsletters, magazines, journals and the websites of the different websites of donor organizations and implementing partners. Respondents were randomly sampled from the organizations project management being involved in the Aphia plus projects in the Nairobi County. A questionnaire was used as a method of primary data collection.

The questionnaires were administered through self- administration, with the help of the researcher together with research assistants. The self-administration was for those respondents who are able to read but in the presence of the researcher in case of any clarifications. The researcher interviewed those who wanted to multitask as they respond to the questions. The questionnaire was administered to the stakeholders, managers, employees of the APHIA plus.

3.7 Data Analysis Techniques

Data collected was sorted, coded and keyed into the computer for analysis using the Statistical Package for Social Sciences (SPSS version 22). As Martin and Acuna (2002) observe, SPSS is capable to handle large amount of data, and with wide spectrum of statistical procedures designed for social sciences, it is quite efficient. Data gathered was qualitative and quantitative in nature. Qualitative data was analyzed by arranging responses in line with research questions and objectives. Descriptive statistics including percentages and frequency counts was used to analyze data. Bell (1993) maintains that when making the results known to a variety of readers, simple descriptive statistics as percentages have a considerable advantage over more complex statistics. The results of data analysis were presented in frequency table and percentages.

3.8 Ethical Considerations

Project study report put into considerations number of ethical issues especially the fact that the researcher will interact with the respondents through interview questions in a questionnaire to get their opinion on the subject of the study. Researcher avoided plagiarism and did not present another authors work whatsoever. Any idea borrowed from author or researcher was acknowledged and quoted hence the data collected was genuine.

Table 3.2: Operationalization of variables

Objectives	Variables	Indicators	Scale	Data source	Instrument	Data analysis
	Dependent variable Completion of Aphia plus project in Nairobi County	-Timelines -Achieved goals Budgets within wok frame -Quality /Satisfactory outcome	Ordinal	Managers, employees, stakeholders	Questionnaire	Descriptive statistics, Central tendency, frequency, correlations
	Independent variables					
Objective 1:	Delegation of financial management	-Sharing of financial tasks - Joint financial plans -Sharing of financial documents	Ordinal	Managers, employees, stakeholders	Questionnaire	Descriptive statistics, Central tendency, frequency, correlations
Objective 2:	Delegation of human resource management	- HRM hierarchy -Adequate HRM staff -Qualified HRM staff	Ordinal	Managers, employees, stakeholders	Questionnaire	Descriptive statistics, Central tendency, frequency, correlations
Objective3:	Delegation of monitoring and evaluation function	-Adequate M&E funding -Presence of competent M&E staff -Clearly defined job description	Ordinal	Managers, employees, stakeholders	Questionnaire	Descriptive statistics, Central tendency, frequency, correlations
Objective 4:	Delegation of logistics and supply chain function	-Training of logistics staff -Assigning of resources - Allocation of responsibilities	Ordinal	Managers, employees, stakeholders	Questionnaire	Descriptive statistics, Central tendency, frequency, correlations

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Chapter four contains analyses of collected data using the questionnaires, its presentation in tables and interpretation of the study's findings. The study findings are then discussed for each of the objectives.

4.2 Questionnaire Return Rate

Questionnaire response rate shows the percent of the questionnaires that were filled and returned by the respondents. The returned questionnaires were the ones analyzed. Table 4.1 shows response rate from sample size.

Table 4.1 Questionnaire Response Rate

Stratum	Sample Size	Return Rate
Managers	5	5
Junior Employees	76	57
Other stakeholders	19	19
Total	90	81

The questionnaires were administered and 81 of the respondents completed and returned their questionnaires, translating into a response rate of 90% above 70%, thus representative of the target population (Mugenda & Mugenda, 2003).

4.3 Demographic Characteristics of the Respondents

The study established some background information about respondents' age, level of education, office, designation, and gender.

4.3.1 Classification of Respondents by Age

The research also wanted to determine ages of the respondents, categorized under the age bracket of below 20, 31-40 years, 41-50 years and 51 years and above. The findings are contained in Table 4.2.

Table 4.2 Distribution of Respondents by Age

Age (years)	Frequency	Valid Percent	Cumulative Percent
Below 20	18	22.2	22.2
36 – 50	42	52.8	75.0
51 and above	21	25.0	100.0
Total	81	100	

As shown in Table 4.2, 52.8% of the respondents were middle aged, 22.2% were aged below 20 years while those aged 51 and above constituted 25% of the respondents. Thus, the majority of the respondents were middle aged and only 25% were elderly. However, all age brackets were targeted in the study.

4.3.3 Distribution of Respondents by Designation

This study established the respondents' role or designation in the project to ensure all departments and sectors were included captured. The distribution of roles and designation is shown in Table 4.3.

Table 4.3 Distribution of Respondents by Designation

Sector	Frequency	Valid Percent	Cumulative Percent
Project Manager	18	22.2	22.2
Project Partner	20	25.0	47.2
Project Employee	17	20.8	68.0
Project Beneficiary	26	21.06	79.2
Total	72	100	

From the findings, most of the respondents were the project partners 25%, project managers 22.2%. Project employees and beneficiaries were 20.8% each and 21.06% respectively. Thus, all stakeholders in the project were fairly represented in the survey.

4.3.4 Distribution of Respondents by Level of Formal Education

The study set to establish the education level of the respondents to give an indication of the nature and expertise or skills in the project. Education level distribution is shown in Table 4.4.

Table 4.4 Distribution of Respondents by Level of Education

Level of Education	Frequency	Valid Percent	Cumulative Percent
Masters and Above	11	13.6	13.6
Degree	14	17.1	30.7
Certificate/ Diploma	56	69.3	100.0
Total	81	100.0	

Table 4.4 describes that most respondents 69.3% had certificates and diplomas while 17.1% had degree level of education. Only 13.6% had masters level and above.

4.4 Delegation of Financial Management and Completion of Aphia-plus

In an effort to determine the influence of delegation of financial management on the completion of the Aphia plus project, the respondents indicate their agreement with questionnaire items related to delegation of financial management tasks and its influence on completion and performance of the project. The analysis was guided by a coding scale of 1 to 5, 1 representing strong agreement and 5 representing strong disagreement with the statements. Table 4.5 contains the statistics on the findings from the survey related delegation of financial management tasks and how the respondents agreed or disagreed with the statements.

Table 4.5 Descriptive Statistics on Delegation of Financial Management

	We have consultative forums	We share financial tasks	We share financial documents	We develop financial plans as a team
N Valid	81	81	81	81
Median	2	2	2	2
Mode	2	2	1	2

Table 4.5 shows a mode of 1 for the questionnaire item of ‘we share financial documents’ implying large number of the respondents ‘strongly agreed’ with this statement. All other items had a mode of 2 implying that most of the respondents interviewed agreed with the statements on financial delegation. It is can therefore be concluded that all the respondents concurred that

financial management delegation brings about timely project completion and efficiency in the project.

4.4.1 Developing Financial Work Plan Together

The respondents were asked to rate whether they develop financial work plans as a team in their project. The findings are revealed in Table 4.6.

Table 4.6 Development of Financial Work Plan as a Team

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	26	36.1	36.1
Agree	29	40.3	76.4
Neutral	20	15.3	91.7
Disagree	4	5.6	97.3
Strongly disagree	2	2.8	100.0
Total	81	100.0	

In Table 4.6, 76.4% of respondents were in agreement that they develop financial plans together, though to different extents. Respondents 5.6% disagree and 2.8% strongly disagree with this statement while remaining 15.6% were neutral.

4.4.2 Sharing of Financial Tasks

This question sought to determine if respondents felt there was sharing of financial tasks in project. The findings are presented in Table 4.7

Table 4.7 Sharing of Financial Work

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	21	29.2	29.2
Agree	38	52.8	82.0
Neutral	20	15.3	97.3
Disagree	0	0	97.3
Strongly disagree	2	2.7	100.0
Total	81	100.0	

Table 4.7 showed 29.2% of respondents strongly agreed that there was sharing of financial work while 52.8% agreed to the questionnaire item. Only 2.7% of the strongly disagreed that there was sharing of financial work and 15.3% were undecided. The 82% level of agreement shows there is sharing of financial work in the project.

4.4.3 Workers Adhere to Financial Plan

This question sought to determine if the respondents felt that workers adhered to the financial plan. The findings are presented in Table 4.8.

Table 4.8 Workers Adhere to Financial Plan

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	23	27.7	27.7
Agree	34	43.1	70.8
Neutral	19	22.2	93.0
Disagree	2	2.8	95.8
Strongly disagree	3	4.2	100.0
Total	81	100.0	

On issue of adherence to financial plan, 27.7% of the respondents strongly agreed that there was adherence to financial work plan while 43.1% simply agreed with statement. Only 7% of respondents disagreed with the statement. At 70.8% agreement with the statement, is evident that adherence to project financial work plan, which may translate into project efficiency and completion.

4.5 Delegation of Financial Management

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level in a 2-tailed test. It indicated that there was correlation between delegation of financial management and completion of Aphia plus project. There was moderate correlation between delegation of financial management and the completion of Aphia plus project. The Spearman's rho value of 0.443 is statistically significant. Based on the analyses, it is asserted that there is significant relationship between delegation of financial management and the completion of Aphia plus project in Nairobi County, Kenya.

4.6 Delegation of Human Resource Management

In an effort to determine the influence of delegation of human resource management on the completion of Aphia plus project in Nairobi, the respondents indicate level of agreement with specific questionnaire items related to the construct of delegation of HRM. A 1-5 scale with 1 as strong agreement and 5 as strong disagreement applied.

Table 4.9 Descriptive Statistics on Delegation of HRM

	The HRM has systems to support delegation	We conduct regular monitoring of delegated HRM tasks	There is accountability for delegated HRM tasks	Qualified staff to work on delegated HRM tasks
N Valid	81	81	81	81
Missing	1	0	0	0
Median	1	2	2	2
Mode	1	2	2	1

Table 4.9 indicates that for the items on ‘the HRM department has systems to support delegation; mode of 1 implies that most of the participants strongly agreed that the Aphia plus project has systems that support HRM delegation. A mode of 2 for the other items indicates that most of the respondents were in agreement that the project conducts regular monitoring of delegated HRM tasks, there I accountability for delegated HRM duties and that the project has qualified workers to execute delegated HRM tasks.

4.6.1 Adequate HRM Staff for Delegation of Tasks

This question sought to determine if Aphia plus project’s HRM has adequate staff for task delegation. The findings are contained in Table 4.11.

Table 4.10 Adequate HRM Staff for Delegation of Tasks

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	45	53.5	53.5
Agree	27	33.8	87.3
Neutral	5	8.5	95.8
Disagree	0	0	95.8
Strongly disagree	4	4.2	100.0
Total	81	100.0	

From Table 4.10 it is evident that majority of respondents at 53.5% strongly agreed that there exists adequate staff for delegation of HRM tasks. This is in concurrence with the mode of 1 under Table 4.12. Only 4.2% of respondents disagreed or strongly disagreed with the statement with 8.5% of the respondents remaining neutral on the statement.

4.6.2 Planning and Preparation for HRM Delegation

This question sought to determine whether the project's HRM department prepares and plans for HRM delegation. The findings are brief in Table 4.12.

Table 4.11 Plan and Preparation for HRM Delegation

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	28	33.3	33.3
Agree	36	47.2	80.5
Neutral	13	15.3	95.8
Disagree	4	4.2	100.0
Strongly disagree	0	0	100.0
Total	81	100.0	

Table 4.11 present majority of respondents, 47.2% agreed project's HR department plans and prepares for delegation of tasks. A third of respondents strongly agreed with the statement while only 4.2% disagreed with the statement with 15.3% remaining neutral.

4.6.3 Staff Commitment to HRM Goals

This question sought to determine if the HR department staffs are committed to the department's goals so that delegated duties are faithfully implemented. The findings are summarised in Table 4.12.

Table 4.12 Staff Commitment to the HR Department's Goals

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	23	25.0	25.0
Agree	40	51.4	76.4
Neutral	20	23.6	100.0
Disagree	0	0	100.0
Strongly disagree	0	0	100.0
Total	81	100.0	

Table 4.12 shows that majority of the respondents; 76.4%, were in agreement, even if to different extents, that there is worker commitment to departmental goals. About 23.6% of the respondents were undecided on the level of commitment to HR goals at the project. Notably, no respondent disagreed with the statement on commitment to goals.

4.7 Delegation of HRM

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level in a 2-tailed test. It indicated there was correlation between the delegation of HRM and completion of Aphia plus project, Nairobi County. There was positive correlation between delegation of human resource management and the completion of Aphia plus project, Nairobi County, indicated by a Spearman's rho value of 0.395. These findings showed strategy of delegating HRM tasks is positively correlate completion and performance Aphia plus project, Nairobi County.

4.8 Delegation of Logistics and Supply Chain Functions

In an effort to determine the influence of delegation of logistics and supply chain functions on the completion of Aphia plus project, Nairobi County, respondents were asked to indicate level of agreement with statements related to delegation of logistics and supply chain functions and

project completion. The coding scale used in the analysis ranged from 1 to 5, 1 indicating strong agreement and 5 indicating strong disagreement. Table 4.16 shows the statistics on some of the findings from questions on delegation of logistics and supply chain and how the participants responded.

Table 4.13 Descriptive Statistics on Delegation of Logistics and Supply Chain

	We conduct training on delegation of tasks	The project assigns resources to logistics functions	We allocate logistics responsibilities to staff	The project transfers logistics jobs to other personnel
N Valid	81	81	81	81
Median	2	2	2	2
Mode	2	2	2	2

As shown in table 4.13, a mode of 2 indicates majority of respondents agreed project conducts training on delegation of logistics tasks, assigns resources to logistics functions, allocates logistics responsibilities to other personnel.

4.8.1 Staff Understand the Project’s Logistic System

This question sought to determine if the staffs understand the logistics and supply chain system. The findings are summarised in table 4.17.

Table 4.14 Staff Understand the Project’s Logistics Systems

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	21	25.0	25.0
Agree	30	38.9	63.9
Neutral	25	31.9	95.8
Disagree	3	2.8	98.6
Strongly disagree	2	1.4	100.0
Total	81	100.0	

Table 4.14 indicates 63.9% of respondents strongly agreed and simply agreed that project staffs understand the project’s logistics and supply chains systems. While a minority of 4.2% disagreed with this statement, a sizeable 31.9% of the respondents opted to remain neutral on the issue.

4.9 Delegation of Logistics and Supply Chain Functions

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level in a 2-tailed test. It indicated the correlation between delegation of logistics and supply chain functions and the completion of the Aphia plus project, Nairobi County. The Spearman’s rho value of 0.425 indicated positive correlation between the delegation of logistics and supply chain functions and the completion of Aphia plus project, Nairobi County. The obtained Spearman’s rho value is statistically significant for the relationship between the variables. Thus, the hypothesis there was significant relationship between delegation of logistics and supply chain functions and the successful completion of Aphia plus project.

4.10 Delegation of Monitoring and Evaluation Functions

In an effort to determine the influence delegation of monitoring and evaluation (M&E) on the completion of Aphia plus project, the respondents indicated level of agreement with statements related to project’s practices in delegation of M&E and its influence on project completion as in Table 4.19.

Table 4.15 Descriptive Statistics on delegation M&E

	Adequate funds for delegation of M&E	Competent M&E staff	Adequate and relevant training for M&E staff	Adequate M&E delegation timelines
N Valid	81	81	81	81
Missing	0	0	0	0
Median	2	2	2	2
Mode	2	2	2	2

Table 4.15 indicates that for the variable of delegation of M&E, a mode of 2 for all the analyzed items indicated majority of respondents agreed with statements that ‘there are adequate funds for

delegation of M&E, competent M&E staff, adequate and relevant training, and adequate timelines for M&E delegation.

4.10.1 Descriptive Statistics on Flexibility of budget for M&E delegation

The statement sought to find out if the project has flexible budget for M&E delegation. Findings are summarised Table 4.20.

Table 4.16 Statistics on the Flexibility of Budget for delegation of M&E functions

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	21	27.8	27.8
Agree	21	36.1	63.9
Neutral	24	27.8	91.7
Disagree	6	5.6	97.3
Strongly disagree	2	2.7	100.0
Total	81	100.0	

Table 4.16 presented majority of respondents; 63.9%, strongly agree and just agree that the project has flexible budget for delegation of M&E tasks. Only 8.3% either disagreed or strongly disagreed to this statement.

4.10.2 Presence of Adequate M&E Staff for Delegation of Duties

The statement sought to find out the adequacy of M&E staff for purposes of delegation of duties. Findings are summarised Table 4.21.

Table 4.17 Presence of Adequate M&E Staffs for Delegation of M&E Tasks

	Frequency	Valid Percent	Cumulative Percent
Strongly agree	10	11.1	11.1
Agree	45	59.7	70.8
Neutral	21	26.4	97.2
Disagree	2	1.4	98.6
Strongly disagree	3	1.4	100.0
Total	81	100.0	

Table 4.17 indicated 70.8% of respondents agreed, even if to different extents, that the project has sufficient M&E staffs for delegation of M&E tasks. Only a small minority of 2.8% disagreed or strongly disagreed with this statement while a sizeable 26.4% remained neutral on the adequacy of M&E staffs in Aphia plus project.

4.11 Delegation of M&E Tasks and Project Completion

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level in a 2-tailed test. It indicated the correlation between the delegation of M&E tasks and the completion of Aphia plus project, Nairobi County. The Spearman's Rho value of 0.585 indicated a positive correlation between delegation of M&E tasks and completion of Aphia plus project in Nairobi. Thus, there is significant correlation between delegation of M&E Tasks and completion of projects.

4.12 Completion of Aphia plus project

The respondents agreed, to different extents, on the indicators of the Aphia plus project such as achievement of project targets, project completion within stipulated time, existence of project exit strategy and sustainability and actual benefits to beneficiaries.

Table 4.18 Descriptive statistics on the Completion of Aphia plus project, Nairobi County

	Project achieved its target goals	Project finished within stipulated time	Project has exit strategy	Project is sustainable	Actual benefits to beneficiaries
N Valid	81	81	81	81	81
Median	2	2	2	2	2
Mode	2	2	2	2	2

A mode of 2 for all the variables indicate majority of respondents agreed project achieves its targets, is finished within stipulated time, has an exit strategy, is sustainable and has actual benefits to the target beneficiaries.

4.13 Delegation of Tasks and Completion of Aphia-plus Project

In summary the correlation between delegations of various project tasks and activities and completion of Aphia plus project, Nairobi County. Evidently, a Spearman's Rho value of 0.615 indicated strong positive correlation between delegation of tasks and completion of Aphia plus project, Nairobi County.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five contains summary of findings of the research, discussion of findings, conclusions, recommendations and suggestions for further research. The findings remain summarized according to objectives of study which include investigating whether delegation of financial management, human resource management, M&E and logistics tasks has correlations with the completion of Aphia plus project in Nairobi County.

5.2 Summary of Findings

Brief findings from study on the influence of delegation of tasks on completion of Aphia plus project, Nairobi County is presented. Summarily, it was established that delegation of financial management, human resource management, M&E, and logistics and supply chain functions correlate with completion of Aphia plus project with references to achievement of project targets, timely completion of project, sustainability of the project, actual benefits to the beneficiaries and existence of project exit strategy.

5.2.1 Findings on Delegation of Financial Management and the Completion of the Aphia plus project

The study established a positive relationship between delegation of financial management and the completion of Aphia plus project, indicated by a Spearman's rho value of 0.443. The participants agreed, to differing extents, that certain activities and strategies are in use in the project to ensure delegation of financial management. Reportedly, Aphia plus project uses consultative forums, shares financial tasks, share financial documents and develop financial plans as a team.

5.2.2 Findings on Delegation of HRM and the Completion of the Aphia plus project

The study also established positive relationship between delegation of human resource management tasks and the completion of Aphia plus project in Nairobi County. The analysis yielded a Spearman's rho value of 0.395. These findings indicate that delegating HRM tasks is

likely to enhance the completion, performance and sustainability of Aphia plus project, Nairobi County. The strategies by which the project achieves delegation of HRM are strong HRM systems that support delegation, regular monitoring of delegation, accountability for delegated duties and hiring of qualified staffs to act on delegated tasks.

5.2.3 Findings on Delegation of M&E and the Completion of the Aphia plus project

The study established a positive correlation between delegation of M&E tasks and the completion of Aphia plus project in Nairobi, supported by a Spearman's Rho value of 0.585. The relationship between delegation of M&E tasks and the completion of the project was observed to be indicated by the availability of adequate funds for delegation of M&E, presence of competent M&E staffs, adequate and relevant training for M&E staffs and ample timelines for delegated M&E tasks.

5.2.4 Findings on Delegation of Logistics and Supply Chain and the Completion of the Aphia plus project

From the data analysis, a Spearman's rho value of 0.425 showed a positive correlation between delegation of logistics and supply chain functions and the completion of Aphia plus project, Nairobi County. The strategies or activities by which Aphia plus project achieves delegation of logistics and supply chain functions include trainings on delegation of tasks, assigning of resources to supply chain functions, allocating logistics roles to staffs and transferring logistics task to other personnel.

5.2.5 Findings on the Completion of Aphia plus project

The study established a positive correlation between delegation of tasks in financial and human resource management, logistics and supply chain functions as well as M&E functions and the completion of the Aphia plus project, Nairobi County. The indicators of project completion that the research used to measure project completion were the achievement of project targets, project completion within stipulated time, existence of project exit strategy and sustainability and actual benefits to beneficiaries, all of which the respondents agreed as evident in APHIA-PLUS project in Nairobi County.

5.3 Discussion of Findings

Findings of positive correlations between delegation strategies used by Aphia plus project to achieve its targets in a timely, beneficial and sustainable manner will be discussed.

5.3.1 Delegation of Financial Management and the Completion of the Aphia plus project

The study established that delegation of financial duties is quite integral to the performance and completion of the Aphia plus project, Nairobi County. Notably, delegation of financial management tasks has implications on the efficiency and development of a project. The involvement of other employees in the financial management of a project or an organization results in improved team efficiency as well as the participation and contribution of all team members, thus increasing every employee's output, growth and development (Salinas-Maningo, 2005).

Delegation of financial management tasks particularly improves project processes' efficiency when tasks are transferred to personnel with better skill match for the work. Whereas the finance manager ought to be in charge of planning and strategizing all finance issues, the entire team should be introduced to finance management when other smaller, less weighty tasks have been identified. When the project teammates are capable of implementing most of the routine financial activities required of them, the project finance managers may have ample time and effort needed to plan for the project's other important functions.

Delegation of financial management tasks also helps project leaders and managers pass their important skills and abilities to project teams. The best way of imparting financial skills onto others is through coaching them in the new skills and delegating financial management tasks to them so that they apply the new skills. Therefore I concur with the findings of Darwish (2010) who established that delegating financial management tasks is an effective technique of encouraging project teams to develop while managers develop coaching and mentoring skills in the process. The discussed and studied concepts of financial delegation and delegation in general are in fact, the building blocks for cascading financial functions across various performer or worker levels in head, regional and branch offices for organizations and government departments (Van den Steen, 2005). I tend to agree with Van den Steen that decision-making and resources

can be decentralized away from centralized control to facilitated progress in project work hence adherence to timeframe of project.

5.3.2 Delegation of HRM and the Completion of the Aphia plus project

Human Resource (HR) delegation entails HR managers assigning some of their roles, responsibilities and HR tasks and authority to other employees to complete specifically defined and agreed upon task while the HR management retains ultimate responsibility for the success of these tasks. The study established that in Aphia plus project, Nairobi County, delegation of HR management tasks entails the empowering of project teams through effective leadership.

When project teams are delegated HR duties, they become empowered to the extent that others become experts in the fields they initially did not work in. In fact I concur that HR delegation may make employees surpass their abilities, thus encouraging project teams to have more personal interest and contribution to their development and the project team's success (Small Business Resource Centre, 2006). When senior management empowers project teams, the result is better performance and a successful project completion.

In addition to empowerment, delegation of HRM tasks results to improved project leadership. When a leader or a manager attempts to accomplish all tasks without help from other team members, others may not be able to learn how to work in the absence of their leader. In some cases, some leaders fail to coach and mentor others for fear of losing their identity and powers associated with the position of leadership held (Small Business Resource Centre, 2006). On the other hand, when workers successfully complete the tasks delegated to them, they get encouraged and confident to take on new tasks.

Delegating HR tasks to workers makes the management to follow up on their progress (Mohiedini, 2009). However, delegation of HR tasks should not just be directed downward. Regardless of the direction an organization takes in delegating HR tasks, the best ought to be done in preparing for and planning delegation for the success of the team. The study's findings are similar to that by Angst and Borowiecki (2013) who established that delegation of duties is a fundamental driver of organizational growth and good leadership. HR managers that delegate tasks appear more effective in management and development of employees. Managers that delegate also inspire employees with competence and dedication and motivate them in a way that

employees accept more challenging responsibilities and perform duties with authority and efficiency.

5.3.3 Delegation of M&E and the Completion of the Aphia plus project

The study established Aphia plus project uses the delegation of monitoring and evaluation as a strategy by its managers and owners to attain project targets and completion. Thus, a strategic implementation of M&E delegation is highly recommended considering that managers may have the urge to control the outcomes of self-monitoring and evaluation of own processes and projects. Among the tasks in a project, the effective delegation of Monitoring and Evaluation seems the hardest to achieve for many managers (Mohiedini, 2009).

The strategies by which Aphia plus project achieves delegation of its M&E tasks are availing of adequate funds for delegation of M&E tasks, hiring of competent M&E staffs, supplying adequate and relevant training for M&E staffs and training other staffs on the principles, visions, mission and importance of M&E to the project. Project or enterprise managers should also create ample timelines for the completion of delegated M&E tasks, which often require a lot of time to complete. I agree with Salinas-Maningo (2005) on the statement that monitoring ensures that the delegated tasks are implemented but also completion of the task is important. For instance in Aphia plus even if they avail the adequate funds without monitoring then the tasks delegated may not be done to satisfaction

5.3.4 Delegation of Logistics and Supply Chain and the Completion of the Aphia plus project

It is not easy to be an effective manager and leader if one is not aware of the logistics involved in an organization or project. At all or some point in the lifetime of a project, it is necessary that a manager or leader understands the supply chain or logistics of a project. Thus, it is of the essence for senior and junior employees to get involved with logistics. However, leaders ought not to get too involved in every supply chain or logistics aspects of an enterprise or an organization, which may result in other team members complaining about a leader's grasp on the project or enterprise. Loosening up on logistics and supply chain functions frees up management time and help build team rapport, which is quite important to the smooth-running of project operations.

The more a management delegates logistics functions, the easier the process of delegation gets, leaving the management more time to rest or work on more pressing issues (Mohiedini, 2009).

Prior to delegating logistics and supply chain tasks, care should be taken not to give too much responsibility too soon since team members may lose confidence, especially whenever they fall short of completing the delegated tasks. Hence, delegation of big tasks should be done in a gradual process (Salinas-Maningo, 2005). The amount of responsibility allocated by a leader should increase only as team members grow in confidence and ability. Some of the factors that should be considered during delegation of logistics are the climate of the project or enterprise, current delegation style or practice, current strategies and members' job interests (Mohiedini, 2009). Also, the delegating officer should consider the team culture, leadership style, competence and confidence levels, physical location of staff and attitude towards delegation.

5.4 Conclusions

The study's findings point to the fact that delegation of various types of tasks in project teams is important to the successful completion of projects in various ways. First, delegation ensures project activities are implemented within the stipulated timelines, ensuring project deliverables are channeled to the target beneficiaries in time. Delegation also imparts new and more advanced skills from divergent fields such as financial management, human resource management, monitoring and evaluation and logistics among into employees. Through delegation of tasks, project team members become skilled in a wide range of skills, making them competitive at the work place. Through delegation of tasks, managers and leaders of a project become better coaches and trainers, thus creating a pool of leadership and managerial skills from which a project or an enterprise may benefit. Delegation also boosts workers' morale and confidence, thereby contributing to their personal and professional growth and development. Delegation of project tasks also contribute to the successful completion of projects by contributing to project outcomes and sustainability since local workforce acquires skills that might be of use along after the project is completed.

5.5 Recommendations

1. Project and enterprise organizations should train and enlighten their leadership and management on the importance of delegation of duties, especially in the timely implementation of project activities, which would translate to the timely completion of projects and delivery of benefits to the target beneficiaries.
2. Project teams should enlighten themselves on the elements of delegation and some of the functions and tasks that can be delegated to hasten the achievement of project goals.

5.6 Suggestions for Further Research

On the basis of what that further studies similar to the current one be conducted in other sectors of the economy has been found out from this study, the researcher makes the suggestion or institutions, especially NGOs and governmental projects that engage in community-oriented projects and programmes to corroborate or replicate these findings. In particular, further studies should seek to highlight how various departments may delegate tasks in a manner that does not jeopardize the realization of quality and sustainable products to the target beneficiaries.

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

I am a Master's student at School of Continuing and Distance Education at the University of Nairobi currently conducting research study titled "**Effectiveness of Delegated Authority on the Project Completion. A Case of Aphia plus project in Nairobi County, Kenya**". You have been selected as one of the respondents to provide the necessary data and information for this research. I kindly request you to spare a few minutes and answer attached questionnaire. Information so gotten will be used solely for academic purposes, treated with the greatest confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on questionnaire. I therefore kindly ask you to respond to all questions with utmost honesty.

Thank you for your time.

Yours Faithfully,

Pauline Obop

APPENDIX 2: QUESTIONNAIRE FOR THE MANAGERS

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1.1 Respondent's Particulars

a) What is your gender

1. Male
2. Female

b) Specify your role or designation in the project?

1. Project manager
2. Project partner
3. Project employee
4. Project beneficiary

c) Specify your age bracket?

1. Below 20 years
2. Between 21- 30 years
3. Between 31- 40 years
4. Between 41-50 years
5. 51years and above

d) What is your highest level of formal education?

1. Certificate
2. Diploma
3. First degree
4. Masters
5. Other specify.....

SECTION B: DELEGATION OF FINANCIAL MANAGEMENT AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

To what extent do you agree with these statements about financial management delegation in your project?

Kindly respond to all statements, tick (V) in one of the assigned numbers in the boxes below.

Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

		1	2	3	4	5
1	We conduct project analysis to understand financial delegation need					
2	We conduct consultative forums with key stakeholders to prioritize delegation needs and areas.					
3	We share the financial tasks with relevant employees for their support and contribution					
4	We conduct financial management courses and induct all the finance department staffs					
5	We share financial documents with project finance staff after induction					
6	We develop financial work plan by involving all project staffs					
7	All finance employees follow the financial work plan during implementation					
8	The finance managers confirm that workers understand what the managers want					

SECTION C: DELEGATION OF HUMAN RESOURCE MANAGEMENT AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

3.1 To what extent do you agree with these statements on Human Resource Delegation in your project?

Kindly respond to all statements, tick (V) in one of the assigned numbers in the boxes below. Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

		1	2	3	4	5
1	The project has good human resource management systems that support delegation of tasks					
2	Managers confirm the commitment of the human resource management staff to the department's goals					
3	The human resource management has qualified staffs to work on delegated tasks					
4	The human resource management Department is independent and is not influenced by other departments					
5	We have adequate number of human resource management staffs for effective delegation					

6	Human resource management confirm accountability for delegated functions					
7	We conduct regular monitoring for all delegated human resource management tasks					
8	There is thorough preparation and planning for human resource management delegation					

SECTION D: DELEGATION OF MONITORING AND EVALUATION AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

3.1 To what extent do you agree with these statements on monitoring and evaluation delegation in your project?

Kindly respond to all statements, tick (V) in one of the assigned numbers in the boxes below. Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree

		1	2	3	4	5
1	The project has adequate project funds to delegate monitoring and evaluation tasks					
2	There is competent project staff to implement the delegated monitoring and evaluation functions					
3	We have adequate monitoring and evaluation staffs in every office					
4	Every project staff has clear job description to support delegation					
5	Monitoring and evaluation staffs remuneration is competitive enough to motivate delegation					
6	We provide monitoring and evaluation staff with relevant and adequate working resources to enhance the performance of delegated tasks					
7	The monitoring and evaluation budget is flexible to accommodate additional costs of delegation					
8	The monitoring and evaluation task timelines are adequate for delegated tasks to achieve the desired results					

SECTION E: DELEGATION OF LOGISTICS AND SUPPLY CHAIN FUNCTION AND THE COMPLETION OF THE APHIA PLUS PROJECT IN NAIROBI COUNTY, KENYA

3.1 To what extent do you agree with these statements on logistics and supply chain function delegation in your project?

Kindly respond to all statements, tick (V) in one of the assigned numbers in the boxes below.

Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree

		1	2	3	4	5
1	Training of logistics staff on appropriate skills on delegation is done					
2	The project assigns resources to scheduled logistics activities					
3	The staffs are allocated responsibilities for logistics issues, items, risks					
4	The logistics jobs are transferred to other personnel					
5	Logistics plan is in existence					
6	Logistics systems are well understood by all other staffs					

SECTION F: COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

Specify the level of agreement to the below performance measures of your project?

Kindly respond to all statements, tick one of the assigned numbers.

Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree

		1	2	3	4	5
1	The project achieved its set targets					
2	The project was completed within the stipulated duration					
3	The project was implemented within the approved budget					
4	The project had an exit strategy					
5	The project is sustainable and the beneficiaries are benefiting from the enterprise.					

Thank you for your Participation

APPENDIX 3: QUESTIONNAIRE FOR THE EMPLOYEES AND STAKEHOLDERS
SECTION A: DEMOGRAPHIC CHARACTERISTICS

1.2 Respondent's Particulars

a) What is your gender

Male

Female

b) Specify your role or designation in the project?

1. Project manager

2. Project partner

3. Project employee

4. Project beneficiary

c) Specify your age bracket?

1. Below 20 years

2. Between 21- 30 years

3. Between 31- 40 years

4. Between 41-50 years

5. 51years and above

d) What is your highest level of formal education?

1. Certificate

2. Diploma

3. First degree

4. Masters

5. Other specify.....

SECTION B: DELEGATION OF FINANCIAL MANAGEMENT AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

To what extent do you agree with these statements about financial management delegation in your project?

Kindly respond to all statements, put a tick in one of the assigned numbers in the box.

Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

		1	2	3	4	5
1	Consultative forums with stake holders and employees to prioritize delegation needs and areas					
2	We are involved in financial tasks as relevant employees to support and give contribution					
3	We are taken through financial management courses and induction to all the finance department staffs					
4	Financial documents are shared with project finance staff after induction.					
5	Staffs are involved in development of financial work plan					
6	All finance employees follow the financial work plan during implementation					
7	The finance managers confirm that workers understand what the managers want					

SECTION C: DELEGATION OF HUMAN RESOURCE MANAGEMENT AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

3.1 To what extent do you agree with these statements on Human Resource Delegation in your project?

Kindly respond to all statements, put a tick in one of the assigned numbers in he box.

Use the scale where 1= Strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= Strongly disagree

		1	2	3	4	5
1	The project has good human resource management systems that support delegation of tasks					
2	Managers confirm the commitment of the human resource management staff to the department's goals					
3	The human resource department has qualified staffs to work on delegated tasks					
4	The human resource management Department is independent and is not influenced by other departments					

5	Are the human resource management staffs adequate in number for effective delegation					
6	Do human resource staff exhibit accountability for delegated functions					
7	We are done for regular monitoring for all delegated human resource management tasks					

SECTION D: DELEGATION OF MONITORING AND EVALUATION AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

3.1 To what extent do you agree with these statements on monitoring and evaluation delegation in your project?

Kindly respond to all statements, tick in one of the assigned numbers in the box.

Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree

		1	2	3	4	5
1	There is competent project staff to implement the delegated monitoring and evaluation functions					
2	We have adequate monitoring and evaluation staffs in every office					
3	Every project staff has clear job description to support delegation					
4	Are you motivated by Monitoring and evaluation staffs remuneration compared to the delegated task					
5	We provided monitoring and evaluation relevant and adequate working resources to enhance the performance of delegated tasks					
6	The monitoring and evaluation task timelines are adequate for delegated tasks to achieve the desired results					

SECTION E: DELEGATION OF LOGISTICS AND SUPPLY CHAIN FUNCTION AND THE COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

3.1 To what extent do you agree with these statements on logistics and supply chain function delegation in your project?

Kindly respond to all statements, Tick (v) one of the assigned numbers below.

Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree

		1	2	3	4	5
1	Training of logistics staff on appropriate skills on delegation is done					
2	The project assigns resources to scheduled logistics activities					
3	The staffs are allocated responsibilities for logistics issues, items, risks					
4	The logistics jobs are delegated to the staffs and to other personnel					
5	We are involved in logistics planning ¹					
6	We understand logistics systems					

SECTION F: COMPLETION OF THE APHIA-PLUS IN NAIROBI COUNTY, KENYA

Specify the level of agreement to the below performance measures of your project?

Kindly respond to all statements, put a tick in one of the assigned boxes.

Use the scale where 1= strongly agree, 2= Agree, 3= Undecided 4= Disagree and 5= strongly disagree

		1	2	3	4	5
1	The project achieved its set targets					
2	The project was completed within the stipulated duration					
3	The project had an exit strategy					
4	The project is sustainable and the beneficiaries are benefiting from the enterprise					

Thank you for your Participation

APPENDIX 4: SAMPLING TECHNIQUE TABLE

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*