FACTORS INFLUENCING IMPLEMENTATION OF DIGITIZATION PROJECTS IN COMMERCIAL BANKS IN KENYA: THE CASE OF EQUITY BANK LIMITED, EAZZY BANKING PROJECT

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DECLARATION

This is my original work and has never been submitted for an award of a degree in any other university.

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

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DEDICATION

I dedicate this research project report to my mother Rose Mathenge, husband Timothy Mutahi, my son Mark Mbauni, my siblings Patricia, Alex, Antony and Jacqueline and my best friend Ann Daki for their immense support and encouragement.

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LIST OF ABBREVIATIONS AND ACRONYMS

AHP-Analytic Hierarchy Process

CBK- Central Bank of Kenya

FMEA-Failure Mode Effect Analysis

ICT- Information Communication Technology

IT- Information Technology

M& E- Monitoring and Evaluation

PMI -Project Management Institute

US- United States

ABSTRACT

The purpose of the study was to establish the factors influencing implementation of digitization projects by commercial banks in Kenya. The study was guided by four objectives ; to establish how expertise of the project team influence implementation of digitization projects by Equity Bank Kenya limited, to establish the influence of end user involvement on implementation of digitization projects by Equity Bank Kenya limited, to establish how project risks management influence the implementation of digitization projects by Equity Bank Kenya limited and to determine the influence of monitoring and evaluation on the implementation of digitization projects by Equity Bank Kenya limited. The study will be beneficial to the banking industry players since it will guide them as they implement digitization projects. The study will also inform the policy makers during policy formulation on factors that influence implementation of digitization projects. The study will provide researchers with baseline information on digitization projects. The study adopted the descriptive survey design. The target population was 55 respondents. Data for this study was collected using the questionnaires as the main research instruments. The questionnaires were administered to 52 respondents composed of the project team members of the eazzy banking project. The researcher used primary data for the study. The supervisor reviewed the research instruments to ensure validity. The reliability of the research instruments was determined by pilot testing the instruments to 6 randomly selected respondents. Cronbach alpha coefficient was calculated and a value of 0.7 obtained hence the research instruments were reliable. The collected data was analysed by use of SPSS using descriptive statistics and inferential statistics by use of frequency tables, percentages and calculation of the spearmanôs rank correlation to establish the relationship between the dependent and independent variables. The implementation of digitization projects and expertise of the project team, end user involvement, project risks management and monitoring and evaluation had a correlation coefficient of 0.69, 0.65, 0.626 and 0.664 respectively. This highlights that there was a strong positive linear relationship between expertise of the project team and implementation of digitization projects in commercial banks. End users of a project should be involved in the project since strong positive linear relationship between end user involvement and implementation of digitization projects. There was a strong positive linear relationship between Project risks management and implementation of digitization projects in commercial banks. There was also a strong positive linear relationship between monitoring and evaluation and implementation of digitization projects. The study recommends that the project team implementing the digitization projects should have adequate expertise in the particular project field. End users of a project should be involved in the whole project cycle to ensure that their needs are adequately catered for by the project. Risks that may impede the success of a digitization projects should be adequately identified, assessed, measured and mitigated to increase chances of project success. Monitoring and evaluation should be done during the project implementation so as to ensure tracking of the project progress and making of the necessary corrections and also to determine the extent to which the project has achieved the desired project outcome.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

According to Cleland & Ireland, (2007) A project is a combination of organizational resources(financial resources, human resources and time) pulled together to build something that did not formerly exist and that will enhance performance capacity in the design and execution of organizational strategies. Projects are usually unique in that they are designed to achieve predetermined and specific objectives and they also have specific starting and ending point. Additionally, projects are organized to undertake a unique scope of work. Projects are undertaken in a lifecycle. The framework provided by European Commission (2004) on project lifecycle identified five stages in which a project undergoes namely; project identification, project formulation, project appraisal, implementation and project evaluation.

Project implementation is the most important phase in the project life cycle since lack of implementation would render the project incomplete. Sigh and Nyandemo (2009), argue that failure to implement policies, plans or projects is widely viewed to be one of the major weaknesses of modern planning in developing economies. Project implementation is defined as the whole process of transforming broad project goals or objectives into visible results. It is the process by which actions are undertaken in order to achieve already set goals. The Project Manager usually takes charge of the implementation phase there by coordinating all the components of a project. This involves: supervising work in progress to ensure that it is timely executed in accordance with the project plan; communicating with the project team in order to give and get feedback; negotiating for services, materials and supplies and resolving conflicts among project team members. Apart from this, the project manager is tasked with the responsibilities of decision making which determines how the project is implemented.

Digitization is the process of creating new business models and generating new income streams and value adding opportunities by use of digital technologies. Digitization changes the way business is done since digital technologies are integrated into every

aspect of the business and everyday life. According to Gartner (2016), digitalization provides an opportunity for businesses to advance their businesses.

The interaction between companies and government authorities to customers and citizens has also advanced as a result of technological advances and digitization and also creating new ways of reaching one another. A good example is the commercial banking sector where digitization has availed more opportunities on how banks can reach potential customers. Moreover it has also enabled them to improve the services they offer to their clients. The current biggest channel utilized by banks to reach customers and for customers to manage their bank accounts is Internet and mobile banking (Deutsche Bank, 2016).

Banks have found themselves in the background of todayôs consumer-led, digitized ýnancial services landscape despite them being traditionally considered as inventers of process automation. Insurgent ýnancial technology competitors (ýntechs) are disrupting traditional banking strongholds worldwide, bringing to market a wide assortment of innovative plug-and-play, multi-channel banking solutions. Such offerings ð including high-tech branch services, e-commerce(such as Jumia, OLX) and telecommunications firms(for example Safaricom Mpesa, Airtel money, recently launched Tkash.), and in some markets, platform banking providers, digital wallets and peer-to-peer (P2P) lending and payment offerings ð are increasingly ýnding favor among todayôs device-obsessed consumers.

Implementing digitization projects in commercial banks is both complex and sophisticated. For successful digitization implementation, it is necessary to optimize project and program management and to build appropriate skills among employees. The hallmarks of a successful project are corporate culture, customer inclusion and good implementation.

The major hindrances faced in implementation of digitization projects are; inadequate telecommunication infrastructure, and human resource problems that is lack of specialized training programs, resistance to change and increased turnover rate of technical staff. Development of new applications requires careful planning. It is therefore

necessary to have a computerization plan so as to ensure successful implementation of information technology solutions. For the plans to be of importance, they should be closely connected to the organizationôs strategic plan, goals, objectives processes and priorities.

Digitalization has also coined new opportunities towards service providers giving them new business models, such as the banks that donôt have any brick and mortal presence but rather work on a mobile platform. For example, Atom Bank which is a bank based on United Kingdom, only works on a mobile platform. Atom Bank lacks any physical branches for customers to all their operations are undertaken on mobile phones including opening of bank accounts (Atom Bank, 2016).The current trends in the banking industry innovations is the formation and development of digital banking which is inclusive of mobile banking and development of mobile payments system (Yeremenko and Rudskaya, 2016).

In Africa, East Africa leads in digital inclusion due to the advancement of mobile payment systems. As a result, large proportions of the population have digital financial access. For example, 89% of the population in Rwanda had financial access in 2016, up from 75% compared to four years earlier. The digital revolution has enabled people to manage their financial transactions and do money transfers from the comfort of their mobile phones.

Kenyaôs story can be used as a case study while developing a digital revolution strategy in a country. Kenya pioneered in pushing the frontier of financial inclusion through digital financial services. Additionally, in Kenya, a large proportion of the population has financial access touch points within five kilometers radius this is unlike the rest of other countries in the region. The use of mobile phones has also grown speedily from 0% to more than 75% share of the adult population in the less than ten years.

Traditionally, the banking industry has been faced with the challenge of keeping projects on schedule, under budget, and completed within the quality specified (Nitithamyong & Skibniewski, 2007). The reason for this can firstly be attributed to the inability to keep

the project within the timelines agreed as a result of lack of adequate time management mechanism. Secondly, budget issues can be related to cost overlaps as a result of inability of the sponsor to quantify the required cost of the project and lastly quality can be related to lack of adequate specifications during inception (Kosura, 2000). Digitization projects in the banking industry are very sophisticated.

There are currently 43 licensed commercial banks (refer to appendix V). Commercial banks are the dominant players in the financial market and top ten tax payers in the country. Commercial Banks in Kenya are regulated by five major financial sector regulators which include; The Central Bank of Kenya who regulates the day to day operations of commercial banks including licensing, The Capital Markets Authority who regulates companies listed on the Nairobi Stocks Exchange, Retirement Benefits Authority, SACCOs Societies Regulatory Authority (SASRA) and Insurance Regulatory Authority (IRA). The Kenya Deposit Insurance Corporation (KDIC) also plays an important role in regulating of the banks.

Equity Bank Limited is a public company based in Kenya. The Bank has subsidiaries in Uganda, Rwanda, South Sudan, Tanzania and Democratic Republic of Congo. Equity Bank has distinguished itself as a leading financial services provider in its target market through differentiated service delivery and innovation. In its quest for continuous improvement in its operations and flexibility, Equity has made significant investments in technology. Part of this investment is the recently concluded implementation of the Eazzy banking suite project. The implementation of suite of digital products dubbed Eazzy Banking project, which covered most of its products in Kenya and its subsidiary commenced September 2015 culminating in a successful go-live in September 2016.

The all-inclusive Eazzy suite of banking products takes care of all their customersô needs. The various digital products unveiled by the bank include; a digital banking app (Eazzy app); an interoperable bill payment platform (Eazzy Pay); a platform to help groups and investment clubs manage their joint finances and investments (EazzyChama); a mobile based loan product (EazzyLoan); a retail internet portal that allows customers view and manage their accounts (EazzyNet) and a cash and liquidity management platform for corporate customers.

The project succeeded mainly because the bank forged calculated partnerships with global experts in big data capture, data security and analytics creating an operating environment that is dependable, protected, accessible and interoperable. Equity Bank was named the Best Digital Bank in Kenya 2017 by Bank Africa, while the Think Business Awards named Equity Bank the best in Integrated Digital Marketing.

In May 2018 Equity Bank limited won the awards for Best Digital Offering - East Africa and Most Innovative Bank ï Kenya during the fifth Banker Africa East Africa Banking Awards, 2018 cementing its place as a leading bank in the region. These are an acknowledgement of the Bankôs efforts in continuous digitization on the mobile (Equitel) and online (Eazzy Banking) platforms as well as innovation geared towards offering our clients convenience, choice and great customer experience.

1.2 Statement of the problem

The implementation phase of a project is vital in determining the success of the project. Many factors affect project implementation thus affecting the success of the project. Empirical studies have identified and documented some factors influencing the implementation of projects. Banks are today operating in a very challenging environment due to tightening budgets, increased demands to reduce costs and new set of stringent regulations. Customersô demand are also becoming complex by the day thereby adding more pressure to commercial banks to meet their demands for digital products. Technology is thereby playing a central role in supporting the banks address the customersô demands.

Many U.S. and European retail banks are still struggling to fund projects required to modernize all their operations despite the growing customersô demand for online products and services. It has proven extremely difficult for commercial banks to transition from the existing systems at individual bank branches to a centralized digital system that serves the entire organization. In Europe, banks have only digitized twenty to forty percent of their processes, with a bias on basic customer transactions, according to McKinsey (2016). Ninety percent of European banks invest way below 0.5% of annual budgets on digital projects. Rockwood, (2017) in her study acknowledges the difficulty of finding good employees and the dizzying pace of the fintech field has project owners scrambling to identify and build their project

teams. According to a 2016 McKinsey report, three primary factors are limiting fintech project performance are static mindset, legacy architecture and massive overheads.

The intention of this study was to investigate factors that influence the implementation of a digitization project in commercial banks. The research was aimed at establishing the factors influencing implementation of a digitization project in commercial banks. The research is informed by the fact that literature is missing in this area to inform the industry on the challenges of implementation. Equity bank successfully implemented its digitization project in September 2016. (Standard newspaper, 14th October, 2016).Equity bank is the only commercial bank in Kenya which offer their customers digitized products and services through mobile application and mobile virtue network operator (Equitel SIM cards) .This success of Equity Bank is what has led to its choice as a case so that the other banks can borrow a leaf during similar projects implementation in Africa.

1.3 Purpose of the study

The purpose of the study was to establish the factors influencing implementation of digitization projects by commercial banks in Kenya.

1.4 Research Objectives

This study was guided by the following objectives;

i. To establish how expertise of the project team influence implementation of digitization projects by Equity Bank Kenya limited.
ii. To establish the influence of end user involvement on implementation of digitization projects by Equity Bank Kenya limited.
iii. To establish how project risks management influence the implementation of digitization projects by Equity Bank Kenya limited.
iv. To determine the influence of monitoring and evaluation on the implementation of digitization projects by Equity Bank Kenya limited.

1.5 Research Questions

The following constituted the research questions of this study;

i. How does expertise of the project team influence the implementation of digitization projects by Equity Bank Kenya limited?
ii. How does end user involvement influence the implementation of digitization projects by Equity Bank Kenya limited?
iii. How does project risks management influence the implementation of digitization projects by Equity Bank Kenya limited?
iv. How does monitoring and evaluation influence the implementation of digitization projects by Equity Bank Kenya limited?

1.6. Significance of the study

It was anticipated that the study may be of significance to researchers and banking industry players since it may give them insights and knowledge that may aid them in implementation of digitization projects by commercial banks in Kenya.

The study may also act as a guide to the financial institutions in policy formulation in regards to implementation of digitization projects. The study may not only be beneficial to commercial banks but to other stakeholders in the banking industry such as the regulators and the general public. The scholars may use the study as a key reference in their scholarly works.

1.7. Limitations of the Study

The limitations of the study were laid on the amount of time and financial costs required to enable comprehensive coverage to include more commercial banks in Kenya. The limitations were addressed by undertaking the study on only one commercial bank and drawing conclusions about all the commercial banks in Kenya.

1.8. Delimitations of the Study

The study aimed to investigate the factors influencing implementation of digitization projects in commercial banks in Kenya. The study focused on only four factors namely; expertise of the project team members, end user involvement, project risks management and monitoring and evaluation. However, many other factors influence implementation of

digitization projects. Additionally, the study was only conducted on Equity Bank Limited, eazzy banking project. The study was conducted at Equity Center in Upper hill Nairobi.

1.9. Assumptions of the study

The study was conducted under assumptions that the respondents would be available and that they gave authentic responses. It was also assumed that respondents had adequate knowledge on factors that influence the implementation of implementation of digitization projects.

1.10 Definition of Significant Terms

Expertise of the project team: These are the expert skills, knowledge and experience in a particular field. The expertise of the project team is necessary in determining the success of the project implementation.

End user involvement: This is the process by which the all the intended beneficiaries of a project are identified and allowed to take part in the project cycle. They participate in the project planning and the project testing.

Evaluation: This is the process by which an ongoing or complete projectôs design, implementation and results is assessed systematically and objectively to determine the effectiveness and efficiency of the project, attainment of the projectôs objectives, its impact and also sustainability of the project.

Implementation of digitization projects: This is the process by which broad project goals are transformed into visible results culminating into launching a set of digital products and services for consumption and use by customers. A project is said to be successfully implemented if it is implemented according to the budgeted time, cost and meets the required quality standards

Monitoring: This is the process of systematically collecting, analyzing and using the information to track the progress of a project towards achieving its objectives.

Project risks management: This is the process of identifying projects risks, assessing the risks, identifying the mitigation measures and monitoring of the project risks to avoid negative influence on the project thereby increasing the chances of the projects success.

1.11. Organization of the Study

This study was organized into five chapters as explained below; chapter one was on introduction, whereby the background of the study in relation to the topic of the study was discussed. The statement of the problem and purpose of the study were also included in this chapter. This chapter also outlined the objectives, limitations, delimitations and the assumptions of the study. Chapter two reviewed empirical and theoretical literature founded on the objectives of the study. The chapter also covered the conceptual framework and the knowledge gap. Chapter three explained the research methodology of the study. The chapter expounded the research design and target population. Sampling procedure, tools and techniques of data collection, data analysis, ethical considerations are also covered in this chapter .Finally, the operational definition of variables is also covered in chapter three. Chapter four comprised of data analysis, presentation, and interpretation of the findings. It also included personal information of the respondents, followed by findings organized according to the objectives of the study. Chapter five comprised of the summary of the study, discussions of the findings, conclusion and recommendations of the study including the lessons learnt from the findings leading to suggestions of further investigations on the factors influencing implementation of digitization projects in commercial banks.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter expounds the literature review on implementation of digitalization projects in the banking sector globally, in Africa and finally in Kenya.

It focused mainly on expertise of the project team, involvement of end user, project risk management and monitoring and evaluation theoretical review, conceptual framework, summary and research gaps in relation to implementation of digitalization projects.

2.2 Concept of Project Implementation

OôBrien, (2008) identified several system implementation stages which include; development of the hardware and software, procedures and programs testing, the third stage involves converting data resources and several varieties of conversion alternatives. Additionally, the end users of the system should be educated and trained. OôBrien also identified IT implementation staged which include; acquisition, development of the software, conversion of data, training of end users, testing and finally documentation.

Study conducted by Cognizant, (2013) on failed Core Banking Projects identified several reasons for Core Banking Projects project failures which included, limited capability of project group, Inappropriate product selection ,inability of vendors to deliver, limited capability of integrators ,failure to have a well thought of plan , and lack of support from Top Management. Cognizant, (2013) also discuss the importance of correctly identifying the right core banking solution, the challenges encountered during its implementation and the importance of competently managing an unsuccessful implementation.

MIS project implementation fail mainly as a result of poor planning of the project, failure to involve the top management and weak business justification (Bosire and Mbonimpa, 2014).Identifying critical success factor that contribute to implementing successful projects has been a real struggle that have been investigated by many researchers mainly due to the ever changing global market and business world (Crisan, Borza, 2014).According to Salanta, Popa, (2014), organizations have to continuously innovate for them to have a competitive advantage. According to PMI (2013), implementing

successful projects produces progressive effects on the organization, influencing long term development. This is achieved by ensuring that projects that are undertaken are in line with the strategic objectives of an organization thereby adding value to the organization.

2.3 Expertise of Project Team and Implementation of Digitization Projects

According to McKinsey (2014), digitization skills are not readily available therefore, for programs to be successful, in house capabilities should be enhanced. The organizations ultimate goal should be to create a pool of qualified and skilled staff that is available while needed to digitize processes within short timelines. It is essential to ensure that the team has the necessary skills vital to build the required technology components in a modular way so that they can be used over and over again across processes, capitalize on economies of scale.

Business and technical knowledge are essential for the project. Laura (2014) conducted a study on the impact of the customer focus competence group on project performance. The results indicated that customer focus competence had a significant influence on the performance of projects. Study by Akgun,Lynn,Keskin, and Dogan,(2014) which investigated the backgrounds and significances of team learning, which comprised of how information is acquired, disseminated and implemented, in information technology (IT) implementation projects revealed that information acquisition and information dissemination positively impacted on project outcomes. Additionally, team behavior and enabler variables, such as the ability to work as a team, communication within the team, ability to gain trust from all the team members, commitment from the team members and senior management supporting the team positively influence team learning.

There is a very strong link between project management skills and successful implementation of projects (Nwakanma, Asiegbu, Ogbonna and Njoku, 2013). Project teamwork and composition is essential throughout the project life cycle. Building a cross functional team which consists of the best people in an organization is essential. The study collaborates with a study conducted by Imtiaz, Abd. A l- Mudhary, Mirhashemi and Roslina (2013) which concluded that team capability has a strong effect on success of IT projects. However training had medium effect on success of IT projects.

Mutula (2013) study on the influence of human resource factors on project success in Nairobi County revealed that technical expertise of the staff had a significant influence on project performance. Technical expertise led to attainment of set targets, timely attainment of set targets (efficiency) and productivity (effectiveness).

2.4 End User Involvement and Implementation of Digitization Projects

Leonardi, Bailey, Diniz and Sholler (2016) study on multiplex appropriation in complex systems implementation suggested that in cases where large numbers of users in many settings with diverse needs, such that it is practically impossible to tailor systems to meet user requirements, system implementation may be most successful when users are motivated to use system elements in ways that allows the system to work for those in social need.

User/client involvement is considered to have a significant effect on successful implementation of Information Technology projects (Nwakanma et *al.,* 2013). The study collaborates with study by Fayaz, Kamal, Yasir, Amin, Saif, Khan and Samandar (2017) to determine the critical success factors (CSF) of IT projects in Pa-kistan which revealed that customer/user involvement powerfully has an effect on IT projects success.

Fageha and Aibinu (2016) carried out a study on identification of stakeholdersô involvement that improves project scope definition comprehensiveness in Saudi Arabian public building projects. The results revealed that the stakeholder involvement in all the whole project lifecycle had a significant influence on the success of public building projects. According to Beringer, Jonas, and Kock (2013), stakeholder conduct and management of such conduct is critical to project portfolio success. From the project ownersô point of view, Eskerod and Jepsen (2013) confirmed stakeholders play a critical role in a project and hence a projectôs success can only be guaranteed if stakeholders are first inspired and in return have been part of the project.

A study by Eichhorn and Tukel (2018) revealed that a business userôs participation in identifying functional requirements has a positive impact on the project outcome. However, only experienced middle managers should participate in identifying the requirements and not any other business users. Eichhorn and Tukel (2018) found that when the general business user takes part in certain activities that relate to presentation of

the system, their involvement affects the project success negatively. Likewise, when the end user is involved in managing the project, that involvement negatively impacts the project outcome. These results should guide the IS project managers in allocation of business resources to activities and their decisions on the level of participation of the business users in the projects.

A study by Abelein and Paech (2015) conclude that there was positive correlation of numerous aspects of User Participation and Involvement and system success. A study by Eriksson, Glad and Johansson (2015) on User involvement in Swedish residential building projects, revealed that regarding users as stakeholders is important in the identification phase and also aids in determining the effects of a project to certain groups in the society. The users should be identified and analyzed to determine who to involve, when, why the project manager needs to involve them in the project.Nyandika and Ngugi (2014) study revealed that awareness creation, conducting feasibility studies, organizing for conferences and seminars in user involvement had a positive impact on road projects performance. A study conducted by Imtiaz *et al.*, (2013) concluded that customer/user involvement has a strong effect on success of IT projects.

2.5 Project Risk Management and Implementation of Digitization Projects

Uncertainties generate risks in all projects (PMI, 2012), and the identification of risks is a vital element in ensuring successful risk management. The Planning phase of the project should be utilized by the management in dealing with uncertainties that might arise during the development of products and services (Zwikael, Pathak, Singh and Ahmed, 2014). Risks management greatly contributes to the project success and the long term success in organizations (Hartono, Sulistyo, Praftiwi and Hasmoro, 2014). Roghanian and Mojibian (2015) suggested a fuzzy-based risk management model based on FMEA and AHP that puts into consideration three aspects of risk management process: identification of risks, a quantitative analysis of the risks and planning on how to respond to risk.

A study conducted by Imtiaz *et al.,* (2013) concluded that risk management has a medium effect on success of IT projects. The study collaboratesa study by Fayaz *et al.,* (2017) to determine the critical success factors (CSF) of IT projects in Pa-kistan revealed that risk management have an average effect on IT projects success. Risk management has in the

recent past gained significance and importance due to the increased technology growth, growing market competition and increased rate of change (Burke, 2013).Risks that are emerging globally are affecting both the governments and private players in the different business sectors. Therefore, we need to identify, measure and estimate the interdependence of the risks by diversifying the traditional instruments of risk management in order to effectively manage the risks and also develop a resistance to cope with their impact (Gurgu and Savu 2014).

Rabechini and De Carvalho (2013) study revealed that implementing risk assessment and planning had a positive impacted on the project success. This was attributed to project staff being able to ascertain and come up with measures to reduce incidences of risks to a larger extent. The study established that evaluating uncertainties during the project, effective risk management and intensive understanding of the business setting are critical success factors that had a significant impact on project performance.

Juliane and Alexander (2013) study to determine how portfolio risk management influences IT project portfolio success in IT enterprises in UK revealed that portfolio risk management was positively correlated with project performance. Ogwueleka (2013) study on the critical success factors influencing project performance in Nigeria identified risk management as a critical success factor that influence project success. Project risk management ensures that uncertainties that affect the outcome of the project are greatly reduced.

The findings of a study by Musau, (2015) on risk management and implementation of core banking systems in commercial banks revealed that an organization needs to critically analyse the operational risk involved in the implementation of the system as well as the profitability risk. This is to ensure that the organization does not incur any losses due to the process of system implementation. The institution however needs to have concrete risk control measures to safe guard the bank against any form of loss. Monitoring of project risks should be done throughout the life of the project.

2.6 Monitoring and Evaluation and Implementation of Digitization Projects

Monitoring and Evaluation is an entrenched concept and form part of every project. Monitoring and evaluation involves a systematic and routine collection of information

from a complete or ongoing project after which assessment of the information obtained is done with objectivity (Owen, 2013). According to Iwu (2016), monitoring and evaluation complement each other. The monitoring report can be incorporated in the evaluation plan to take advantage of the lessons learnt midway and at the end of the project. The reports provide information on what was done right and what needs to be corrected thereby enhancing skills and lessons to ensure successful implementation of future projects. Monitoring and evaluation (M&E) helps program implementers to: ensure that resources are utilized effectively and efficiently, determine the progress of the program/project in relation to the plan and to make any necessary adjustments accordingly; make informed choices in relation to operations management and delivery of services and to evaluate whether the program/project has achieved the intended impact.

Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taken into account (Spaulding, 2014). Evaluation creates future benchmarks to guide evaluations of other projects. Evaluations are critical in generating a knowledge bank for management which is an ideal trend in modern world where organizations are inclined towards knowledge management in project management (Calder, 2013).

A study conducted by Imtiaz *et al*., (2013) concluded that effective monitoring and control has a medium effect in influencing the success of IT projects. The study collaborates a study by Fayaz, *et al.,* (2017) to determine the critical success factors (CSF) of IT projects in Pa-kistan revealed that monitoring and control have an average effect on IT projects success.However, a study by Ouma (2016) established a strong correlation between monitoring and evaluation and project implementation. It established that presence of effective monitoring and evaluation influences the effectiveness of project implementation positively. A study by Gasangwa, Mulyungi and Ndabaga (2017) revealed a significant effect of monitoring and evaluation on implementation of projects. The organizations were urged to ensure monitoring and evaluation exercises are undertaken at all levels of the projects without failure. This will greatly contribute to successful implementation of projects.

2.7 Theoretical Framework

This section expounds on three theories that relate to the variables of the study. The theories include; stakeholder management theory, theory of constraints and human capital theory.

2.7.1 Stakeholder Management Theory

The term stakeholder has traditionally been defined as any person or a group of people who can impact or can be impacted by the attainment of the organizationôs objectives (Freeman 1984). Cleland (1986) defined project stakeholder as persons or organizations that are can either be within or beyond the authority of the project manager and directly or indirectly get affected by the projectôs outcome, and have share or stake or an interest in project.

Stakeholder theory attempt to identify the fundamental question of which group of stakeholders deserve attention. The theory also focuses on the relationship dynamics between the stakeholders and the organization and between stakeholders. Failure to appreciate the relationship between risk management and stakeholdersô management has led to led to countless project failures (Morris and Hough, 1993).

According to Phabhu (2013), projects in banks are regarded to as programs since they involve multiple stakeholders. The project manager however takes overall ownership and accountability. The project manager needs to be aware of these facts and also have adequate understanding of production support process and methodologies, since high availability and management of the service level agreement are core objectives of production support teams (Phabhu, 2013).

2.7.2 Theory of constraints

The Theory of constraints was developed and popularized by manufacturing guru Eliyahu M. Goldratt in 1984. The Theory of Constraints states that every system must have at least one constraint limiting its output. Goldratt (1990b), Goldratt and Cox (1992) came up with a method called the five focusing steps for addressing system problems on a continuous improvement basis. The steps are: Identify the constraint which involves identifying the operation limiting the efficiency of the system. The constraint may be a physical or policy.2. Take advantage of the constraint by achieving the optimum output

from it. 3. Link the productivity of other operations to favor the constraint. 4. Improve the constraint: In situations where the system constraint lacks adequate output buy new equipment or add more human resources to increase productivity 5. If anything has changed, start again from the first step and undertake an assessment to establish whether a different operation or policy has become the system constraint. Goldratt (1990b) states that this step is consistent with a process of ongoing improvement.

The Theory of Constraints Project Management provides an expansive solution to address these root causes and coping mechanisms. The solution includes 1) the planning process should be robust, 2) ensure the planning process is effective, 3) increased capacity through introduction of work procedures , 4) execution processes that allow for excellent project control, visibility and decision support, and 5) enhance work ethics that favor good project performance.

2.7.3 Human Capital Theory

Human Capital theory was proposed by Theodore Schultz in 1960s. Schultz argues that both knowledge and skill are a form of capital, and that this capital is a product of deliberate organizational growth. The concept of human capital is about investing in educating and training the employees. Schultz compares the attainment of knowledge and skills to acquiring the means of production. He claims that investment in education and training has a strong correlation with human productivity, which in turn leads to a positive rate of return and hence an improvement in project implementation and success.

An employer who invests in training and developing the employees in turn attracts and retains employees leading to increased productivity which results to profitability. Chepchirchir, (2014) confirms that an employer investment in training and developing the staff is one way of improving the project performance. The competence of staff in an organization is attributed to their level of education, experience and the training that they have received (Acosta & Muchai, 2012).According to Tan (2014), persuasive skills, knowledge and competences are important factors in determination of an organizationôs prosperity. The level of education of project team members has role to play in project success.

2.8 Conceptual framework

The diagram below displays the identified independent variables and the existing relationship between them and the dependent variable.

Independent Variables

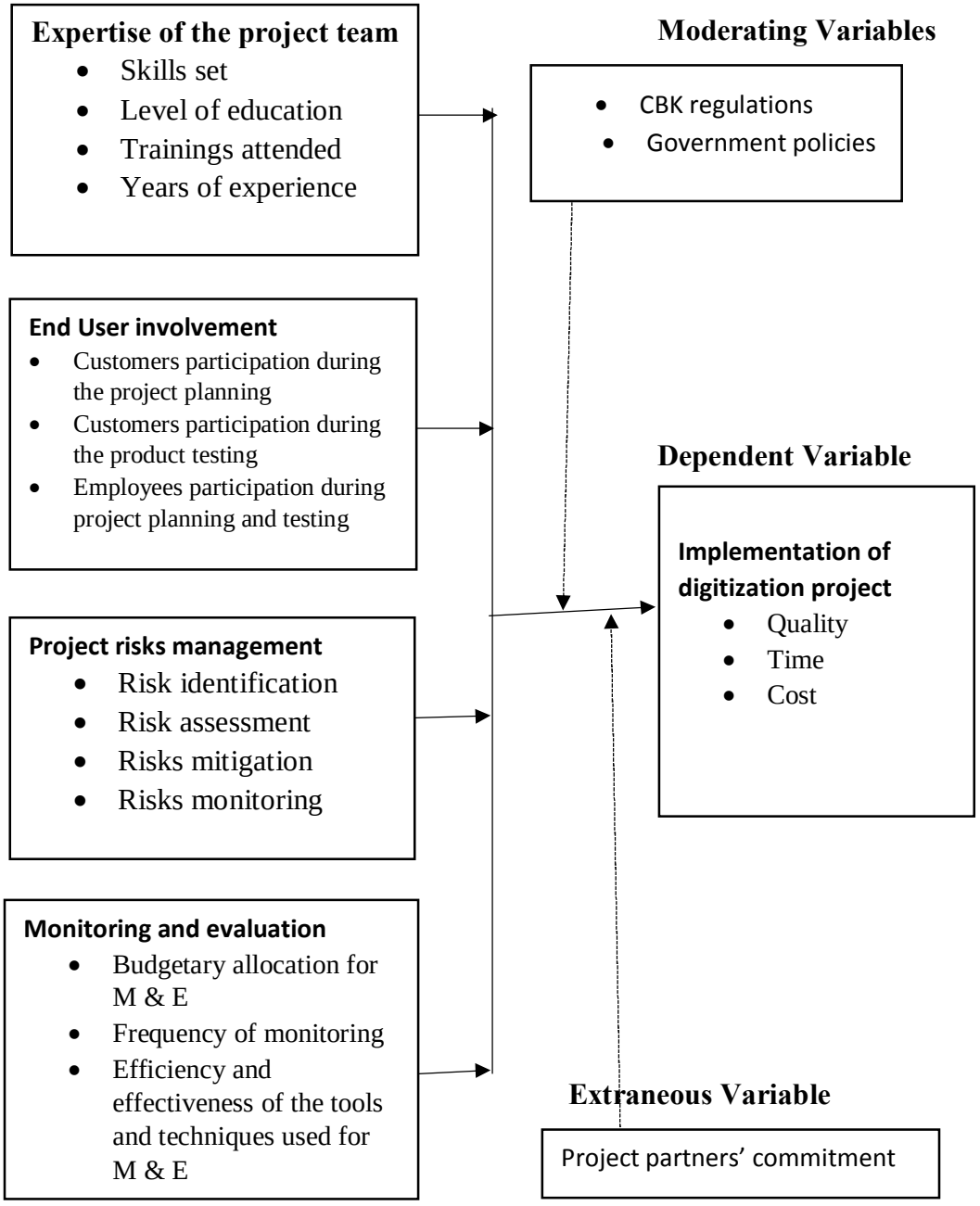

Figure 1: Conceptual Framework

According to the conceptual framework of this study, the independent variables were expertise of the project team, end user involvement, project risks management and

monitoring and evaluation while the dependent variable was implementation of digitization projects. CBK regulations, government policies are moderating variables in the study. Moderating variables change (Increases or decreases) the otherwise established effect of the independent variables upon the dependent variable. Project partnersô commitment is the extraneous variable.

2.9 Summary of Literature Review and Research Gaps

This chapter reviewed existing literature on factors influencing implementation of digitization projects globally, regionally and locally. This literature review analysed available information on implementation of projects and factors influencing it. From the literature, different researchers are under agreement that expertise of the project team members is critical in ensuring successful implementation of projects. Continuous training also plays a key role in ensuring successful implementation of projects. End user involvement is also positively correlated to project implementation success. However, some researchers recommended that it is necessary to make decisions on who should participate and on which stage of the project. Project risks management also play a critical role in ensuring successful implementation of the projects. It is therefore important to ensure that project risks are identified, assessed, timely mitigated and monitored to increase the project implementation success. The organizations were also urged to ensure monitoring and evaluation exercises are undertaken at all levels of the projects without failure. This will greatly contribute to successful implementation of projects. However, researchers Imtiaz, *et.al,* (2013) and Fayaz, *et. al,* (2017) concluded that monitoring and evaluation had an average impact on the success of the project implementation. The chapter also looked at three theories that relate to the variables under study. The theories were; theory of constraints, stakeholder management theory and human capital theory. These three theories formed the theoretical review of the literature.

Table 2.1 : Summary of Knowledge gap in the study

Factor	Authors	Title of study	Observation	Knowledge gap
Expertise of the project team members	Akgun ,Lynn, Keskin, &Dogan,(2014)	Team learning in IT implementation projects: Antecedents and consequences.	Information acquisition and information dissemination positively impacted on project outcomes	This study did not put into consideration elements such as skills set of the project team and years of experience as factors affecting implementation of digitization projects.
End user involvement	Nyandika and Ngugi (2014)	Influence of Stakeholders' Participation on Performance of Road Projects At Kenya National Highways Authority	Awareness, feasibility studies, conferences and seminars in user involvement had a positive impact on road projects performance.	This study did not consider at what point of the project the users should be involved.
Project risks management	Fayaz, Kamal, Yasir, Amin, Saif, Khan and Samandar (2017)	Critical Success Factors in Information Technology Projects	Risk management has an average effect on IT projects success.	The study did not put into consideration project risks that face digitization projects.
Monitoring and evaluation	Imtiaz, Abd. Mudhary, Mirhashemi and Roslina (2013)	Critical success factors of information technology projects	Effective monitoring and control has a medium effect in influencing the success of IT projects	The study did not put into consideration the project evaluation influence on projects implementation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter expounds on the research methodology that will be used for the study. The various aspects covered in the chapter include; research design, target population, sample size, methods of data collection, validity and reliability, methods of data analysis and operational definition of variables.

3.2 Research Design

The researcher adopted a descriptive survey design for the study. The study utilized both qualitative and quantitative approaches. The descriptive survey design seeks to answer the research questions. A descriptive design is used to examine the ówho, what, when, where, and the howô of a research topic (Cooper and Schindler, 2008).According to Christou (2012), survey research is the leading method that has been steadily confirmed by past studies. This emphasizes the choice of a descriptive survey design for use while conducting this study.

3.3 Target Population

Population is the entire number of all that follows a given specification (Mugenda & Mugenda 2008). Population has also been defined as a group of individuals having one or more common characteristics that a researcher is interested in (Amin, 2004).The project team that implemented the eazzy banking project consists of 55 project team members. The study targeted all the fifty five project team members who were present during the implementation of the eazzy banking project.

3.4 Sample size and Sampling Procedure

The researcher conducted a census thereby studying the entire population which consists of 55 project team members out of which 52 project team members were interviewed.When the population is too small, it is best to study the entire population other than sampling it (Mugenda and Mugenda ,1998).The study population composition was as follows;

Table 3.1: Target population

Department	Number of members
Project Management Office	10
Software Developers	7
Information Technology Department	15
Operations Department	13
E Banking Department	10
Total	55

3.5 Data Collection Instruments

The study used questionnaires for data collection and an interview guide to guide the respondents as they fill in the questionnaire. The two data collection instruments were utilized to ensure that validity, reliability and objectivity of data collected in the survey. A questionnaire is an instrument used in data collection instrument which consists of written or printed questions with a choice of answers. A questionnaire is devised for purposes of a survey or a research. An interview refers to collection of data by asking questions.

3.5.1 Pilot testing of the instruments

A pilot survey is used to test the questionnaire whereby it is administered to a smaller sample compared to the planned sample size. It is used to design the procedures, materials and parameters to be used in the actual full study (Bordens, 2008).A pilot study helps reveal deficiencies in the design of a proposed experiment or procedure and research tools to be used, (Lancaster, Dodd & Williamson, 2004). The researcher administered the questionnaire to 6 respondents who were randomly selected from a population of 60 project team members undertaking other projects for the bank.

3.5.2 Validity of the instruments

Validity is defined as the degree to which an instrument measures what it is projected to measure. Validity of instruments is also defined as a measure of what extent an

instrument measures what it is supposed to measure (Kombo and Tromp, 2006). An instrument is said to be valid when it measures what it claims to measure or the extent to which it predict accurately. To ensure validity, pre-test study was conducted to six randomly selected respondents. The supervisor was also consulted to guide the researcher on whether the research instruments were valid.

3.5.3 Reliability of the Instruments

It refers to the ability of the instruments to yield stable results when measurements are taken of similar individuals under the same existing conditions repeatedly. Reliability was guaranteed by the researcher considering 6 randomly selected respondents for the pilot study. The respondents were selected using simple random sampling method. The research administered the same questionnaires to the respondents twice. The Cronbachôs coefficient alpha was used to test the correlation of the two results obtained using the same instrument. The Cronbachôs coefficient Alpha obtained was 0.7 hence deemed acceptable.

3.6 Data collection procedures

Collection of data is a fundamental part of the research design as it is from collected data that a researcher can do an analysis, draw conclusions and make recommendations. First a letter from the University of Nairobi was sought by the researcher to obtain permission to carry out the study. A research permit was sought from The National Commission for Science, Technology and Innovation. Permission and a notification were then served to the Project Management Office management. Semi- structured questionnaires were printed for the respondents. The semi-structured questionnaires were then administered to the respondents. The researcher personally delivered the questionnaires to the respondents, gave them ample time to respond and then picked them two days later.

3.7 Data analysis techniques

The complete questionnaires were checked for completeness and comprehensibility to ensure reliability. The data was summarized, coding done and keyed into the Statistical Package for Social Sciences (SPSS) version 20 for analysis. The analysis included grouping of the responses into various categories. Descriptive statistics such as mode, frequency distribution, percentages and spearmanôs rank correlation were used to do data

analysis. Data was presented in form of percentages, frequency tables and spearmanôs rank correlation tables so as to ensure that information gathered was clearly understood.

3.8 Ethical consideration

It is important for the researcher to maintain research ethics. The researcher sought for permission from the National Commission of Science Technology and Innovation before carrying out the study. The researcher also followed the laid down procedures. Honesty and integrity was highly maintained throughout the study. To maintain confidentiality, the study ensured that respondents remain anonymous .The information gathered was not shared to the competitors.

3.9 Operationalization of variables

Table 3.2: Operationalization of variables

Objective	Variable	Indicators	Measurement	Measurement scale	Tools of analysis	Type of data analysis
To establish how expertise of the project team influence implementation of digitization projects by Equity Bank Kenya limited.	Expertise of the project team	Skills set Level of education Trainings attended Years of experience	Course pursued Highest level of education Number of trainings attended Number of years worked	Nominal Interval Ordinal Ordinal	Mean, percentage, mode, Spearmanõs rho, ɟ	Descriptive
To establish the influence of end user involvement on implementation of digitization projects by Equity Bank Kenya limited.	End user involvement	Customers participation during the project planning Customers participation during the product testing Employees participation during project planning and testing	Number of end users involved Number of customers involved Number of employees involved	Ordinal Ordinal Ordinal	Median ,percentages, Spearmanõs rho, ɟ	Descriptive
To establish how project risks management influence the implementation of digitization projects by Equity Bank Kenya limited.	Project risks management	Risk Identification Risk Assessment Risk Mitigation Risk monitoring	Number of risks identified Risk assessment procedure Risk control measures Risk monitoring procedure	Ordinal Ordinal Nominal Ordinal	Mode, percentages, Spearmanõs rho, ɟ	Descriptive
To determine the influence of monitoring and evaluation on the implementation of digitization projects by Equity Bank Kenya limited.	Monitoring and evaluation	Budgetary allocation for monitoring and evaluation Frequency of monitoring Efficiency & effectiveness of the tools & techniques used for monitoring and evaluation	Amount of money set aside for M & E Number of monitoring undertaken Results obtained compared to the outcome.	Nominal Ordinal Ordinal	Mode, , percentages, Spearmanõs rho, ɟ	Descriptive
To establish how implementation of digitization projects is influenced by ;expertise of the project team, end user involvement, project risks management and monitoring and evaluation.	Implementation of digitization project	Quality Time Cost	Feedback from end users Actual time taken Actual cost incurred Feedback from end users	Ratio	Percentage, Spearmanõs rho, ɟ	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the summary of the analysed data. The results presentation was based on the objectives of the study with the aim of studying factors influencing implementation of digitization projects in commercial banks in Kenya with a focus on eazzy banking project implemented by Equity Bank Limited. The research findings were organized under the following categories: expertise of the project team, end user involvement, project risks management and monitoring and evaluation.

4.2 Questionnaire Return Rate

The researcher targeted a census of 55 project team. After the data collection exercise, 52 fully filled questionnaires were received which equated to 94.5 percent of the target. Any response rate above 50 percent is considered adequate and reliable for data analysis (Punch, 2003).

4.3 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents which include the respondentsô age, gender, years of working experience and their level of education were analysed.

4.3.1 Distribution of respondents by Age

In the questionnaire the respondents were requested to indicate their age. Their responses are as per Table 4.1.

Table 4.1: Age distribution of respondents

Age bracket	No of respondents	Percentage
Below 25	1	2
26-30	13	25
31-35	18	35
36-40	17	33
Above 40	3	6
Total	52	100

From the findings as shown in the Table 4.1, 92 percent of the eazzy banking project team members were aged between 26 years and 40 years.

4.3.2 Gender distribution of respondents

In the questionnaire the respondents were requested to indicate their gender whether male or female. Their responses are as per Table 4.2.

Table 4.2: Gender distribution of respondents

Gender	No of respondents	Percentage
Male	34	65
Female	18	35
Total	52	100

From the findings, as shown in the Table 4.2, 65 percent of the eazzy banking project team members were male while 35 percent were female. There is however no previous research evidence that had linked the influence of gender of the project team members on implementation of digitization projects in commercial banks. Gender was therefore, an insignificant variable in this study.

4.3.3 Years of working experience of the respondents

The respondents were also requested to indicate the number of years they have worked in the banking industry. Their responses are as shown on Table 4.3.

Table 4.3: Years of Working Experience

Years	No of respondents	Percentage
2-5	23	44
6 -10	19	37
11 - 14	9	17
Above 14	1	2
Total	52	100

From the findings as shown on Table 4.3, 44 percent of the eazzy banking project team members had worked in the banking sector for two to five years, while 37 percent had

worked for six to ten years. This point out that years of working experience in the banking sector was critical since all the respondents had more than 2 years of experience in the banking sector. Therefore, it is recommended to have an experienced project team to ensure successful implementation of digitization projects in commercial banks.

4.3.4 Level of education of the respondents

The study sought to know the highest levels of education of the respondents. Their responses are as per the Table 4.4.

Table 4.4: Level of education of the respondents

level of education	No of respondents	Percentage
Diploma	1	1
Degree	32	62
Masters Degree	19	37
Total	52	100

Findings on Table 4.4 show that most of the respondents were degree holders at 62 percent while 37 percent had masters degrees. This is an indication that the high level of education attainment by the respondents had a positive impact on successful implementation of eazzy banking project.

4.3.5 Distribution of respondents by Department

The study sought to know which departments the respondents were assigned to. The findings are illustrated on Table 4.5.

Table 4.5: Distribution of Respondents by Department

Department of respondent	No of respondents	Percentage
E banking Department	9	17
Information Technology Department	14	27
Operations Department	13	25
Project Management Office	10	19
Software Developer	6	12
Total	52	100

The findings shown on Table 4.5 indicate that the highest number of the project team members were from the Information Technology Department at 27 percent followed closely by the operations department at 25 percent and project management office at 19 percent. This is an indication that the technical departments within the bank were involved in the digitization project implementation.

4.4 Expertise of the Project Team and Implementation of Digitization Projects

Extent to which expertise of the project team influenced the implementation of digitization projects was analysed. The respondents were requested to tick the extent of influence on a Likert scale of 1 to 5.Very great extent take the value 5, great extent take the value 4, moderate extent take the value 3, little extent take the value 2 while not at all take the value 1.Majority of the respondents at 93 percent agreed that expertise of the project team influence eazzy banking project implementation.

Expertise of the project team factors were analysed to determine their influence on implementation of digitization projects. Respondents were requested to tick on the various factors on the Likert scale 1 to 5.Most important take the value of 5, important take the value of 4, somehow important take the value of 3, not important take the value of 2 and least important take the value of 1.

Table 4.6*:* Expertise of the project team

	Least important (%)	Not Important (%)	Somehow important (%)	Important (%)	Most Important (%)	Total (%)
Skills set	0	0	6	34	60	100
Level of education	0	0	12	40	48	100
Number Trainings attended	0	0	14	48	38	100
Years of experience	0	2	17	54	27	100

The study established that expertise of the expertise of the project team highly influenced implementation of eazzy banking project. 94 percent of the respondents considered skill

set as most important factor while recruiting project team members. Level of education and number of trainings were also considered important by 88 percent and 86 percent respondents respectively. Years of experience were also considered important by 81 percent of the respondents but not as much as the other three factors.

The spearmanôs rank correlation coefficient was calculated to establish the relationship between expertise of the project team factors and implementation of digitization projects in commercial banks. The results were shown on Table 4.7.

Table 4.7: Expertise of the project team and implementation of digitization projects

			Project Quality Achieved	Project Timeline Achieved	Project Completed Within Budget
Spearman's rho	Skills set	Correlation Coefficient	0.717**	0.467**	0.378**
		Sig. (2-tailed)	0.000	0.000	0.006
		N	52	52	52
	Level of education	Correlation Coefficient	0.666**	0.418**	0.338*
		Sig. (2-tailed)	0.000	0.002	0.014
		N	52	52	52
	Number of trainings attended	Correlation Coefficient	0.646**	0.407**	0.329*
		Sig. (2-tailed)	0.000	0.003	0.017
		N	52	52	52
	Years of experience	Correlation Coefficient	0.724**	0.404**	0.339*
		Sig. (2-tailed)	0.000	0.003	0.014
		N	52	52	52

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The spearmanôs rank correlation coefficient of 0.717 indicate a positive strong correlation between skills set and achievement of the project quality implying that when the project team is adequately skilled then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between skills set and implementation of project within the scheduled time and within budget. This was indicated by spearman rank correlation of 0.467 and 0.378 respectively. The statistics were significant at 0.01

significance levels since the significant values were 0.000<0.01 and 0.006<0.01 respectively.

The spearmanôs rank correlation coefficient of 0.666 indicate a positive strong correlation between level of education and achievement of the project quality implying that when the project team is well educated then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between level of education and implementation of project within the scheduled time and within budget. This was indicated by spearman rank correlation of 0.418 and 0.338 respectively. The spearmanôs rank correlation of 0.418 was significant at 0.01 significance levels since the significant value was 0.002<0.01. However, the moderate positive correlation between level of education and implementation of the project within budget was not significant at 0.05 significance levels since the significant value of 0.14 >0.05.

The spearmanôs rank correlation coefficient of 0.646 indicate a positive strong correlation between number of trainings attended and achievement of the project quality implying that when the project team receives the relevant training and is trained frequently, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between number of trainings attended and implementation of project within the scheduled time and within budget. This was indicated by spearmanôs rank correlation of 0.407 and 0.329 respectively. The spearmanôs rank correlation of 0.407 was significant at 0.01 significance levels since the significant value was 0.003<0.01. However, the moderate positive correlation between number of trainings attended and implementation of the project within budget was not significant at 0.05 significance levels since the significant value of 0.17 >0.05.

The spearman rank correlation coefficient of 0.724 indicates a positive strong correlation between years of experience and achievement of the project quality implying that the more the years of experience the higher the chances of project quality being achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was moderate positive correlation between years of experience and implementation of project within the scheduled time and within budget. This was indicated by spearman rank

correlation of 0.404 and 0.339 respectively. The spearman rank correlation of 0.404 was significant at 0.01 significance levels since the significant value was 0.003<0.01. However, the moderate positive correlation between years of experience and implementation of the project within budget was not significant at 0.05 significance levels since the significant value of 0.14 >0.05.

Strongest positive correlation was displayed between years of experience and achievement of the project quality as indicated by a spearman correlation value of 0.724 while weakest positive correlation was between the number of trainings attended and achievement of the project quality. Skills set had the strongest positive correlation to project implementation within the scheduled time and budget whereas years of experience had the weakest positive correlation with project implementation within the scheduled time and number of trainings had the weakest correlation with project implementation within the set budget.

4.5 End User Involvement and Implementation of Digitization Projects

Extent to which end user involvement influenced the implementation of digitization projects was analysed. The respondents were requested to tick the extent of influence on a Likert scale 1 to 5.Very great extent take the value 5, great extent take the value 4, moderate extent take the value 3, little extent take the value 2 while not at all take the value 1.Majority of the respondents at 92 percent agreed that end user involvement influence eazzy banking project implementation.

End user involvement factors were analysed to determine their influence on implementation of digitization projects. Respondents were requested to tick on the various factors on the Likert scale of 1 to 5.Most important take the value of 5, important take the value of 4, somehow important take the value of 3, not important take the value of 2 and least important take the value of 1.

Table 4.8: End user involvement

	Least Important (%)	Not Important (%)	Somehow important (%)	Important (%)	Most Important (%)	Total (%)
Bankôs customers participation during the project planning	0	8	38	44	10	100
Bankôs customers participation during product testing	0	6	38	40	16	100
Bank employees participation during project planning and testing	0	8	20	42	30	100

The study established that end user involvement highly influenced eazzy banking project implementation. From the research findings as shown in Table 4.8, 44% of respondents considered bankôs customer participation during the project planning as important by 10 % as most important by 38% as somehow important while 8 percent considered it as not important. Bankôs customerôs participation during product testing was considered important by 40% of the respondents, somehow important by 38% of the respondents, important by 16% of the respondents and not important by 6% of the respondents. Bank employeesôparticipation during project planning and testing was considered important by 42% of the respondents, important by 30% of the respondents, somehow important by 20% of the respondents and not important by 8% of the respondents.

The spearmanôs rank correlation coefficient was calculated to establish the relationship between end user involvement factors and implementation of digitization projects in commercial banks as shown on table 4.9.

Table 4.9: Correlation between end user involvement factors and dependent sub variables

			Project quality achieved	Project timeline achieved	Project completed within budget
Spearman's rho	Customer participation during project planning	Correlation Coefficient	0.645**	0.428**	0.346*
		Sig. (2-tailed)	0.000	0.002	0.012
		N	52	52	52
	Customer participation during product testing	Correlation Coefficient	0.635**	0.432**	0.349*
		Sig. (2-tailed)	0.000	0.001	0.011
		N	52	52	52
	Bank employee participation in project planning and product testing	Correlation Coefficient	0.754**	0.420**	0.339*
		Sig. (2-tailed)	0.000	0.002	0.014
		N	52	52	52

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The spearmanôs rank correlation coefficient of 0.645 indicate a positive strong correlation between customer participation during project planning and achievement of the project quality implying that when the customers are involved during the project planning then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01 at significance levels of 0.01. There was also moderate positive correlation between customer participation during project planning and implementation of project within the scheduled time and within budget. This was indicated by spearmanôs rank correlation of 0.428 and 0.346 respectively. The moderate correlation was significant at 0.01 and 0.05 significance levels since the significant values were 0.002<0.01 and 0.012<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.635 indicate a positive strong correlation between customer participation during product testing and achievement of the project quality implying that when the customers are involved during the product testing then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01 at significance levels of 0.01. There was also moderate positive correlation between customer participation during product testing and implementation of project within the scheduled time and within budget. This was indicated by spearmanôs rank correlation of 0.432 and 0.349 respectively. The moderate correlation was significant at 0.01 and 0.05 significance levels since the significant values were 0.001<0.01 and 0.011<0.05 respectively.

The spearman rank correlation coefficient of 0.635 indicate a positive strong correlation between bank employees participation during project planning and product testing and achievement of the project quality implying that when the employees are involved during the project planning and product testing then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01 at significance levels of 0.01. There was also moderate positive correlation between bank employees participation during project planning and product testing and implementation of project within the scheduled time and within budget. This was indicated by spearman rank correlation of 0.420 and 0.339 respectively. The moderate correlation was significant at 0.01 and 0.05 significance levels since the significant values were 0.002<0.01 and 0.014<0.05 respectively.

Correlation between bank employees participation during project planning and product testing and achievement of project quality was the strongest at 0.754, correlation between customer participation during product testing and project implementation within the scheduled timeline was the strongest at 0.435 and finally, correlation between customer participation during product testing and project implementation within the budget was also the strongest at 0.349.

4.6 Project Risks Management and Implementation of Digitization Projects

Extent to which project risks management influenced the implementation of digitization projects was analysed. The respondents were requested to tick the extent of influence on a Likert scale 1 to 5.Very great extent take the value 5, great extent take the value 4,

moderate extent take the value 3, little extent take the value 2 while not at all take the value 1. Majority of the respondents at 87 % agreed that project risks management influence eazzy banking project implementation.

Project risks management factors were analysed to determine their influence on implementation of digitization projects. Respondents were requested to tick on the various factors on the Likert scale 1 to 5.Most important take the value of 5, important take the value of 4, somehow important take the value of 3, not important take the value of 2 and least important take the value of 1.

Table 4.10: Project risks management factors

	Least important (%)	Not Important (%)	Somehow Important (%)	Important (%)	Most Important (%)	Total (%)
Risk and Issue Identification	0	0	14	54	32	100
Risk assessment procedure	0	0	12	54	34	100
Risk Control measures.	0	0	19	48	33	100
Risk mitigation	0	0	8	48	44	100
Business Risk analysis	0	0	20	40	40	100
ICT Risk Analysis	0	0	6	56	38	100
Product Delivery Risk Analysis	0	0	10	48	42	100
Process and Controls Risk Analysis	0	0	10	38	52	100

From the findings of the study as shown in Table 4.10, risk and issue identification was considered as important by 54% of the respondent, most important by 32%, and somehow important by 12% of the respondents. Risk assessment procedure was considered as important by 54%, most important by 34% and somehow important by

10% of the respondents. Risk control measures were considered as important by 48%, most important by 33% and somehow important by 19% of the respondents. Risk mitigation was considered important by 48%, most important by 44% and somehow important by 8% of the respondents. Business risk analysis was considered most important by 40%, important by 40% and somehow important by 20% of the respondents. ICT risk analysis was considered important by 56%, most important by 38% and somehow important by 6% of the respondents. Product delivery risk analysis was considered as important by 48%, most important by 42% and somehow important by 10% of the respondents. Process and control risk analysis was considered most important by 52%, important by 38 percent and somehow important by 10% of the respondents. The spearmanôs rank correlation coefficient was calculated to establish the relationship between project risks management factors and implementation of digitization projects in commercial banks. The results were tabulated on table 4.11.

Table 4.11: Correlation between project risks management factors and dependent sub variables

			Project quality achieved	Project timeline achieved	Project completed within budget
Spearman's rho	Risk and Issue identification	Correlation Coefficient	0.631**	0.413**	0.334*
		Sig. (2-tailed)	0.000	0.002	0.016
		N	52	52	52
	Risk assessment procedure	Correlation Coefficient	0.607**	0.424**	0.342*
		Sig. (2-tailed)	0.000	0.002	0.013
		N	52	52	52
	Risk control measures	Correlation Coefficient	0.719**	0.376**	0.304*
		Sig. (2-tailed)	0.000	0.006	0.028
		N	52	52	52
	Risk mitigation	Correlation Coefficient	0.603**	0.442**	0.357**
		Sig. (2-tailed)	0.000	0.001	0.009
		N	52	52	52
	Business risk analysis	Correlation Coefficient	0.725**	0.373**	0.302*
		Sig. (2-tailed)	0.000	0.006	0.030
		N	52	52	52
	ICT risk analysis	Correlation Coefficient	0.545**	0.460**	0.372**
		Sig. (2-tailed)	0.000	0.001	0.007
		N	52	52	52
	Product delivery risk analysis	Correlation Coefficient	0.614**	0.430**	0.347*
		Sig. (2-tailed)	0.000	0.001	0.012
		N	52	52	52
	Process and control Risk analysis	Correlation Coefficient	0.673**	0.432**	0.350*
		Sig. (2-tailed)	0.000	0.001	0.011
		N	52	52	52

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The spearmanôs rank correlation coefficient of 0.631 indicate a positive strong correlation between risk and issue identification and achievement of the project quality implying that when risks assessment is adequately carried out then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between risk and issue identification and implementation of project within the scheduled time and within budget.

This was indicated by spearmanôs rank correlation of 0.413 and 0.334 respectively. The statistics were significant at 0.01 and 0.05 significance levels since the significant values were 0.002<0.01 and 0.016<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.607 indicate a positive strong correlation between risk assessment procedure and achievement of the project quality implying that when risks assessment procedure well designed and adhered to, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between risk assessment and implementation of project within the scheduled time and within budget. This was indicated by spearmanôs rank correlation of 0.424 and 0.342 respectively. The statistics were significant at 0.01 and 0.05 significance levels since the significant values were 0.002<0.01 and 0.013<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.719 indicate a positive strong correlation between risk control measures and achievement of the project quality implying that when adequate risks control measures are in place, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between risk control measures and implementation of project within the scheduled time and within budget. This was indicated by spearmanôs rank correlation of 0.376 and 0.304 respectively. The statistics were significant at 0.01 and 0.05 significance levels since the significant values were 0.006<0.01 and 0.028<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.603 indicate a positive strong correlation between risk mitigation and achievement of the project quality implying that when adequate risks mitigation measures are in place, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was moderate positive correlation between risk mitigation and implementation of project within the scheduled timelines and within the budget. This was indicated by spearmanôs rank correlation of 0.442 and 0.357 respectively. The statistics were significant at 0.01 significance levels since the significant values were 0.001<0.01 and 0.009<0.01 respectively.

The spearmanôs rank correlation coefficient of 0.725 indicate a positive strong correlation between business risk analysis and achievement of the project quality implying that when adequate business risk analysis is carried out, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01.There was also moderate positive correlation between business risk analysis and implementation of project within the scheduled time and within budget. This was indicated by spearmanôs rank correlation of 0.373 and 0.302 respectively. The statistics were significant at 0.01 and 0.05 significance levels since the significant values were 0.006<0.01 and 0.030<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.545 indicate a positive strong correlation between ICT risk analysis and achievement of the project quality implying that when adequate ICT risk analysis is carried out, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was moderate positive correlation between ICT risk analysis and implementation of project within the scheduled timelines and within budget. This was indicated by spearmanôs rank correlation of 0.460 and 0.372 respectively. The statistic was statistically significant with a significant value of 0.001<0.01 and 0.007<0.01.

The spearmanôs rank correlation coefficient of 0.614 indicate a positive strong correlation between product delivery risk analysis and achievement of the project quality implying that when adequate product delivery risk analysis is carried out, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was moderate positive correlation between product delivery risk analysis and implementation of project within the scheduled timeline and within budget. This was indicated by spearmanôs rank correlation of 0.430 and 0.347 respectively. The statistic was statistically significant with a significant value of 0.002<0.01 and 0.012<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.673 indicate a positive strong correlation between processes and controls risk analysis and achievement of the project quality implying that when adequate processes and controls risk analysis is carried out, then the project quality during implementation is achieved. The statistic was statistically

significant with a significant value of 0.000<0.01. There was moderate positive correlation between product delivery risk analysis and implementation of project within the scheduled timeline and within budget. This was indicated by spearmanôs rank correlation of 0.432 and 0.350 respectively. The statistic was statistically significant with a significant value of 0.001<0.01 and 0.011<0.01 respectively.

Correlation between bank business risks analysis and achievement of project quality was the strongest at 0.725, correlation between ICT risk analysis and project implementation within the scheduled timeline was the strongest at 0.460 and finally, correlation between ICT risks analysis and project implementation within the budget was also the strongest at 0.372.

4.7 Monitoring and Evaluation and Implementation of Digitization Projects

Extent to which monitoring and evaluation influenced the implementation of digitization projects was analysed. The respondents were requested to tick the extent of influence on a Likert scale 1 to 5.Very great extent take the value 5, great extent take the value 4, moderate extent take the value 3, little extent take the value 2 while not at all take the value 1. Majority of the respondents at 98 percent agreed that monitoring and evaluation influenced eazzy banking project implementation.

Monitoring and evaluation factors were analysed to determine their influence on implementation of digitization projects. Respondents were requested to tick on the various factors on the Likert scale 1 to 5.Most important take the value of 5, important take the value of 4, somehow important take the value of 3, not important take the value of 2 and least important take the value of 1.

Table 4.12: Monitoring and evaluation factors

	Least Important (%)	Not Important (%)	Somehow important (%)	Important (%)	Most Important (%)	Total (%)
Budget allocated to monitoring activities	0	2	38	40	27	100
Frequency of monitoring activities undertaken	0	0	37	38	25	100
Efficiency and effectiveness of the tools and techniques used	0	0	29	40	31	100
Summative evaluation	0	2	19	46	33	100

From the findings of the study as shown in the Table 4.16, budget allocated to monitoring activities was considered important by 40% of the respondents, somehow important by 38% of the respondents, most important by 27 % of the respondents and not important by 2% of the respondents. Frequency of monitoring activities undertaken was considered important by 38% of the respondents, important by 37% of the respondents and most important by 25% of the respondents. Efficiency and effectiveness of the tools and techniques used was considered important by 40% of the respondents, most important by 31% of the respondent and somehow important by 29% of the respondents. Summative evaluation was considered important by 46% of the respondents, most important by 33% of the respondents, somehow important by 19% of the respondents and not important by 2% of the respondents.

The spearmanôs rank correlation coefficient was calculated to establish the relationship between monitoring and evaluation factors and implementation of digitization projects in commercial banks.

Table 4.13: Correlation between monitoring and evaluation factors and dependent sub variables

			Project quality achieved	Project timeline achieved	Project completed within budget
Spearman's rho	Budget allocated to monitoring activities	Correlation Coefficient	0.687**	0.347*	0.301*
		Sig. (2-tailed)	0.000	0.012	0.030
		N	52	52	52
	Frequency of monitoring activities	Correlation Coefficient	0.638**	0.290*	0.235
		Sig. (2-tailed)	0.000	0.037	0.094
		N	52	52	52
	Efficiency and effectiveness of the tools and techniques used	Correlation Coefficient	0.715**	0.325*	0.263
		Sig. (2-tailed)	0.000	0.019	0.060
		N	52	52	52
	Summative evaluation	Correlation Coefficient	0.751**	0.388**	0.327*
		Sig. (2-tailed)	0.000	0.004	0.018
		N	52	52	52

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The spearmanôs rank correlation coefficient of 0.687 indicate a positive strong correlation between budget allocated to monitoring activities and achievement of the project quality implying that when monitoring activities are adequately budgeted for, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was moderate positive correlation between budget allocated to monitoring activities and implementation of project within the scheduled timelines and within the budget. This was indicated by spearmanôs rank correlation of 0.347 and 0.301 respectively. The statistics were significant at 0.05 significance levels since the significant values were 0.012<0.05 and 0.030<0.05 respectively.

The spearmanôs rank correlation coefficient of 0.638 indicate a positive strong correlation between frequency of monitoring activities and achievement of the project quality implying that when monitoring activities are carried out more frequently, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was a weak positive correlation between frequency of monitoring activities and implementation of project within the scheduled timelines and within the budget. This was indicated by spearmanôs rank correlation of 0.290 and 0.235 respectively. The spearmanôs rank correlation of 0.290 was significant at 0.05 significance levels since the significant value was 0.037<0.05.However, the spearmanôs rank correlation of 0.235 was not significant at 0.05 significance levels as the significance value was 0.094>0.05.

The spearmanôs rank correlation coefficient of 0.715 indicate a positive strong correlation between efficiency and effectiveness of tools the tools and techniques used and achievement of the project quality implying that when monitoring activities are carried out more frequently, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was moderate positive correlation between efficiency and effectiveness of tools the tools and techniques used and implementation of project within the scheduled timelines. This was indicated by spearmanôs rank correlation of 0.325. The statistics was significant at 0.05 significance levels since the significant value was 0.019<0.05.There was a weak positive correlation between efficiency and effectiveness of tools the tools and techniques used and implementation of project within the within the budget. This was indicated by spearmanôs rank correlation of 0.263. The statistic was not significant at 0.05 significance levels since the significant value was 0.060>0.05.

The spearmanôs rank correlation coefficient of 0.751 indicate a positive strong correlation between summative evaluation and achievement of the project quality implying that when a summative evaluation is undertaken, then the project quality during implementation is achieved. The statistic was statistically significant with a significant value of 0.000<0.01. There was moderate positive correlation between summative evaluation and implementation of project within the scheduled timelines and within the

budget. This was indicated by spearmanôs rank correlation of 0.388 and 0.327 respectively. The statistics were significant at 0.01 and 0.05 significance levels since the significant values were 0.004<0.01 and 0.018<0.05 respectively.

Correlation between summative evaluation and achievement of project quality was the strongest at 0.751, correlation between summative evaluation and project implementation within the scheduled timeline was the strongest at 0.460 and finally, correlation between summative evaluation and project implementation within the budget was also the strongest at 0.372.

4.8 Correlation of the factors and Implementation of Digitization Projects

Analysis of data to establish the relationship between the implementation of digitization projects in commercial banks and the influencing factors; expertise of the project team, end user involvement, project risks management and monitoring was done and results were tabulated on table 4.14.

Table 4.14: Correlation of the factors influencing implementation of digitization projects

			Successful implementation of the project
Spearman's rho	Expertise of the project team	Correlation Coefficient	0.690**
		Sig. (2-tailed)	0.000
		N	52
	End user involvement	Correlation Coefficient	0.650**
		Sig. (2-tailed)	0.000
		N	52
	Project risks management	Correlation Coefficient	0.626**
		Sig. (2-tailed)	0.000
		N	52
	Monitoring and Evaluation	Correlation Coefficient	0.664**
		Sig. (2-tailed)	0.000
		N	52

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

There was a strong positive correlation between all the independent variables and the dependent variable as indicated in the table 4.18. The strongest positive correlation was between expertise of the project team and successful implementation of the project as indicated by the spearmanôs correlation value of 0.690 which was significant at 0.01 significance levels as the significance value was 0.00<0.01. The weakest positive correlation was between project risks management and successful implementation of projects as indicated by the spearmanôs correlation value of 0.626 which was significant at 0.01 significance levels as the significance value was 0.000<0.01

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter covers the summary of the findings, conclusions drawn from the findings, discussion of the findings and recommendations on factors influencing implementation of digitization projects in commercial banks in Kenya. It also covers areas for further research.

5.2 Summary of Findings

This study was conducted for the purpose of determining the factors that influence implementation of digitization projects in commercial banks in Kenya. The descriptive survey research design was utilized and questionnaires were used as instruments of data collection. The summary of findings presented was based on the four objectives of the study.

Objective one was to establish how expertise of the project team influence implementation of digitization projects by Equity Bank Kenya limited. The findings of the study shows that 56% of the respondents indicated that expertise of the project team influence implementation of digitization projects to a very great extent while 37% percent of the respondents indicated that expertise of the project team influence implementation of digitization projects to a great extent while 8% respondents indicated that expertise of the project team moderately influence implementation of digitization projects. The findings further showed that the skills set, level of education and number of trainings attended were important as indicated by 100% of the respondents.98% of the respondents indicated that years of experience was important and influenced implementation of digitization projects. On the relationship between expertise of the project team and successful implementation of digitization projects, it can be inferred from the research findings that an spearmanôs rank correlation coefficient value of 0.690, indicate that there exist a strong positive linear relationship between expertise of the project team and successful implementation of digitization projects.

Objective two was to establish the influence of end user involvement on implementation of digitization projects by Equity Bank Kenya limited. End users of a project should be involved in the project cycle to ensure successful implementation of digitization projects. Findings of this study show that 8% of the respondents felt that end user involvement influenced implementation of digitization projects to a very great extent.46% of the respondents agreed that end user involvement influenced implementation of digitization projects to a great extent.36% of the respondents agreed that end user involvement influence implementation of digitization projects to a moderate extent. However, 8% of the respondents agreed that end user involvement only influenced implementation of digitization projects to a little extent. The findings of the study also show that bankôs customersô participation during the project planning was important as indicated by 92% of the respondents while 8% of the respondents indicated that it was not important for the bankôs customer participation during the project planning. Additionally, 94% of the respondents indicated that bankôs customersô participation during product testing was important while 6% of the respondents indicated that it was not important. Bank employeesô participation during project planning and testing was considered important by 92% of the respondents while 8% of the respondents considered it as not important. On the relationship between end user involvement and successful implementation of digitization projects, it can be inferred from the research findings that a spearmanôs rank correlation coefficient value of 0.650, indicate that there exist a strong positive linear relationship between end user involvement and successful implementation of digitization projects.

Objective three which was to establish how project risks management influence the implementation of digitization projects by Equity Bank Kenya limited. Findings of this study show that project risks management influence implementation of the eazzy banking project to a very great extent as indicated by 29% of the respondents, to a great extent by 58% of the respondents, moderate extent by 12% of the respondents and little extent by 2% of the respondents. On the relationship between project risks management and successful implementation of digitization projects, it can be inferred from the research

findings that a spearmanôs rank correlation coefficient value of 0.626, indicate that there exist a strong positive linear relationship between project risks management and successful implementation of digitization projects.

Objective four which was to determine the influence of monitoring and evaluation on the implementation of digitization projects by Equity Bank Kenya limited. The findings of this study show that monitoring and evaluation influence implementation of eazzy banking project to a very great extent as indicated by 17% of the respondents, great extent as indicated by 46% of the respondents ,moderate extent as indicated by 35% of the respondents and little extent as indicated by 2% of the respondents. On the relationship between monitoring and evaluation and successful implementation of digitization projects, it can be inferred from the research findings that a spearmanôs rank correlation coefficient value of 0.664, indicate that there exist a strong positive linear relationship between monitoring and evaluation and successful implementation of digitization projects.

5.3 Discussion of the Findings

From the study findings, it was established that expertise of the project team is critical in determining the success rate of digitization projects in commercial banks. The results revealed a strong positive correlation between skills set and achievement of project quality. Hiring of a project team with the right skills set would impact positively on the implementation of digitization projects. This agrees with Nwakanma et al., (2013) and Imtiaz et al., (2013) who concluded that team capability had a strong effect on success of IT projects. The study findings also established that years of working experience had a strong positive linear relationship with achievement of project quality. The more experience the project team members have the better the project quality. Level of education was also considered important by majority of the respondents. There was also a positive linear relationship between level of education and project quality. Number of trainings attended was also considered important by majority of the respondents and exhibited a strong positive linear relationship with the project quality. This agrees with Akgun et al., (2014) who concluded that team learning had a positive impact on project outcomes. The findings also agree with Musau (2015) findings which contended that it

was necessary to build the capacity of the team leaders and team members. The results revealed that there was a strong positive linear relationship between expertise of the project team and implementation of digitization projects. The findings agree with Mutula (2013) study which revealed that technical expertise of the staff had a significant influence on project performance.

From the study findings, it was established that end user involvement in implementation of digitization projects was important. The results revealed a strong positive linear relationship between customer participation during project planning and project quality. The study findings agree with a study by Eichhorn, and Tukel (2018) which revealed that end userôs participation in identification of functional requirements had a positive impact on the project outcome however, only experienced middle managers should participate in identifying the requirements and not any other business users. The study findings also revealed a strong positive linear relationship between bank customers participation during product testing and project quality. This was an indication that the quality of a project would be improved through participation of the bank customers during the product testing. The findings agree with findings by Redlarski (2013) which revealed that usability of the product depends on the participation of end users. The results also revealed that there was a strong linear positive relationship between bank employees participation during project planning and product testing and project quality. The results revealed a strong positive linear relationship between end user involvement and implementation of digitization projects. User involvement assists the system developers to gather methodologies that are quick and easy, provision of more consistent ways to organize features into menu bar on user data and also enables system developers to comprehend and know users word list for easy communication using same language (Sun 2013).

From the study findings, it was established that risk was an important area to consider during implementation of eazzy banking project. The results revealed a strong positive linear relationship between project risks management and implementation of digitization projects. All the identified risk factors were all important. However, risk mitigation and ICT risk analysis were the most important factors. Risk mitigation ensures that risks that

may have a negative impact on a project are reduced greatly thus ensuring successful implementation of digitization projects. The findings agree with a study by Thahhain (2013) which concluded that failure to plan or mitigate risks on time can result to a severe impact on the project outcome. Adequate project risks management increases chances of successful implementation of digitization projects in commercial banks. The findings of this study also agree with several previously reviewed studies. The findings also agree with Hartono *et al.,* (2014), Rabechini and De Carvalho (2013) ,Juliane and Alexander (2013) , Ogwueleka (2013) and (Musau, 2015) whose research results concluded that project risks management greatly contributed to the projectôs success.Therefore, we need to identify, measure and estimate the interdependence of the risks by diversifying the traditional instruments of risk management in order to effectively manage the risks and also develop a resistance to cope with their impact (Gurgu and Savu 2014). The findings also agree with findings of a study by Jun, Qiuzhen and Qingguo (2010) on effects of project risk planning on IT project performance whose results indicated that project risk planning and control increase project performance thereby ensuring that a project is completed within the planned time lines, and at the budgeted costs.

From the study findings, it was established that monitoring and evaluation play a critical role in ensuring successful implementation of digitization projects. Summative evaluation was considered the most important factor by most of the respondents. It is through summative evaluation that the project team is able to identify the outcome of a project. It also aids the project team in determining whether the project achieved the intended objectives. Frequency of monitoring activities undertaken and efficiency and effectiveness of the tools and techniques used were also considered important. Budget allocated to monitoring activities was also considered important but not as much as the other three factors. The results revealed a strong positive linear relationship between monitoring and evaluation and implementation of digitization projects. This agrees with Ouma (2016) and Gasangwa *et al.*, (2017) whose study revealed that monitoring and evaluation has a significant effect on implementation of projects. The findings also agrees with Calder, (2013) who concluded that evaluations are critical in generating a

knowledge bank for management which is an ideal trend in modern world where organizations are inclined towards knowledge management in project management.

5.4 Conclusion of the Study

From the findings of the study it can be concluded that there exists a strong positive correlation between expertise of the project team and implementation of digitization projects. The project team members should have the appropriate skills needed for implementation of a particular digitization projects. With the right skills set, the project team members will apply the knowledge they have in the project implementation thereby increasing its chances of success. Regular training enable the project team to have up to date knowledge since the digital technology keeps on evolving. This will enable the digitization projects to be implemented successfully.

It can be concluded that there exists a strong positive correlation between end user involvement and implementation of digitization projects. The end users of a product should be involved in the project planning and testing. This enables the project team to have in-depth understanding of the needs of the end user thereby incorporating them in the features of the product. This will avoid instances of rejection of a project by the end user in case it does not meet his/her needs. Bank employees should also be involved since without their involvement, they might insubordinate the whole project out of fear that the digitization project will render them jobless.

It can be concluded that there exists a strong positive correlation between project risks management and implementation of digitization projects. Risks may have a severe impact on a project if they are not well planned for or mitigated. Therefore, risks that may negatively impact the project should be identified early enough, assessed and evaluated. They should also be mitigated so as to successfully implement the digitization projects. The project risks should also be continuously monitored throughout the project implementation process. This will minimize chances of digitization project failure and increase chances of success.

It can be concluded that there exists a strong positive correlation between monitoring and evaluation and implementation of digitization projects in commercial banks. Since

monitoring and evaluation require financial and time resources, a budget allocation should be set aside to facilitate the monitoring and evaluation activities. Due to the evolving technology, the digitization projects implementation should be continuously monitoring in order to compare the plans versus the actual outcomes. Experts in monitoring and evaluation should be consulted so as to guarantee the efficiency and effectiveness of the tools used for the monitoring. A summative evaluation should also be conducted for the project team to know whether the digitization projectôs objectives were met and to learn lessons from the project.

5.4 Recommendations

Several recommendations were made from the findings of this study. They are as follows;

i. Project team members taking part in digitization projects should be experts in the particular project field. They should also have adequate experience and adequately trained. This is because digitization projects are sophisticated and require technical skills for successful implementation.
ii. End users of the project should be involved in the project planning and product testing. This ensures that the project beneficiary needs are known in advance and well taken care of during the project design and implementation. This reduces chances of project rejection by the intended beneficiaries.
iii. Project risks should be adequately managed. Risks identification, assessment, mitigation and monitoring should be undertaken in a timely manner to reduce and avoid their negative impact on the project. Project performance will be improved through adequate risks planning and control.
iv. Monitoring and evaluation should be part and parcel of the project. Adequate monitoring helps the project manager to determine the extent to which the project implementation is on track and is also useful in making the necessary corrections to the project thus increases chances of the project success. Evaluation helps the project manager determine whether the project achieved the desired outcome and its impact on the beneficiaries.

5.5 Suggested Areas for Further Research

The following areas have been suggested for further study from the results of this study;

1. Influence of government policies on implementation of digitization projects in commercial banks.
2. Assessment of risk management strategies and implementation of digitization projects in commercial banks.

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APPENDICES

Appendix I

Introduction Letter

UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CAMPUS

Your Ref:
Our Ref:
Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

REF: UON/ODeL/NLC/28/402

22nd June, 2018

TO WHOM IT MAY CONCERN

RE: MATHENGE AGNES WATETU - REG NO: L50/5709/2017

This is to confirm that the above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning , Department of Open Learning pursuing Masters of Art in Project Planning and Management.

She is proceeding for research entitled **"Factors that Influence Implementation of Digitization Projects in Commercial Banks in Kenya: A Case of Equity Bank Limited, Eazzy Banking Project"**

Any assistance given to her will be highly appreciated.

UNIVERSITY OF NAIROBI ODEL CAMPUS
P.O. Box 30197,
27 JUN 2018

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

Appendix II
Letter of Transmittal

School of Open & Distance E learning,

University of Nairobi,

P.O Box 30197 00100,

Nairobi.

Dear Respondent,

REF: DATA COLLECTION REQUEST

My name is Agnes Watetu Mathenge a postgraduate student at the University of Nairobi undertaking a Master of Art Degree in Project Planning and Management. Attached is a questionnaire that is a requirement for my completion of the program. I am undertaking a research project on factors influencing implementation of digitization projects in commercial banks in Kenya whose success will enable me fulfill the degree requirement.

You have been selected to form part of this study. I humbly request you to assist me to collect data by filling in the attached questionnaire. The information you will provide will only be used for academic purpose. I guarantee you that the information you will provide will be handled with strict confidentiality.

I will highly appreciate your cooperation.

Thank you.

Mathenge Agnes Watetu

L50/5709/2017

Appendix III

Questionnaire for the Respondents

SECTION A: Demographic Information of Respondents

1. What is your age?

Below 25years

26-30years

31-35years

36-40years

Above 40years

2. What is your gender?

Female

Male

3. How long have you worked in the Banking Industry?

Less than 1years

2-5years

6-10years

11-14years

Above 14years

4.Highest level of education attained

Kenya Certificate of Secondary Education

Certificate

Diploma

Degree

Masters degree

PHD

5. Which Department within Equity Bank do you report to?

Project Management Office

Information Technology Department

E Banking Department

Operations Department

Software Developer

SECTION B: EAZZY BANKING PROJECT SURVEY

EXPERTISE OF THE PROJECT TEAM MEMBERS

6. In your view did expertise of the project team members influence eazzy banking project implementation?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

7. To what extent did expertise of the project team members influence eazzy banking project implementation?

	Characteristic	Importance of the characteristic				
		Least important	Not Important	Somehow important	Important	Most Important
How does the following factors on	Skills set					
	Level of education					

expertise of the project team members influence eazzy banking project implementation	Number Trainings attended Years of experience

END USER INVOLVEMENT

8. In your view did customer/end user involvement influence eazzy banking project implementation?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

9. To what extent did end user involvement influence eazzy banking project implementation?

	Characteristic	Importance of the characteristic					
		Least Important	Not Important	Somehow important	Important	Most Important	
How does the following factors relating to end user involvement influence eazzy banking project implementation	Bankôs customers participation during the project planning						
	Bankôs customers participation during product testing						
	Bank employees participation during project planning						

PROJECT RISKS MANAGEMENT

10. In your view did project risks management influence eazzy banking project implementation?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

11. To what extent did project risks management influence eazzy banking project implementation?

	Characteristic	Importance of the characteristic				
		Least important	Not Important	Somehow important	Important	Most Important
How does the following factors relating to risks management influence eazzy banking project implementation	Risk and Issue Identification Risk assessment procedure Risk Control measures. Risk mitigation Business Risk analysis ICT Risk Analysis Product Delivery Risk					

	Analysis Process and Controls Risk Analysis	

MONITORING AND EVALUATION

12. In your view did monitoring and evaluation influence eazzy banking project implementation?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

13. To what extent did monitoring and evaluation influence eazzy banking project implementation?

	Characteristic	Importance of the characteristic				
		Least important	Not Important	Somehow important	Important	Most Important
How does the following factors relating to monitoring and evaluation influence eazzy banking project implementation	Budget allocated to monitoring activities Frequency of monitoring activities undertaken Efficiency and					

	effectiveness of the tools and techniques used
	Summative evaluation

IMPLEMENTATION OFDIGITIZATION PROJECTS

14. In your view to what extent was the implementation of digitization project successful?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

15. In your view to what extent was the project quality achieved during implementation?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

16. In your view to what extent was the project implemented as per the scheduled timeline?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

17. In your view was the project implemented within the set budget?

Very great extent [ ] Great extent [ ] Moderate extent [ ] Little extent [ ] Not at all [ ]

Thank you for your cooperation

Appendix IV
Interview Guide

1. Age of the respondents?

2. Gender?

3. Working experience?

4. Highest level of education attained?

5. Which department do you work in?

6. To what extent did expertise of the project team members influence eazzy banking project implementation?

7. To what extent did end user involvement influence eazzy banking project implementation?

8. To what extent did project risks management influence eazzy banking project implementation?

9. To what extent did monitoring and evaluation influence eazzy banking project implementation?

10. To what extent was the implementation of digitization project successful?

Appendix V
Research Permit

THIS IS TO CERTIFY THAT:
MS. AGNES WATETU MATHENGE
of UNIVERSITY OF NAIROBI, 75104-200
NAIROBI,has been permitted to conduct
research in *Nairobi County*

on the topic: *FACTORS THAT INFLUENCE IMPLEMENTATION OF DIGITIZATION PROJECTS IN COMMERCIAL BANKS IN KENYA;CASE OF EQUITY BANK LIMITED ,EAZZY BANKING PROJECT*

for the period ending:
24th July,2019

Applicant's Signature

Permit No : NACOSTI/P/18/57692/23819
Date Of Issue : 24th July,2018
Fee Recieved :Ksh 1000

Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the License and any rights thereunder are non-transferable.
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REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No.A 19660

CONDITIONS: see back page

Appendix VI: Licensed Commercial Banks in Kenya

African Banking Corporation Ltd, Bank of Africa Kenya Ltd, Bank of Baroda Kenya Ltd, Bank of India, Barclays Bank of Kenya Ltd, Stanbic Bank Ltd., Charterhouse Bank Ltd, SBM Bank (K) Ltd., Citibank N.A Kenya ,Commercial Bank of Africa Ltd., Consolidated Bank of Kenya Ltd., Co-operative Bank of Kenya Ltd., Credit Bank Ltd., Development Bank of Kenya Ltd., Diamond Trust Bank Kenya Ltd., Dubai Bank Kenya Ltd., Ecobank Kenya Ltd, Spire Commercial Bank Ltd., Equity Bank Ltd., Family Bank Limited, Fidelity Commercial Bank Ltd, Faulu Micro Finance Bank Ltd, First community Bank Limited, Guardian Bank Ltd, Gulf African Bank Limited, Habib Bank A.G Zurich, Habib Bank Ltd., Imperial Bank Ltd, I & M Bank Ltd, Jamii Bora Bank Limited, Kenya Commercial Bank Ltd, Sidian Bank Ltd, Middle East Bank (K) Ltd, National Bank of Kenya Ltd, NIC Bank Ltd, M Oriental Commercial Bank Ltd, Paramount Universal Bank Ltd, Prime Bank Ltd, Standard Chartered Bank Kenya Ltd, Trans-National Bank Ltd, UBA Kenya Bank Limited, Victoria Commercial Bank Ltd, Housing Finance Bank and Kenya Women Micro Finance Bank Ltd.