

**FACTORS INFLUENCING IMPLEMENTATION OF DEVELOPMENT
PROJECTS MANAGED BY DISADVANTAGED GROUPS IN KENYA: A CASE
OF MAKUENI COUNTY**

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the Award of the Degree of Master of Arts in Project Planning and Management, of
The University of Nairobi.**

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DECLARATION

I declare that this research project report is my original work and has not been presented for any award in any other university.

SignatureDate.....

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L50/81272/2015

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

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DEDICATION

I dedicate this project to my beloved parents Mr. and Mrs Mbwele for their unconditional support. Their encouragement has kept me motivated to reach the highest levels attainable.

ACKNOWLEDGEMENT

This project could not have been completed without the input of many other people. There have been many valuable contributions, sacrifice, advice and engagements of the many family members, friends, colleagues, students and well-wishers.

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LIST OF ABBREVIATION /ACRONYMS

AGPO	Access to Government Procurement Opportunities
GDP	Gross Domestic Product
GOK	Government of Kenya
ICT	Information Communication and Technology
KPIs	Key Performance Indicators
PPDA	Public Procurement and Disposal Act
PPOA	Public Procurement Oversight Authority
YEDEF	Youth Enterprise Development Fund

ABSTRACT

A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. The purpose of this research was to investigate the factors that influence the implementation of public projects managed by disadvantaged groups in Kenya. The objectives of this research were to establish how choice of method of procurement influence the implementation of development projects managed by disadvantaged groups, to determine how supplier selection influence the implementation of development projects managed by disadvantaged groups, to establish how access to financial resources influences the implementation of development projects managed by disadvantaged groups and to establish how ICT adoption influence the implementation of development projects managed by disadvantaged groups. The research investigated the factors influencing implementation of development projects managed by disadvantaged groups; case of Makueni County, Kenya. The research was guided by theory of project management and project planning and management. To achieve the objective of the study, a descriptive research design will be used. The target population included 246 respondents from which a sample size of 150 was selected by use of simple random sampling method. The sample size comprised; project managers, disadvantaged group, and project committee members. Simple random sampling was used to select the projects to participate in the study. A structured questionnaire was used to collect quantitative and qualitative data from the study respondents. Data was analyzed in both qualitative and quantitative approaches. Under the qualitative approach, common themes emanating from the study responses were analyzed. Under the quantitative approach data in numeric form was summarized and described in descriptive statistics such as frequency and percentages. The study findings were interpreted based on the study objectives. Conclusion and recommendation were thereafter drawn. The study findings indicated that the level of education among the study respondents had a significant association with the implementation of development projects managed by disadvantaged groups. Majority of the respondents 64% agreed that procurement methods and process affects the time to complete projects. 77% of the respondents agreed that disadvantaged groups lack capacity to complete projects on time further a major challenge faced by this groups is that they are limited to information to access credit facilities to address financial challenges. The study recommended that disadvantaged groups should be trained on leadership skills to help in project implementation. There is need for the community and the government employees to be sensitized on supporting disadvantaged groups in project implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

A project is a brief undertaking intended to solve a problem, sees an opportunity, or responds to a mandate. All types of organizations engage in project activities: Families, Government agencies, small businesses and multinational corporations“ examples of public projects are street repair, street lighting, public parking and services for homeless people, among other examples (Brown and Hyer 2010). Brown and Hyer further argued that the attention to the management of projects undoubtedly is growing because organizations, whether private or public, have up-scaled their project portfolios and consequently spend large sums of money on project endeavors.

A project is only successful if it comes on schedule that it goes ahead calendar, on spending plan, it accomplishes the expectations initially set for it and it is acknowledged and utilized by the customers for whom the undertaking was proposed (Antill 1974). Ventures have certain qualities that recognize them from some other action in the association. These incorporate the way that projects are transitory implying that any task will have a begin date and end date in spite of the fact that it has nothing to do with brief term. Another element is that tasks create special outcomes implying that the item or administration toward the finish of the projects ought to be some path not the same as the current. The other trademark is that undertakings are described by dynamic elaboration because of uniqueness and more noteworthy vulnerability ventures can't be seen altogether at or before venture begin, and in this manner arranging and execution of tasks is going on commonly in partitioned steps or stages. As undertaking advances, venture group comprehends the means to take after, expectations and method for executing them much better. In light of this information colleagues expand introductory draft designs, and execute next period of the undertaking in view of these point by point designs (Boyce and Haddad 2001).

Project implementation comprises of those procedures performed to finish the work characterized in the project management plan to fulfill the project specifications. This includes planning individuals and assets, and in addition coordinating and playing out the exercises of the project as per the project management design. (Cynthia, 2008).Azlan Shah et al (2010) concluded that there were four broad categories of factors of delay, namely contractor- related factors, consultant-

related factors, client-related factors and external factors. These include contractor's financial difficulties, material shortages, labor shortages, poor site management, equipment and tool shortage, coordination problems as well as construction mistakes and defective works.

The method of procurement influences project implementation. The procurement method determines the choice of delivery method which determines the rate of project implementation. The choice of procurement methods should be identified at an early stage to avoid delays in project implementation. It is in this stage that a resolution competitive or non-competitive procurement method will be made. Factors such as the complexity of a requirement, procurement category, and monetary value are all important factors to consider when choosing a procurement method. Alternative procurement procedures provided include: restricted tendering, direct procurement and request for proposals, request for quotations, and procedure for low-value procurement and specially permitted procedure. The choice of procurement method is usually dictated by various factors, chief among them being the estimated cost or value of the procurement under consideration, whether the procurement is for an emergency need, or the number of potential suppliers in the market. In emergency procurement project implementation is faster than other procurement procedures (Gadde, 2009). It is noteworthy that the use of an alternative procurement procedure can only be adopted if a written approval of the accounting officer of the procuring entity is obtained and the procuring entity records in writing the reasons for using the alternative procurement procedure.

A procuring entity contributes significantly to successful project implementation; choice of procurement procedure is the single most critical factor that should be put in focus while executing projects. The choice of procurement procedure has a significant bearing on timely completion of projects. A procuring entity that conducts procurement using the open tender method allows for international tenders, whereas the minimum period for open tender is 14 days. Upon receipt of the tenders, the tenders are subjected to a three stage evaluation process, thus preliminary evaluation, technical evaluation and financial evaluation (Lysons & Farrington, 2010).

Supplier selection basically involves scanning, analysing, examining and filtering the basic background and bio data of suppliers within the market with the aim of choosing the best one that will propel the performance of the organization to a better direction (Stormy, 2005). The dynamic

business environment owing to technological advancements and sophisticated market demands has forced procuring entity to earnestly source for new suppliers who will meet their business needs hence; the importance of supplier selection under the purchasing function cannot be stressed enough. In practice, the organizational buyer has to identify the important vendor performance attributes he/she must have in order to qualify as a supplier. Much as the choice of a particular vendor over another is largely a function of numerous determinants as each and every organization has its own set of criterion they adhere to (Ogot *et al.*, 2009), it cannot be denied that the procurement managers key role is to choose a vendor who will ultimately enhance the organizations performance (Otieno, 2004). Garfamy (2005) indicates that the criterion for choosing suppliers is determined by such variables like: the buyers own characteristics, interpersonal attributes of other organizational members, environmental factors like business constraints and price. Therefore, in order to keep the promises to stakeholders an effective supplier selection system becomes necessary beside the improved production methods and technology.

While firms differ in the specific determinants of selecting suppliers, certain trends can be observed. Quantifiable criteria like price, delivery and quality are routinely used for supplier selection. In addition “soft”- difficult to quantify factors such as compatibility and strategic direction of the supplier have also proven to be important (Krause *et al.*, 2000).

The composition of project finance is a key factor that will influence the implementation of projects. Analysis on a number of researchers has shown that sources of finance have a positive influence on projects. In his study, Kasoo (2010) reiterated in his findings that besides community participation, sources and composition of project finance has a bearing on project success as well. Another study purposed to establish the influence of financing on institutional capacity of Early Childhood Education (ECE) centres in Kikuyu Sub-County in Kenya using descriptive survey identified financing as a major impediment towards the realization of the institutional capacity (Kimani, 2009).

Government provide reliable flow of funds while monitoring the implementation of the projects closely. Some of these sources of funds attach some conditionality before committing themselves to full funding arrangements. Some of the conditions have a positive influence because they require the community members to actively participate in the project hence their high chances of

success. In the case of Uwezo Fund, groups must provide financial repayment of the total project allocation amount at 1% interest (UFOB Service Charter, 2015). This demonstrates that communities almost entirely depend on government or donors to jumpstart any development project. It is therefore important for development stakeholders to know that timeliness of finances is crucial in any project to be successfully implemented.

ICT is a generic term referring to “Information and Communication Technologies” that are used for collecting, storing, editing and passing on (communicating) information in various forms. Integration of ICT in organisations functions is a complex process. It therefore needs to be fully conceptualised and defined before implementation to avoid dissipation of resources through implementation of unrelated or uncoordinated projects.

The organisational ICT policy needs to be defined and agreed. This sets the direction, functions and boundaries as well as targets of ICT in the project. It provides a framework for the development and implementation of specific projects aimed at increasing efficiency and cost-effectiveness. Major ICT projects are very demanding on organisational resources, both human and financial. Added to the need to bring people on board, phased implementation is normally inevitable. The implementation master plan details the related sub-projects that must be implemented to deliver the contribution of ICT to the achievement of the project.

1.2 Statement of the problem

The success in implementation of development project will be assessed by the magnitude to which the public can see a substantial increase in the quality of service delivery and attain value for money. Successful project implementation is about converting a strategic plan into action and doing what needs to be done to achieve the targeted strategic goals and objectives. According to Brown and Hyer (2010), effective project implementation or success can be measured on the basis of time, cost and quality (performance), commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality (performance) and be able to measure the extent of their individual achievement (Lysons & Farrington, 2010).

In Africa preference and selection of procurement policies have been utilized, in South Africa for example the law provides for use selective public procurement contracts in favour of the Black Africans to alleviate social disparities occasioned by the post-Apartheid (McCrudden, 2004). In addition targeted procurement was adopted as a means for enhancing attainment of constitutional objectives geared to redressing institutional discrimination and inequality. The same model is being used to foster growth of small Black African's business enterprises and tackling poverty & unemployment among the persons formerly disadvantaged by the apartheid regime (Water meyer 2000).

The government of Kenya has tried to encourage the disadvantaged group in participation of implementation of projects through public procurement. However there has been no systematic attempt to look at the impact of implementation of projects managed by disadvantaged groups. Diallo and Thuiller (2005) observed that time; cost and quality are the management measures of success. Project performance in the management functions of time, quality and cost are currently used to measure project success (Moura *et al.*, 2007). The implementation outcome of the 30% government procurement preference for youth, women and persons with disabilities (AGPO) is anticipated to make a significant contribution to GDP of not less than 15% per annum (R.O.K 2013).

The success in implementation of development project will be assessed by the magnitude to which the public can see a substantial increase in the quality of service delivery and attain value for money. County governments are in charge of overseeing majority of functions such as provision of health care, water , irrigation and environment , and maintenance of local roads that were under Kenya's national government to facilitate service delivery, devolved governments, get funding from the national government. As mandated by Article 203(2) of the Kenya Constitution. This is to ensure equality and equity in development. However as (Hassebet al., 2011) noted that a project's success depends on meeting objectives within time and budget limits. Implementation of development projects is affected by several factors that are dependent on the entity in which the project is implemented. Some of the factors that affect implementation of development projects for government entities include the choice of method of procurement, supplier selection, financial resources and adoption of Information, communication and technology. This result to low quality of projects implemented and project delays. Such

factors affect various aspects of project implementations in the organization thus affecting the success of the projects. This study seeks to investigate the factors influencing implementation of development projects managed by disadvantaged groups in Kenya: The research will focus on assessing the factors influencing implementation of public projects managed by disadvantaged groups in Kenya a case of Makueni County

1.3 Purpose of the study

The research focused on assessing factors influencing implementation of development projects managed by disadvantaged groups in Kenya a case of Makueni County

1.4 Objectives of the study

This study was based on the following objectives:

1. To establish how choice of method of procurement influence the implementation of development projects managed by disadvantaged groups
2. To determine how supplier selection influence the implementation of development projects managed by disadvantaged groups
3. To establish how access to financial resources influences the implementation of development projects managed by disadvantaged groups
4. To establish how ICT adoption influence the implementation of development projects managed by disadvantaged groups

1.5 Research questions

The following questions guided the study:

1. How does the choice of method of procurement influence the implementation of development projects managed by disadvantaged groups?
2. How does supplier selection influence the implementation of development projects managed by disadvantaged groups?
3. How does a disadvantaged group have access to financial resources to implement development projects?

4. How does ICT adoption the implementation of development projects managed by disadvantaged groups?

1.6 Significance of the study

The research contributed greatly in understanding the factors that influence implementation of development projects managed by disadvantaged groups. This study further provided insight to the policy makers on opportunities and threats of projects implemented by disadvantaged groups and areas needed to improve on.

The research is of great significance to future researchers since it acts as a source of information on project implementation in Kenya. This will enrich the literature review of future studies and future researchers will therefore find the study report resourceful when covering other areas that were not explored by this study. The report will act as source of reference and stimulate the interest among academicians and thereby encouraging further researches on project implementation.

The research is of significance to the general public since proper implementation of the study recommendation will result to sound project implementation policies and this will contribute to availability of enough funds for implementing various development projects in the country. Better roads, hospitals and other public services will therefore be made available to the citizens

1.7 Delimitation of the study

The research focused on implementation of development projects managed by disadvantaged groups in Makueni County. The study was delimited regard population to the residents within Makueni County. The research targeted a population of 246 residents. The sample size constituted of 150 residents. The beneficiaries of this project were included in the survey since they have a direct relationship to the projects. The study delimits itself to development projects in Makueni County managed by disadvantaged groups.

1.8 Limitations of the study

The researcher encountered the following limitations while conducting the study:

Some respondents were reluctant in giving information for fear of victimization but were convinced through an introduction letter.

The researcher encountered a challenge in eliciting information from the respondents to those questions which were subject to area of feelings, emotions, attitudes and perception which cannot be verified. This challenge was eradicated through assuring the responded anonymity of their responses.

1.9 Assumptions of the Study

The study assumed that respondents during the research were available to provide information that can provide a clear understanding of the problem to the researcher.it also assumed that the data collection instruments were valid and reliable and that the data was reliable to the research. To the respondents, it assumed that they were objective and competent in answering questions correctly.

1.10 Definition of significant terms used in the study

Project implementation: Those processes performed to complete the work defined in the project management plan to satisfy the project specifications.

Public procurement: Refers to the acquisition of goods, services and works by a procuring entity using public funds

Disadvantaged group: Refers to persons perceived to be denied, by mainstream society access to resources and tools which are useful for their survival in a way that disadvantages them, or individuals who have been subjected to prejudice or cultural bias because of their identities as members of groups without regard to their individual qualities.

Youth: Refers to all individuals in the republic who have attained the age of 18 years but have not attained the age of 35 years.

1.11 Organizational of the study

The study is organized into five chapters. Chapter one contained the background of the study, the purpose of the study, the problem statement, research objectives, and the limitations of the study and significance of the study. Chapter two contained the literature review, theoretical framework and conceptual framework. The third chapter described the research design, the target population, sampling procedure, sample size, methods of data collection and analysis. It also deals with the validity and reliability of the research instruments and the ethical issues in research. Chapter four the area of focus were data analysis, presentation, and interpretation of findings. Chapter five involved the summary of findings, discussion, conclusions, recommendations, and suggestions for further research.

CHAPTER TWO

LITRERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant literature in relation to the study. The purpose of reviewing the literature is to explore research works and other relevant secondary data which are useful to the study. It also provides a basis for an appropriate conceptual framework for the study.

2.2 Choice of method of procurement and project implementation by disadvantaged groups

The different procurement methods now available have partly made clients' decisions to adopt any of the method for any given project a complex task to grapple with. Various factors have to be taken into consideration before any informed decision can be made on the right procurement choice. The factors can be classified into two group's external and internal environment (Love *et al.*, 1998; Luu, and Chen, 2005; Ratnasabapathy et al. 2006). External environment include economics, politics, finance, legal, nature disasters, technology factors and while Internal environment which can be divided under three main factors; project characteristics, client's characteristics and client's requirement. According to Ratnasabapathy et al. (2006) client requirements can be sub-divided into cost related factors, time related factors and quality related factors. The nature of the selection process therefore calls for employment of sound systematic procedure by clients. Such approach is likely to yield the best procurement method that best meets the needs for a particular type of works (Ali et al.2011). Conferring to Love et al. (2008), the selection of an appropriate procurement strategy has two main components. The first component involves analyzing and establishing priorities for project objectives and client attitudes to risk. The second involves considering possible options, evaluating them and finally selecting the most appropriate. The accuracy and clarity of the client's requirements and needs are crucial ingredients here.

2.2 Supplier Selection and project implementation by disadvantaged groups

Supplier selection is the process by which firms identify, evaluate, and contract with suppliers. The supplier selection process deploys a tremendous amount of firms financial

resources. In return, firms expect significant benefits from contracting with suppliers“ offering high value. Suppliers have been acknowledged as the best intangible assets of any business organization (Muralidharan et al. 2012). According to Tahiriet al., (2012), “supplier selection problem has become one of the most important issues for establishing an effective supply chain system.” Indeed, supplier selection and evaluation represents one of the significant roles of purchasing and supply management functions. Arguably purchasing and supply chain plays a crucial role in supply chain management through proper selection of competent suppliers. Weber, Current, and Benton, (2011) affirm that firms cannot successfully produce low cost, high quality products without judicious selection and maintenance of a competent group of suppliers. Lee et al., (2011) and Kumara et al., (2013) emphasize that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency. Kumara et al., (2012) contend that strategic partnership with the right suppliers must be integrated within the supply chain to contain costs, improve quality and flexibility to meet end-customers“ value and reduce lead time at different stages of the supply chain. Purchasing and supply management support the management of supplier network with respect to identification of supplier selection criteria, supplier selection decisions, and monitoring of supplier performance (Jose Gerardo & Martinez Martinez, 2010). However, selecting the right suppliers for a long term relationship is a relevant procurement issue that demands judicious attention.

2.3 Financial resources and project implementation by disadvantaged groups

Adequate and timely funding is essential for project success. Inadequate funding and untimely funding may interfere with implementation schedule of projects. Zagorsky (2007) identifies contractors' financial difficulties as major causes of delays in government sponsored construction projects. He further defines contractors' financial difficulties as the contractor not having sufficient funds to carry out the construction works. This includes payment for the materials, labourers' salaries and equipment to be used for the construction work. Thornton (2007), in his survey, found that slow collection, low profit margins and insufficient capital or excessive debt are the three major causes of financial difficulties among contractors.

Access to finance resources is essential for growth and development of oneself and the country at large. Disadvantaged groups mainly have access to funds through sale of asset, savings and loans.

A major challenge faced by enterprises owned by disadvantaged groups is that they are limited to information to access credit facilities. Most of them believe that they must have collateral for the to access loans. The limitation of financial credit information contributes to them being unable to pay back loans due to accrued high interest rates from the bank. However there are institutions like Uwezo fund and women enterprise fund that have been established to assist in funding contracts won by the disadvantaged groups. Finance is a major contributing factor of project implementation by disadvantaged groups. Ndhlovu & Twala (2007) found that access to government financial support is a problem in South Africa due to lack of interest, and lack of information and existence of such funds as well as the disbursement mechanism.

In response to the financial challenges to the disadvantaged group, the government has put in place measures to empower them financially and ensure that they have access to finances, for instance, uwezo fund was initiated in 2013 to support the disadvantaged financially. The fund lends loans to the disadvantaged at lower rates and no collateral is required to secure the funds (GoK, 2013).

The government also has funds which lends money to the disadvantaged group at lower interest rates. The main objectives of the fund are: Provide funding and business development services to youth owned or youth focused enterprises, provide incentives to commercial banks through appropriate risk mitigation instruments to enable them increase lending and financial services to youth enterprises; Provide loans to existing micro-finance institutions, registered non-governmental organizations involved in micro financing, and savings and credit co-operative organizations for on-lending to youth enterprises; Attract and facilitate investment in micro, small and medium enterprises oriented commercial infrastructure such as business or industrial parks, stalls, markets or business incubators that will be beneficial to youth enterprises; Support youth oriented micro, small and medium enterprises to develop linkages with large enterprises; Facilitate marketing of products and services of youth owned enterprises in both domestic and international markets (GoK, 2006).

Public procuring entities have also been instructed to pay suppliers within thirty days to facilitate them participate in more tenders (GoK, 2013). The public institutions are also supposed to give letters of undertakings to the youth suppliers which are meant to help them secure funds from

financial institutions. Invoice discounting has also been popular in the financial institutions, which has seen the youth greatly benefit from government tenders

2.4 Access to Information, Communication and Technology and project implementation by disadvantaged groups

There is need for the disadvantaged groups to access information at the right time for it to be of benefit to them. This group mostly is not aware and they don't know how to access public procurement opportunities. However there is increase of information awareness through web portals. Regulations 2011 and the Public Procurement and Disposal Regulations (Legal Notice 114 of 2013). The Regulations provide that, "a procuring entity shall allocate at least 30% of its procurement spend for the purposes of procuring goods, works and services from small and micro enterprises owned by women, youth and persons with disability.

Improved information techniques mostly through the internet for buying goods and services using modern quality standards and business practices in the government can help improve the efficiency of special group's suppliers as they compete for government contracts with big players. Such improvements in information access can enhance trade prospects by making these suppliers more acceptable vendors to global business partners (Murray, .2007),

Effective utilization of quality business information - has been identified as crucial in attaining long-term and sustainable economic growth for developed and developing countries, (Corps, 2005). According to Strong, Lee and Wang (1997), poor information quality can create chaos in any establishment or business. In most developing countries, information such as market signals on business opportunities, customer trends, methods of organization, latest technology, are not communicated, effectively, to the small businesses (Ladzani, 2001). Ndhlovu & Twala (2007) found that access to government financial support is a problem in South Africa due to lack of interest, and lack of information and existence of such funds as well as the disbursement mechanism.

Meredith & Mantel (2012) equally contend that everyone concerned with the project should be appropriately tied into the project reporting system, including the different levels of management, with appropriate depths of detail varying with the different levels. The frequency

of reporting should be great enough to allow control to be exerted during or before the period in which the task is scheduled for completion. Communication of reports can be passed on via electronic mechanisms using appropriate software. Communication should be timely in order to provide the following vital benefits to stakeholders: mutual understanding of the goals of the project; awareness of the progress of parallel activities; understanding of the relationships of individual tasks to one another and to the overall project; early warning signals of potential problems and delays in the project; and higher visibility to top management, among other benefits.

Brown and Hyer (2010) contend that projects run on communication, further noting that people, are not plans and software, complete projects. Team members and other stakeholders need information as to what and when to contribute or how the project will affect them. Saunders (1997) argues that some elements of the strategy may not be effectively carried out due to lack of awareness or a lack of resources or because of resistance by those expected to implement them. The problem is also compounded in part by the extent to which people have been involved in the formulation and selection of the strategy in the first place. These challenges point to a faulty communication mechanism which will in the final analysis affect the level of success in project implementation. Another vitally important aspect of communication as espoused by Saunders (2010) is technology. Attention to the development of systems and procedures as an integral part of coordinating efforts to achieve key strategic purposes cannot be overstated. The integrating potential of computer systems provides opportunities for managing chains of project activities more effectively and coping with linkage problems. The need for realizing faster communication between various project stakeholders during implementation has seen the emergency of advanced communication technology systems. Modern business practices now include the use of e-commerce, e-procurement and the Electronic Data Interchange systems (EDI), among other techniques, which have brought about a drastic revolution in the manner in which communication is carried out (Lysons & Farrington 2006). In general terms, this revolutionized business communication strategy can have a profound impact on the manner in which projects are carried out, with obvious advantages. For instance, the benefit of savings on lead-times, costs, creation of transparency and accountability which are key ingredients in the conduct of business during public projects implementation as they facilitate efficiency, effectiveness and

the creation of confidence and reduction of corruption among those charged with project implementation.

2.3 Theoretical framework

Good research should be grounded in theory .This study will be guided by theory of project and of project management.

2.3.1 Theory of Project

The theory of project is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs, (Koskela and Howell 2002). There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. We contend that understanding of management is based on three theories: management-as-planning, the dispatching model and the thermostat model. In management-as-planning, management at the operations level is seen to consist of the creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization (Koskela and Howell 2002).

The dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor. The thermostat model is the cybernetic model of management control that consists of the following elements: there is a standard of performance; performance is measured at the output; the conceivable change between the standard and the measured value is utilized for adjusting the procedure with the goal that the standard can be achieved (Koskela and Howell 2002)

2.3.2 Theory of Project Management

The theory of project management is divided into three theories: Theory of project planning, theory of project execution and theory of project control. The concept behind theory of planning is that there is a managerial part and an effector part in the project; the primary function of the managerial part is planning, and the primary function of the effector part is to

translate the resultant plan into action. There are two Principles of project planning theory that know the current state of the world, the desired goal state, and the allowable transformations of state that can be achieved by actions, a series of actions, and the plan can be deduced. Then the plan is translated into reality by the effector part of the organization. The theory assumes that translating a plan into action is a simple process accomplished by following directions. It also assumes that the internal planning of a task is a matter of the person to whom the task has been assigned, (Koskela and Howell 2002).

The concept behind the theory of execution is that, managerially, execution is about dispatching tasks to work stations. The principle behind this theory is that when, according to the plan, the time has arrived to begin task execution, it is authorized to start, in speech or in writing. It assumes that, the inputs to the task and the resources to execute it are ready at the time of authorization and that the task is fully understood, started and completed according to the plan once authorized, (Koskela and Howell 2002). The theory of project control concept is that there is a process to be controlled, a unit for performance measurement, a standard of performance and a controlling unit (thermostat control). Project cost, project quality, project scope and time have to be controlled. The principle behind the theory is that, the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached. Its assumptions are that the process is continuous flow type, the performance of which is measured at aggregate terms. It also assumes that the process can easily be corrected by the control available, (Koskela and Howell 2002).

2.4 Conceptual Framework

The conceptual framework is developed to provide clear links of dependent and independent variables as they relate to each other in this research. The independent variables indicated the factors that influence successful implementation of development projects by disadvantaged groups

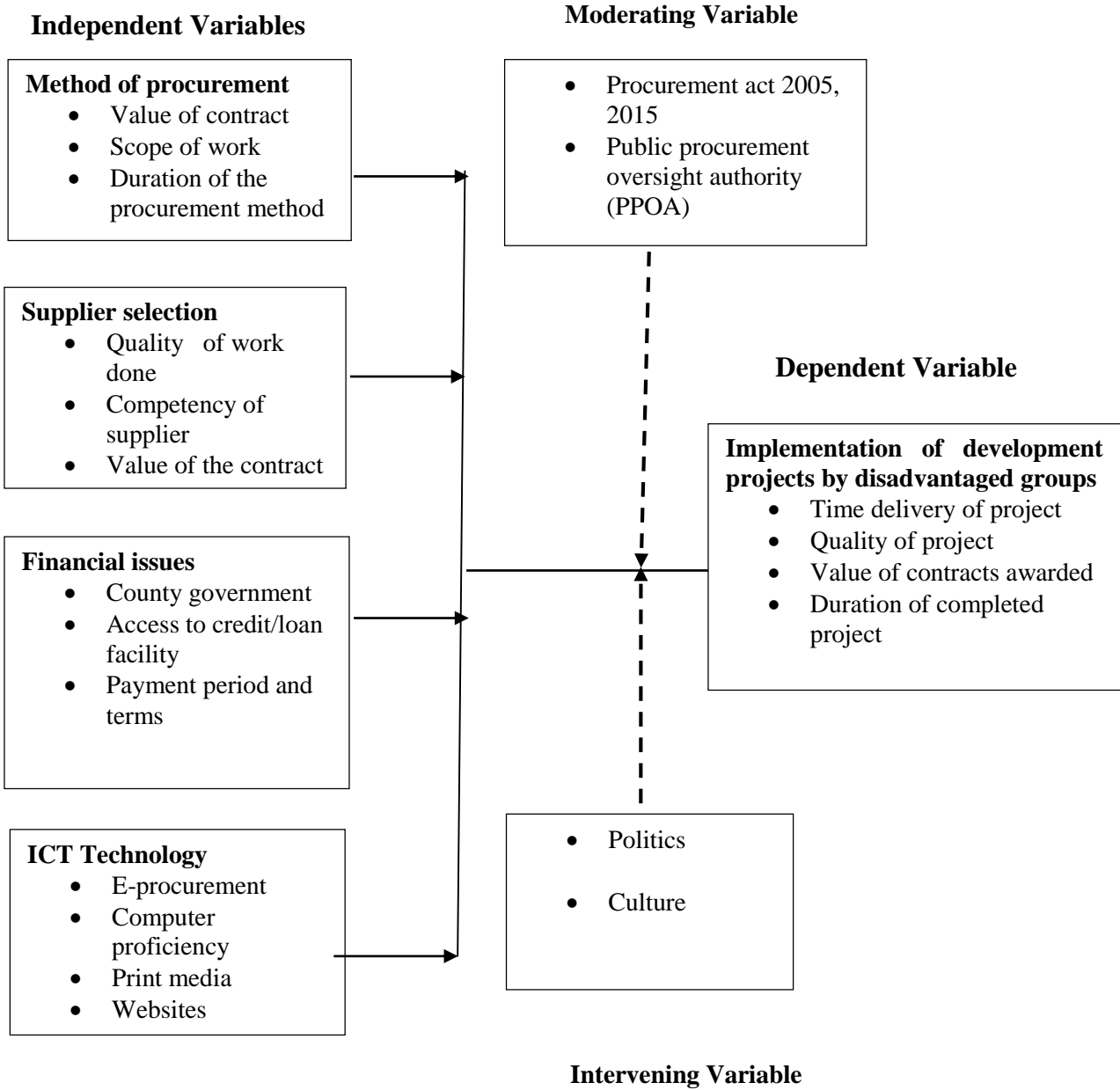


Figure 1 Conceptual Framework

2.5 Research Gap

Based on the literature reviewed, it is evident that there are inadequate studies have been done on the factors influencing implementation of development projects by disadvantaged groups. Researchers such as Wangai (2014) and Muraguri (2013) focused on tenders awarded to youth and the implementation of preference and reservations policy. Gitari and Kabare (2014) analyzed the factors affecting access to procurement opportunities in public secondary schools by small and medium enterprises in Kenya therefore leaving a gap for investigating factors influencing implementation of development projects by disadvantaged groups.

2.6 Summary of the Chapter

The chapter reviewed the literature on factors influencing implementation of developed projects managed by disadvantaged groups. The study has also presented both theoretical and conceptual frameworks on which the study is based.

2.7 Knowledge gap

Little has been done on implementation of projects by disadvantaged groups hence no much existing literature. No research has been conducted to identify the key factors and to what extent such factors do influence the implementation development projects by disadvantaged groups. When knowledge is gained through research, the findings are expected to help entities to properly manage the factors influencing implementation of development projects by disadvantaged groups. The research is helpful to develop a policy to aid the disadvantaged groups implementing projects. The acquired information will build onto the body of existing literature which can be used by future scholars to relate the kind of findings in makueni county with the rest of the counties in Kenya and even with other regional areas where implementation of projects by disadvantaged groups is involved.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section outline the research methodology used in the study is described by the researcher. The study design, the population, sample, sampling frame and, sampling technique, the instrument used to collect the data, methods that were used in data analysis are described.

3.2 Research design

Descriptive survey research design was chosen because this study seeks to determine the factors influencing implementation of projects managed by disadvantaged groups. The design is appropriate for extensive research since it allows for collection of information through administering questionnaire. The major purpose of the research design is the depiction of the situation as it exists at present (Kothari 2004). It was appropriate for obtaining information concerning the current status of the phenomenon and describes what the current situation is with respect to the variables of the study. Ghauri and Gronhaug (2005) states that in descriptive design the problem is structured and well understood a fact that Mugenda and Mugenda (2003) agrees that descriptive design is most ideal because it gives a report on things as they actually are.

3.3 Target population

In this study the target population was 34 project managers who are the funders of the project, 167 disadvantaged groups registered and have projects to manage in Makueni County who are the implementers and the 45 community who are the benefactors of the project in Makueni County.

Population has been defined by Sekaran (2013), as an entire group of individuals, events or things of interest for which the researcher wants to make inferences. Mugenda and Mugenda (2003), states that a population is a complete set of individuals, cases or objects with some common observable characteristics. Target population is that population which a researcher wants to generalize the results of the. Target population is the population which a researcher wants to obtain the results of the study by collecting information from the population.

Table 3.1: Target population

Target	Number	Percentage (%)
Project Managers	34	13.9%
Disadvantaged Groups	167	67.8%
Committee Chairpersons	45	18.1%
Total	246	100%

Source: records section Makueni county 2018

3.4 Sample size and Sampling Procedure

This study used a sample size of 150 respondents. This was arrived at by using a total of 246 respondents. A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. A sample is a model of the population or a subset of the population that is used to gain information about the entire population. It is a small collection of units, from a much larger collection of population, which is studied to enable the researcher to make more accurate generalizations about the larger group (Mugenda & Mugenda, 2003). The sample size therefore comprised of; project managers, disadvantaged groups and committee chairpersons.

According to Kothari (2011), sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. Sampling means selecting a given number of subjects from a defined population as representative of that population. Any statements made about the sample should also be true of the population (Mugenda & Mugenda 2008).

The study will use stratified sampling technique. The sampling technique to be chosen is based on the target population being heterogeneous (different category of peoples, all of which must be represented in the sample). Orodho, (2003) states that stratified sampling are applicable if a population from which a sample is to be drawn does not constitute a homogeneous group. Stratified random sampling technique will be used as it will ensure that all the different categories are represented. According to Mugenda (2008), stratified technique is advantageous as it samples each subpopulation (stratum) independently by grouping members of the population into relatively homogeneous subgroups before sampling. This improves the

representativeness of the sample by reducing sampling error. The target population will be stratified into the six constituencies. Simple random sampling technique will be used to select samples from the stratum (individual categories).

The following formula was used to determine the sample size of the study (Mugenda & Mugenda, 2003).

$$n = \frac{Z^2 p q}{d^2}$$

n= Sample size when population is more than 10000.

z=the standard normal deviate usually set at 1.96 corresponding to 95% confidence interval.

p=it is the proportion in the population estimated to have the characteristics being measured.

q=it is 1-p which is taken as 1-0.5=0.5.

d=it is the level of statistical significance (100-95=5%) 5%=0.05

$$A = \frac{1.96^2(0.5 \times 0.5)}{0.05^2}$$

$$n = 384$$

Since the sample size is less than 10,000 then the formula is applied.

$$nf = (n) / (1+n/N)$$

nf=it is the desired sample when the study population is less than 10,000.

N=it is the estimate of the population having the characteristics of interest (246).

n=desired sample size when population is above 10,000.

$$nf = (384) / (1 + 384/246) = 150$$

Table 3.2: sample size

Target	Number	Percentage	Sample Size
Project Managers	34	13.9%	21
Disadvantaged Groups	167	67.8%	100
Committee Chairpersons	45	18.1%	29
Total	246	100	150

3.5 Research instruments

This research adopted the use of questionnaires and key informant interviews to acquire primary data. Questionnaires were used to obtain data from the project managers, committee chairpersons and disadvantaged groups who have projects to implement in Makueni County. Questions in the questionnaire were organized along the objectives of the study. The researcher used questionnaires due to their characteristic that they can be used to capture large amounts of data which may contain both quantitative and qualitative data. Interview schedules to collect data from the project managers were used. The interview schedules were structured based on the predetermined questions of the study from the respondents who had deeper understanding of factors influencing implementation of projects managed by disadvantaged groups.

3.5.1 Piloting and testing of research instruments

The researcher before administering research tools to the participants, pretesting of the instruments was undertaken in the procurement and water department which have similar characteristics. The study did pilot test a total of 10 members in the category of disadvantaged groups and 5 project managers. The pilot study was used to identify items in the questionnaire that are vague or unclear to the respondents and hence changed. Questionnaires were administered to the section of project committee members to ensure the questions were relevant. Pre-testing was done to ensure reliability and validity of the research tools.

3.6. Validity and reliability of research instrument

The term reliability and validity are important concept that deals with the psychological characteristics of measurement and its precision (Singh, 2007)

3.6.1 Validity of research instrument

After administering the instruments to the selected respondents, the data obtained was a true reflection of the variables under study. Expert opinion from my supervisors and from other professionals well versed in research issues were used to check on the content validity of the instruments. Validity was enhanced by using triangulation. The questionnaires should not be ambiguous, and should be properly coded. Validity was ensured by using the objectives of the study as a guide in making the instruments, as well as obtaining experts' opinion. Validity indicates the degree to which the instrument measures what it is supposed to measure

(Kothari, 2004) to ensure precision and relevance of the instrument, the questionnaires will be subjected to critical evaluation by both the supervisor and researcher.

3.6.2 Reliability of research instrument

To ensure the reliability of the questionnaire, a pre-test of the questionnaire and adjustments are made to questions that were found to be unsuitable. The research instrument was shared with the supervisor for his assessment of its appropriateness in content, clarity and adequacy in capturing the needed data. Feedback from the pilot study will also be of help in determining which questions to drop or restate or correct so as to collect valid data.

3.7 Data collection procedure

Data collection involved self-administration of questionnaires to the targeted respondents. For purpose of this research, the researcher used primary data. A questionnaire was used for data collection. Targeted individuals were requested to respond to a questionnaire and the responses recorded for analysis. The research targeted the disadvantaged group, project managers and the community in Makueni County. This is because they are in a better position to provide information on the Factors influencing implementation of public projects by disadvantaged groups accessing government procurement opportunities in Makueni County.

3.8 Data Analysis Techniques

The researcher perused completed questionnaires and document analysis recording sheets. Quantitative data collected was analyzed by the use of descriptive statistics and presented through percentages. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives. Content analysis was used to test data that is qualitative nature or aspect of the data collected from the open ended questions. The inferential tests will be Pearson correlation and multiple linear regression analysis. The multiple linear regressions will be of the form:

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

Where Y = implementation of development projects by disadvantaged groups; β_0 = constant term ; $\beta_1, \beta_2, \beta_3,$ and β_4 = Beta coefficients ; X_1 = method of procurement ; X_2 = supplier selection X_3 = financial issues; X_4 = ICT Technology and ε = Error term

The objectives of data analysis are testing the goodness of the data and answering the research question. Establishing the goodness of data leads to credibility to all subsequent analysis and findings because it measures the reliability and the validity of the measures used in the study (Sekaran, U. 2005). At the end of every field data collection day, the filled questionnaires were checked for completeness and consistency of information before storage. The data from the completed questionnaires was cleaned, coded and entered into the computer using computer application known as Statistical Program for Social Sciences (SPSS V.20.0) analysis. This package enabled the researcher to analyze the data into percentages, means and standard deviations. Multiple regression analysis was used to determine whether the group of factors proposed influence project performance.

3.9. Ethical Issues

The researcher assured the respondents that all information given would be treated with confidentiality and shall not be revealed or exposed to unauthorized third parties. The researcher obtained authorization from the University since this is a prerequisite for any research to be carried out in the organization. Research permit was obtained from National Commission for Science, Technology and Innovation (NACOSTI). According to (Perle, 2004) ethics have been defined as moral philosophy from the major branch of philosophy, is the study of values and customs of a person or group. Like any other profession the researcher observed ethical behavior while carrying out the research.

3.10 Operational definitions of variables

Table 3.3: Operational definitions of variables

Variables	Type of Variables	Indicators	Measurement Scale	Data Collection Tools	Data Analysis
Method of procurement	Independent	-Value of contract -Scope of work -Duration of the procurement method	Nominal	-Questionnaire	Descriptive & inferential
Supplier selection	Independent	-Quality of work done -Competency of supplier -Value of the contract	Nominal	-Questionnaire	Descriptive & inferential
Financial	Independent	-County government -Access to credit/loan facility -Payment period and terms	Nominal	-Questionnaire	Descriptive & inferential
ICT Technology	Independent	-E-procurement -Computer proficiency -Print media -Websites	Nominal	-Questionnaire	Descriptive & inferential
Implementation of public projects by disadvantaged group	dependent	-Time delivery of project -Quality of project -Value of contracts awarded -Duration of completed	Nominal	-Questionnaire	Descriptive & inferential

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter focused on the study findings on factors influencing implementation of development projects managed by disadvantaged groups in Makueni County. The findings have been analyzed and presented based on the thematic areas guided by the four objectives. The subsections discussed include questionnaire return rate obtained from the study, demographic characteristics of the respondents, strategies to improve on implementation of projects, ways of addressing challenges faced and factors contributing to the duration taken in completion of projects.

4.1.1 Questionnaire Response rate

This section shows the questionnaire return rate for various respondents targeted during the study. Data was obtained by administering questionnaires to the targeted groups. One hundred and fifty questionnaires were issued to the study respondents. All the administered questionnaires were filled and returned. This translated into a 100% response rate since the questionnaires were self-administered by the researcher who ensured the research respondents understood the topic before answering the questions. The response rate conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent and can be used in establishing the research objectives and answering research questions.

4.2 Demographic characteristics of respondents

This section gives data on demographic characteristics of respondents who were interviewed. A few elements considered included gender, age, and highest level of education, marital status and respondent's position. This gave a deeper knowledge in understanding how the study variables are related.

4.2.1 Distribution of study respondents by gender

The study sought and obtained gender details of the respondents. The respondents were asked to define their gender. Majority, 67% of the study respondents were male, while 33% were female as shown in table 4.1

Table 4.1 Distribution of respondents by Gender

Gender	Frequency	Percentage
Male	100	67
Female	50	33
Total	150	100

This shows that both genders were represented and though not on equal proportion. Many male respondents can be attributed to the fact they are more aggressive in looking for contracts to manage to provide daily bread for the family. This is an indication that women are being more receptive to ideas and activities that would empower them economically.

4.2.2 Distribution of respondents by age

The study sought information of age of the interviewees and made the findings in Table 4.2. The mean age of study respondents was 26 years.

Table 4.2 Distribution of respondents by Age

Age	Frequency	Percentage
18-23 years	36	24
24-29 years	44	29
30-35 years	70	47
Total	150	100

Majority, 47% of the study respondents were aged 30-35 years old. This indicates that the researcher sourced his views from diverse age brackets and that the respondents in the study are middle aged.

4.2.3 Distribution of respondents by highest level of education

The study sought information of age of the interviews and made the findings in Table 4.3.

Table 4.3 Distribution of respondents by Highest Level of Education

Level of education	Frequency	Percentage
Primary school level	26	17
Secondary school level	36	24
College level	57	38
University level	31	21
Total	150	100

Majority, 38% of the study respondents had attained the college level of education, 21% had attained the University level of education while 17% had attained the primary school education. Mubichi (2009) while studying factors influencing sustainability of projects in Imenti North found out that, where community members had primary education, projects were about 58 times more likely to succeed compared to where the community had no education and therefore it adds to the findings of this research whereby more than half of the respondents had high school education or above.

This indicates that the level of literacy among the respondents is high in Makueni County.

4.2.4 Distribution of respondents by marital status

The study sought to find out the marital status of the respondents. The findings are presented in Table 4.4.

Table 4.4 Distribution of respondents by Marital Status

Marital status	Frequency	Percentage
Single	36	24
Married	74	49
Separated/Divorced	27	18
Widowed	13	9
Total	150	100

Majority, 49% of the respondents were married, 24% were single while 9% were widowed.

This suggests that there were significantly more respondents involved have families.

4.2.5 Respondents position

The study sought to find out the position of the respondents. The findings are presented in Table 4.5.

Table 4.5 Respondents Position

Position	Frequency	Percentage
Project managers	41	27
Committee chairpersons	45	30
Disadvantaged group	64	43
Total	150	100

Majority of the respondents were the disadvantaged group. 30% of the respondents were project committee chairpersons and 27% of the respondents were project managers. This implies that the study involved all the key people required.

4.3 Method of procurement influence on the implementation of projects managed by disadvantaged groups

The study sought to find out how the method of procurement influenced project implementation managed by disadvantaged groups. The findings are presented in Table 4.6.

Table 4.6 Method of procurement influence on the implementation of projects managed by disadvantaged groups

Statement	Agree	Neutral	Disagree
Open tender takes much time in the award of tender compared to request for quotation	52	13	35
Request for quotation is the best for small works	30	47	23
Procurement process affect the time to complete projects	64	25	11
The value of project determines the choice of procurement	51	30	19

Majority, 64% agreed that procurement process affects the time to complete projects and 52 % agreed that open tender method of procurement takes time. This finding could be used to indicate that the different procurement methods now available have partly made clients' decisions to adopt any of the method for any given project a complex task to grapple with. According to Ratnasabapathy *et al*, (2006) client requirements can be sub-divided into cost related factors,

time related factors and quality related factors. The nature of the selection process therefore calls for employment of sound systematic procedure by clients.

4.4 Suppliers selection influence on the implementation of projects managed by disadvantaged groups

The study sought to find out how supplier selection influences implementation of projects managed by disadvantaged groups. The findings are presented in Table 4.7.

Table 4.7 Supplier selection influence on the implementation of development projects

Statement	Agreed	Neutral	Disagree
Competency of the supplier affects the completion time of the project	78	9	13
The value of contract will determine the type of contractor	40	37	23
Disadvantaged groups are normally considered for contracts to implement projects	66	23	11
Disadvantaged groups lack capacity to complete projects on time	14	9	77

Majority, 78% of the respondents agreed that competence of the supplier affects the completion time of the project. 77% disagreed that disadvantaged groups lack capacity to complete projects on time. 66% agreed that the disadvantaged groups are considered for contracts in implementation of projects. This finding by the study respondents emphasize that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency. Also the supplier selection process deploys a tremendous amount of firms financial resources. In return, firms expect significant benefits from contracting with suppliers“ offering high value. Suppliers have been acknowledged as the best intangible assets of any business organization (Muralidharan et al, 2012). According to Tahririet et al., (2012), “supplier selection problem has become one of the most important issues for establishing an effective supply chain system.”

4.5 Disadvantaged groups have access to financial resources to implement projects

The study sought to find out how if the disadvantaged groups have access to financial resources to implement projects. The findings are presented in Table 4.8.

Table 4.8 Disadvantaged group access to credit facility

Statement	Agreed	Neutral	Disagree
	%	%	%
There are a number of financial institutions in the country financing youth LPOs and LSOs	38	37	25
Government funds like UWEZO fund and Youth fund have assisted disadvantaged group in implementing projects	52	27	21
Disadvantaged groups are paid on time after completion of projects	14	38	48
Terms of credit offered by financial institutions to access government procurement opportunities is affordable to disadvantaged groups	45	35	20

Majority, 52% of the study respondents agreed that Government funds like UWEZO fund and Youth fund have assisted disadvantaged groups in implementing projects. 45% of the respondents agreed that the terms of credit offered by financial institutions are affordable to them. This implies that the disadvantaged groups have access to credit facility at favorable terms.

4.6 ICT adoption by disadvantaged groups in the procurement process affects project implementation

The study sought to find out how ICT adoption by disadvantaged groups in the procurement process affects project implementation. The findings are presented in Table 4.9.

Table 4.9 Use of ICT in the implementation of projects by disadvantaged groups

Statement	Agreed	Neutral	Disagree
	%	%	%
Disadvantaged groups are not conversant with e-procurement	18	7	75
Majority of disadvantaged groups are not computer literate	21	16	63
Disadvantaged groups know how to access tenders advertised on the website	71	11	18
We always know where to obtain information on access to government procurement in Makueni	32	40	28

Majority, 75% of the respondents disagreed that disadvantaged groups are not conversant with e-procurement. 63 % of the respondents disagreed that they are not computer literate. 71% of the respondents agreed that the disadvantaged group have access to tenders advertised on the website. This implies that the disadvantaged groups are conversant with integration of information communication and technology in the procurement process. Such improvements in information access can enhance trade prospects by making these suppliers more acceptable vendors to global business partners (Murray, .2007),

According to Strong, Lee and Wang (1997), poor information quality can create chaos in any establishment or business. In most developing countries, information such as market signals on business opportunities, customer trends, methods of organization, latest technology, are not communicated, effectively, to the small businesses (Ladzani, 2001).

4.7 Strategies to improve on implementation of development projects by disadvantaged groups

The study sought to find out strategies to improve on implementation of development projects by disadvantaged groups. The findings are presented in Table 4.10.

Table 4.10 Strategies to improve on implementation of development projects by disadvantaged groups

Statement	Frequency	Percentage
Stakeholder involvement in project implementation	26	17
Good management	30	20
Funding	31	21
Capacity building and involvement of disadvantaged groups	63	42
Total	150	100

Majority, 42% of the respondents indicated that capacity building and involvement of disadvantaged groups as the major strategy to improve on implementation of public projects by disadvantaged groups. Funding and good management were found to be very crucial. This implies that apart capacity building and involvement of disadvantaged groups were found to be very key followed by funding, good management and stakeholder involvement.

4.8 Ways of addressing challenges faced by disadvantaged groups

The study sought to find out ways of addressing challenges faced by disadvantaged groups. The findings are presented in Table 4.11.

Table 4.11 Addressing challenges faced by disadvantaged groups

Statement	Frequency	Percentage
Promoting gender equality	38	25
Inclusion of disadvantaged groups in project monitoring and evaluation	66	44
Promoting higher education among disadvantaged groups	31	21
Modifying the contract to accommodate disadvantaged groups	15	10
Total	150	100

Majority, 44% of the respondents indicated that inclusion of more individuals from the disadvantaged group in project monitoring and evaluation as the major way of addressing challenges faced by disadvantaged group in project implementation. This implies that project monitoring and evaluation is very fundamental in addressing challenges faced by the disadvantaged groups. Gender mainstreaming is of essence in affirmative action projects of any nature as reiterated by Titus, 2013 in his research

4.9 Factors contributing to the duration taken in completion of projects

The study sought to find out factors contributing to the duration taken in completion of projects the findings are presented in table 4.12

Table 4.12 Factors contributing to the duration taken in completion of projects

Statement	Frequency	Percentage
Poor planning	57	38
Incompetent project manager and team	21	14
Limited funding	30	20
Poor monitoring and risk management	18	12
Inconsistent communication	24	16
Total	150	100

Thirty-eight percent of the study respondents indicated poor planning as the major factor contributing to the duration taken in completion of projects, twenty percent indicated limited funding while sixteen percent indicated poor monitoring and risk management. This implies that planning is very important in completion of projects.

4.10 Correlation analysis

From the finding in the table 4.13, the researcher found that there was strong positive correlation coefficient between project implementation and method of procurement as shown by correlation factor of 0.653, this strong relationship was found to be statistically significant as the significant value was 0.003 which is less than 0.05. The study also found strong positive correlation between project implementation and supplier selection as shown by correlation factor of 0.801, this strong relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. The study also found strong positive correlation between project implementation and access to financial resource as shown by correlation factor of 0.662, this strong relationship was found to be statistically significant as the significant value was 0.001 which is less than 0.05. The study also found strong positive correlation between project implementation and ICT adoption as shown by correlation factor of 0.694; this strong relationship was found to be statistically significant as the significant value was 0.013 which is less than 0.05.

Table 4.13 correlation analysis

		Project implementati on	Method of procurement	Supplier selection	Access to financial resources	ICT adoption
Project implementation	Correlation	1.000	0.653	0.801	0.662	0.694
	Coefficient					
	(1-tailed)	.	0.003	0.000	0.001	0.013
	N	150	150	150	150	150
Method procurement	Correlation	0.653	1.000	0.142	0.037	0.001
	Coefficient					
	(1-tailed)	0.003	.	0.000	0.003	0.002
	N	150	150	150	150	150
Supplier selection	Correlation	0.801	0.142	1.000	0.046	0.008
	Coefficient					
	(1-tailed)	0.000	0.001	.	0.000	0.000
	N	150	150	150	150	150
Access to financial resources	Correlation	0.662	0.037	0.046	1.000	0.124
	Coefficient					
	(1-tailed)	0.001	0.000	0.001	.	0.002
	N	150	150	150	150	150
ICT adoption	Correlation	0.694	0.001	0.008	0.124	1.000
	Coefficient					
	(1-tailed)	0.013	0.001	0.003	0.000	0.000
	N	150	150	150	150	150

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of results based on the analysis of data, discussions, conclusions drawn from the study and finally recommendations

5.1.1 Summary of demographic information

According to these study findings it was revealed that 67% of the study respondents were male while 33% were female. This finding may be used as an indication that women are more receptive of ideas and activities that would empower them economically and more active users of digital tools as opposed to being housewives and fully dependent on their male counterparts. In these study findings it was revealed that the mean age of study respondents was 26 years. Majority, 47% of the study respondents were aged 24-29 years old. This could be an indication that this age category participate more in taking affirmative action funds thus the need for the affirmative action oversight board to enhance youth participation in the identification, prioritization, planning and implementation of business opportunities. The level of education among the study respondents had a significant association with the implementation of development projects managed by disadvantaged groups. The study respondents with higher education i.e. college education and university education, had a better understanding of the implementation of development project. The study findings further revealed that the study respondents were from different family status with, 49% married, 24% single, 18% separated and 9% widowed.

5.1.2 Summary of the findings and discussion

The respondents were required to indicate how the method of procurement influenced project implementation managed by disadvantaged groups. Majority, 64% agreed that procurement process affects the time to complete projects, 52% agreed that open tender takes time in the award of tender compared to request of quotation, however 35% disagreed with this statement. This finding could be used to indicate that the different procurement methods now available have partly made clients' decisions to adopt any of the method for any given project a complex task to grapple with. According to Ratnasabapathy *et al*, (2006) client requirements can be sub-divided

into cost related factors, time related factors and quality related factors. The nature of the selection process therefore calls for employment of sound systematic procedure by clients. Such approach is likely to yield the best procurement method that best meets the needs for a particular type of works. The selection of an appropriate procurement strategy has two main components. The first component involves analyzing and establishing priorities for project objectives and client attitudes to risk. The second involves considering possible options, evaluating them and finally selecting the most appropriate. The accuracy and clarity of the client's requirements and needs are crucial ingredients here.

Majority, 78% of the respondents agreed that competence of the supplier affects the completion time of the project, while 77% disagreed that disadvantaged groups lack capacity to complete projects on time. This finding by the study respondents could be used to emphasize that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency. The supplier selection process deploys a tremendous amount of firms financial resources. In return, firms expect significant benefits from contracting with suppliers" offering high value. Suppliers have been acknowledged as the best intangible assets of any business organization (Muralidharan et al, 2012). According to Tahririet et al., (2012), "supplier selection problem has become one of the most important issues for establishing an effective supply chain system." Indeed, supplier selection and evaluation represents one of the significant roles of purchasing and supply management functions. Arguably purchasing and supply chain plays a crucial role in supply chain management through proper selection of competent suppliers. However, selecting the right suppliers for a long term relationship is a relevant procurement issue that demands judicious attention.

Majority, 52% of the study respondents agreed that Government funds like UWEZO fund and Youth fund have assisted disadvantaged groups in implementing projects. According to the study respondents, the government has also invested in generating employment in the medium, small enterprises and informal sector. The respondents further indicated that UWEZO Fund provides persons with disability, women and youth entrepreneurs access to interest-free loans as well as mentorship opportunities to enable them take advantage of the 30% procurement preference for persons with disabilities, women and youth. Beneficiaries undergo a capacity building program in order to effectively utilize the fund they borrow (Kenya Country Report, 2014). However, the

major challenge which was faced by disadvantaged groups was that they are limited to information to access credit facilities. In response to the financial challenges to the disadvantaged group, the government has put in place measures to empower them financially and ensure that they have access to finances, for instance, Uwezo fund which was initiated in 2013 to support the disadvantaged financially. The fund lends loans to the disadvantaged at lower rates and no collateral is required to secure the funds (GoK, 2013). The main objectives of the fund are: Provide funding and business development services to youth owned or youth focused enterprises, provide incentives to commercial banks through appropriate risk mitigation instruments to enable them increase lending and financial services to youth enterprises; Provide loans to existing micro-finance institutions, registered non-governmental organizations involved in micro financing, and savings and credit co-operative organizations for on-lending to youth enterprises; Attract and facilitate investment in micro, small and medium enterprises oriented commercial infrastructure such as business or industrial parks, stalls, markets or business incubators that will be beneficial to youth enterprises; Support youth oriented micro, small and medium enterprises to develop linkages with large enterprises; Facilitate marketing of products and services of youth owned enterprises in both domestic and international markets (GoK, 2006).

According to the study findings it was revealed that, majority, 75% of the respondents disagreed that disadvantaged groups are not conversant with e-procurement. The study respondents further revealed that improved information techniques mostly through the internet for buying goods and services using modern quality standards and business practices in the government has helped them improve the efficiency of special group's suppliers as they compete for government contracts with big players. According to Strong, Lee and Wang (1997), poor information quality can create chaos in any establishment or business. In most developing countries, information such as market signals on business opportunities, customer trends, methods of organization, latest technology, are not communicated, effectively, to the small businesses (Ladzani, 2001). Ndhlovu & Twala (2007) found that access to government financial support is a problem in South Africa due to lack of interest, and lack of information and existence of such funds as well as the disbursement mechanism. In general terms, this revolutionized business communication strategy has had a profound impact on the manner in which projects are carried out, with obvious advantages. For instance, the benefit of savings on lead-times, costs, creation of transparency and accountability which are key ingredients in the conduct of business during public projects

implementation as they facilitate efficiency, effectiveness and the creation of confidence and reduction of corruption among those charged with project implementation.

5.2 Conclusion

As far as demographic characteristics are concerned the study investigated gender concern and established that gender inequality is still inexistence and plays a major role of placing women in informal sectors, in limited wage employment activities and in responsibility for child-bearing and domestic maintenance. The study therefore concluded that demographic characteristics and especially education is an outstanding factor that plays a large role in successful implementation of development projects managed by disadvantaged groups.

Based on the findings, the researcher concluded that the choice of method of procurement has a significant association with the implementation of development projects managed by disadvantaged groups. Various factors have to be taken into consideration before any informed decision can be made on the right procurement choice. It was therefore concluded that the nature of the selection process for a procurement method calls for employment of sound systematic procedure by clients. Such approach is likely to yield the best procurement method that best meets the needs for a particular type of works.

Supplier selection is the process by which firms identify, evaluate, and contract with suppliers. The supplier selection process deploys a tremendous amount of firms financial resources. Based on the findings, the researcher concluded that supplier selection had a significant association with the implementation of projects managed by disadvantaged groups. Indeed, supplier selection and evaluation represents one of the significant roles of purchasing and supply management functions. Arguably purchasing and supply chain plays a crucial role in supply chain management through proper selection of competent suppliers. Hence it was concluded that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency.

Regarding access to credit facility, the research findings pointed out that government funds like Uwezo fund and Youth fund have assisted disadvantaged groups in implementing projects. Uwezo fund played a major role in access to credit facility among the disadvantaged group.

Based on the findings, the researcher concluded that there is need for the disadvantaged groups to access information at the right time for it to be of benefit to them. However, there is increase of

information awareness through web portals. The study therefore concludes that improved information techniques mostly through the internet for buying goods and services using modern quality standards and business practices in the government has helped them improve the efficiency of special group's suppliers as they compete for government contracts with big players.

5.3 Recommendations of the study

The study recommends that disadvantaged groups should be trained on leadership skills which were found to influence project implementation. This will in turn create an environment where projects can carry out successfully. This can be done through workshops also leaders related seminars to enlighten the disadvantaged group leaders on how to carry the projects as well managing their teams.

The study recommends that the community and the government should be sensitized to be heavily involved in these disadvantaged group projects. This can be done through including them as the stakeholders of the projects as well as allowing them to contribute to the projects hence improving the performance of the projects.

The study further recommends that information communication and technology which promotes knowledge transfer that enable individuals to satisfy present and future needs of stakeholders should be enhanced. This will improve the performance of the disadvantaged group projects.

Importance of planning and organization should be emphasized particularly among the disadvantaged group since this will save them extra resources and time.

5.4 Suggestion for further study

The following directions for future research should be adopted in relation to factors influencing implementation of development projects by disadvantaged groups. A research into factors influencing implementation of development projects by disadvantaged groups in other government institutions should be explored.

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APPENDICES

Appendix I: Introduction Letter

JOY KOKI MBWELE

P, O BOX 288-90300

MAKUENI

TELL: 0710743396

E-MAIL- joykmbwele@gmail.com

Dear respondent,

My name is Joy Koki Mbwele and I am a Master of Arts in Project Planning and Management student at the University of Nairobi. The attached questionnaire is aimed at assessing “factors influencing implementation of projects managed by disadvantaged groups in Makueni county Kenya. This study is for academic purposes.

The result of this research will be completely confidential and no identification data will be collected. Some of the questions I will ask may be personal and I hope they will okay with you. Please seek clarification where you don't understand.

Thank you in advance for your co-operation. Your genuine response will be appreciated.

Yours faithfully,

Joy Koki Mbwele

Appendix II : Questionnaire for the Respondents

Instructions : Please Tick (√) or fill in the appropriate answer in the spaces provided. Section A : Demographic Information.

1. Please indicate your Gender

Male -

Female -

2. Please indicate your Age Bracket

i) 18-23

ii) 24-29

iii) 30-35

3. Please indicate your Level of education

i) Primary

ii) Secondary

iii) Tertiary/College

iv) University

4. What is your marital status?

i) Single

ii) Married

iii) Separated/divorced

iv) Widowed

5. What is your Respondents Position?

i) Disadvantaged group	()
ii) Project Manager	()
iii) Community	()

Section B: method of procurement influence the implementation of projects managed by disadvantaged groups

How does the method of procurement influence project implementation?

Strongly agree=5, Agree=4, Neutral=3, Disagree=2, strongly disagree=1

Statement	1	2	3	4	5
Open tender takes much time in the award of tender compared to request for quotation					
Request for quotation is the best for small works					
Does procurement process affect the time to complete projects					
The value of project determines the choice of procurement					

Section C: suppliers selection influence the implementation of projects managed by disadvantaged groups

Can supplier selection influence the implementation of development projects?

Strongly agree=5, Agree=4, Neutral=3, Disagree=2, strongly disagree=1

Statement	1	2	3	4	5
Competency of the supplier affects the completion time of the project					
The value of contract will determine the type of contractor needed					
Disadvantaged groups are normally considers for contracts to implement projects					
Disadvantaged groups lack capacity to complete projects on time					

Section D: disadvantaged groups have access to financial resources to implement projects *strongly agree=5, Agree=4, Neutral=3, Disagree=2, strongly disagree=1*

Does the disadvantaged group have access to credit facility?

Statement	1	2	3	4	5
There are a number of financial institutions in the county financing youth LPOs and LSOs.					
Government funds like UWEZO fund and YOUTH fund have assisted disadvantaged group in implementing projects.					
Disadvantaged group are paid on time after completion of projects					
Terms of credit offered by financial institutions to access government procurement opportunities is affordable to disadvantaged groups					

Section E: ICT adoption by disadvantaged groups in the procurement process affects project implementation

How does ICT help in implementation of projects by disadvantaged groups?

Strongly agree=5, Agree=4, Neutral=3, Disagree=2, strongly disagree=1

Statement	1	2	3	4	5
Disadvantaged groups are not conversant with e-procurement					
Majority of disadvantaged group are no computer literature					
Disadvantaged groups know how to access tenders advertised on the website					
We always know where to obtain information on Access to government procurement opportunities in Makueni county					

Section F

6) In your opinion what other implementation strategies should be adopted to improve on implementation of development projects by disadvantaged groups

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7) What do you recommend as a way of addressing the challenges facing the disadvantage group in implementation of projects?

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8) What in your opinion are the likely factors that contribute to the duration taken in completion of projects?

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Thank you

Appendix III : Interview Guide

1. Are the disadvantaged groups considered for the government tenders?
2. What are the challenges faced when implementing projects?
3. Suggest ways on how the government can improve on these areas?
4. Upon completion of project is payment done on time?
5. What are the challenges faced when accessing funds to implement projects
6. Does his county government promote fairness in selection of bidders to implement projects?

Appendix IV : Turn it in Certificate

FACTORS INFLUENCING IMPLEMENTATION OF PUBLIC PROJECTS MANAGED BY DISADVANTAGED GROUPS IN KENYA: A case of Makueni County.

ORIGINALITY REPORT

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SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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23	Azadi, Majid, and Reza Farzipoor Saen. "Developing a chance-constrained free replicability hull model for supplier selection", International Journal of Logistics Systems and Management, 2012. Publication	<1%
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Appendix V: Research Authorization letter



**UNIVERSITY OF NAIROBI
OPEN, DISTANCE & e-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
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RE: JOY KOKI MBWELE L50/81272/2015

The above named is a student at University of Nairobi, Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning. She is undertaking her Degree Master of Arts in Project Planning and Management. We authorize her to carry out her research on (Factors influencing implementation of development projects managed by disadvantaged groups in Kenya. A case of Makueni county.)

Any assistance accorded to her is highly appreciated by this Department to enable her compile final document.

Thanks




MR. MUMO MUEKE

Centre Cordinator Kitui /Machakos Learning Centre

mumo@uonbi.ac.ke 0722621411

Appendix VI: Research permit

 **KCB BANK**

C R E D I T A D V I C E
C A S H D E P O S I T


KCB WOTE
Account AT KCB KIPANDE HOUSE

ACCOUNT DETAILS
A/C NO: 1104162547
A/C REF: 005241970364
NAT COMM FOR SCI ,TECH AND INNOV
Current Account - Bundled

We have credited your above account with

1.000.00 KES
=====

Kenya Shillings ONE THOUSAND ONLY

CASH PAID IN BY: JOBY KOKI MBELE L50/81272/2015 Signature: 

Transaction Number: TT16198RS35N at 09:28:52 On 17/07/2018

Thank you for banking with us. You were served by: THADDAEUS MAKAU MASILIA

*** Advice not valid unless Transaction Number is shown ***

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