

**END USERS' INVOLVEMENT AND THE PERFORMANCE OF ECONOMIC
STIMULUS FISH FARMING PROJECTS IN MWEA CONSTITUENCY,
KIRINYAGA COUNTY, KENYA**

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DECLARATION

This research project report is my original work and has not been presented for an award of degree in this or any other University.

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

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DEDICATION

This Research project report is dedicated to my wife and family indeed for their immense support so far. They provided a conducive atmosphere for work within and outside the home. I also dedicate this research project to the Fish Farmers of Mwea constituency

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS AND ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the study	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the study.....	5
1.4 Objectives of the study.....	5
1.5 Research questions.....	5
1.6 Significance of the Study	5
1.7 Delimitation of the Study.....	6
1.8 Limitation of the Study	6
1.9 Definition of significant terms	7
1.10 Organisation of the study	Ошибка! Закладка не определена.
CHAPTER TWO	9
REVIEW OF RELATED LITERATURE	9
2.1 Introduction.....	9
2.2 Project Management	9
2.3 End User Involvement	11
2.4 Initial Planning Involvement.....	13
2.5 Resource Planning Involvement	16
2.6 Marketing Planning Involvement.....	18
2.7 Monitoring and Evaluation Involvement	19

2.8 Performance of Economic Stimulus Programme	20
2.9 Theoretical framework.....	21
2.9.1 Stakeholder theory	21
2.9.2 Community participation theory	22
2.10 Conceptual Framework.....	24
2.11 Summary of literature review	25
2.12 Research Gaps.....	26
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Introduction.....	27
3.2 Research Design.....	27
3.3 Target population.....	28
3.4 Sampling Design and Sampling Procedure.....	28
3.5 Sample Size.....	29
3.6 Research Instruments	30
3.7 Data Collection Procedure	31
3.8 Data Analysis and Presentation.....	32
3.9 Ethical Issues	32
3.10 Operational Definition of variables.....	32
CHAPTER FOUR.....	34
DATA ANALYSIS AND INTERPRETATION	34
4.1 Introduction.....	34
4.2 Demographic information of the respondents.....	34
4.2.1 Age of the respondents.....	34
4.2.2. Gender of the respondents.....	35
4.3 Initial planning involvement of end users in Economic Stimulus Projects.....	35
4.3.1. Source of information on ESP fish farming project.....	36
4.3.2. Involvement in initial planning	37

4.4	Resource planning involvement of end users in Economic Stimulus Projects	39
4.4.1.	Criteria for allocating number of fish ponds	39
4.4.2.	Adequacy of the initial resources for ESP fish farming	40
4.5	Marketing planning involvement of end users	43
4.5.1.	The farmer’s awareness on the existence of fish market before Economic stiumulus programme	43
4.5.2.	Sources of information on the available fish markets	38
4.5.3.	Whether the farmers were consulted on suitable market for fish	44
4.5.4.	Whether market planning has an effect on the success of the projects	44
4.6	End users involvement in Monitoring and Evaluation of Economic stimulus programme SP fish farming project	46
4.7	Performance of ESP fish farming project	48
4.7.1	Scheduled interviews with extension officers	49
4.8	Correlation of study variables	49
CHAPTER FIVE		52
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS		52
5.1	Introduction	52
5.2	Summary of findings	52
5.2.1	Initial planning involvement of end users	52
5.2.2	Resource planning involvement of end users	52
5.2.3	Marketing planning involvement of end users	53
5.2.4	End users involvement in Monitoring and Evaluation	53
5.3	Conclusions	54
5.7	Recommendations	55
5.8	Suggestions for Further Research	56
REFERENCES		57
APPENDICES		61
APPENDIX I : INTRODUCTION LETTER		61
APPENDIX II: QUESTIONNAIRE FOR FISH FARMERS		62

APPENDIX V: INTERVIEW SCHEDULE FOR FOCUS GROUP..... 68

APPENDIX VI: INTERVIEW SCHEDULE FOR PROJECT MANAGERS/EXTENSION OFFICERS 6970

LIST OF FIGURES

Figure 2.1 Conceptual Frameworks Design showing the relationship between dependent variable and independent variables.....	25
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LIST OF ABBREVIATIONS AND ACRONYMS

ESP	Economic Stimulus Programme
FFEPP	Fish Farming Enterprise Productivity Programme
IMF	International Monetary Fund
KSH	Kenyan Shilling
PM	Project Manager
SPSS	Statistical Package of Social Sciences

ABSTRACT

The overall of this study was to establish the relationship between end user involvement and the performance of Economic stimulus programme (ESP) fish farming project in Mwea constituency, Kirinyaga County. The specific objectives guiding the study were, establishing initial planning involvement of end users, resource planning involvement, marketing planning involvement as well monitoring and evaluation involvement of end users and how they relate to performance of the ESP fish farming project. Literature review was done on studies carried out on the parameters influencing success as per the objectives set out. A descriptive survey design was employed with both qualitative and quantitative analysis. The target population of the study was 250 ESP Fish farmers in Mwea constituency. Stratified and convenience sampling technique was used to draw a representative sample of eighty three (83) farmers were drawn from a stratum of six administrative wards using proportionate stratified sampling while the three (3) extension officers on the involved in the project formed part of the sample. Questionnaire, observation guide, structured interviews and focus group meetings were used to collect data from respective participants. Qualitative data collected via questionnaires, focus group discussions and scheduled interviews and it was analyzed using descriptive statistics such as frequency distributions and percentage values aided by statistical package for social scientists (SPSS) and the findings presented in frequency distribution tables. Key findings of the study included establishment of a positive relationship between initial planning involvement of end users, resource planning involvement, marketing planning involvement as well monitoring and evaluation involvement of end users and success of the Economic Stimulus Programmes fish farming projects. From the study findings and conclusions drawn it is indicative that planning of the resources did not involve the end user leading to poor implementation while lack of end user involvement market planning is likely to have led to poor performance especially in terms of longevity after government withdrawal. The study found that end users were minimally incorporated in planning monitoring and evaluation through preparation of schedules and inspection visits and it did not extend further than visits to farmers to see progress in implementation. Recommendations included the need for project managers to ensure full participation of key identified stakeholders in future similar programmes and the need to clearly identify markets for stakeholders before initiation of similar programmes as this aided in the success of the overall programme. Suggestions for further research included a comparative study of the influence of end user participation on the success of the Economic stimulus (ESP) and similar programmes.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In response to the 2008 global economic and financial crisis, most countries responded by announcing their fiscal intervention within five months of the downfall of Lehman brothers to cushion the fall of employment and economic output (International Labour Organisation, 2012). In order to stop the labour market's full scale assault and to keep the economy buoyant, many countries across the world embarked on an unparalleled level of involvement.

According to De Haan (2010) and Krugman (2009), the 2008 financial crises that started in the United States had an immediate impact around the world which included the emerging market economies. This caused a decline in the stock market wealth by around fifty per cent, and a loss of about \$1 trillion of the developing countries' private capital flows. An estimate by the ILO indicated an increase in unemployment of about 40–60 million while as the World Bank report indicated an increase of 89 million people falling in poverty (Lin, 2009). The impacts of the 2008 global financial crises have been highly heterogeneous, across countries even within. As expected, crises particularly have a negative impact since people mostly have fewer resources to manage crisis. Moreover, social and economic policies limited and inadequate to respond.

Few African countries experienced the direct impact of the financial crisis. However, some of the frontier and emerging markets such as Kenya and South Africa among others, experienced 'sudden stops' of capital flows in 2008. In 2007, South Africa's bond issuance and external equity reached about US\$20 billion only to drop in 2008 to less than \$4 billion (IMF, 2009). In 2008, countries such as Kenya experienced a decline in tourism, with remittances to Kenya, especially from the United States, dropped by around thirty-eight per cent in the first eight months of that year.

Various middle-income countries applied expansionary monetary policies such as lowering policy interest rates. Governments' responses to the economic crisis were forceful. The main focus was to regain global financial stability, through extensive interventions by governments around the world. Many other measures were introduced to respond to the increasing unemployment. The fiscal stimulus in 2008 was estimated to be around four per cent of the world's produce. Both developing

and developed countries embraced unprecedented fiscal stimulus packages to alleviate the impact of the crisis. However, the expected goals or achievements of a fiscal stimulus package was not clearly defined (Te Velde, 2011).

There are two types of policy response to a financial crisis namely stimulation and stabilization. In a measured stabilization policy, adjustment is inevitable and therefore it simply focuses on alleviating the pain and promoting an orderly adjustment. On the other hand, stimulation, looks to eradicate the adjustment period and therefore involves a stimulus package that is much larger. The stimulating responses to crisis-resilient growth are: social policies to manage the impact (coping with a crisis); Economy-wide and sector structural growth policies (escaping from a crisis); macroeconomic management (insuring against a crisis); and reducing the exposure to a shock (avoiding a crisis);

Governments adopted the social policies and sector structural growth and economy wide policy. The International Labour organization (ILO) in its sector review of 2011 identified 246 unprecedented and robust government participation in response to the crisis, ninety percent of which were initiated directly by both national and local governments. Measures to revitalize key industries and boost aggregate demand surpassed those that aimed to creating employment.

According to Blanchard (2008), the optimal fiscal package should be contingent, large, timely, lasting, sustainable, collective, and diversified. It should be contingent, as the need to reduce the supposed probability of another crisis requires commitment; large, because the expected and current decrease in private demand is remarkably large; timely, as the need for action is immediate; lasting, as the slump will last for a while; sustainable, so as not to lead to financial markets adverse reaction and a debt explosion; collective, since every country with a fiscal space should contribute; and diversified, because of the ambiguity associated with any single measure.

The Central bank of Kenya lowered the cash ratio from 6% to 5% and the Central Bank rate from 9% to 8.25% in order to enhance credit supply in the economy and lower interest rates. A taskforce was put in place to oversee ways of cushioning Kenya's economy from the adverse effects of the crisis, which comprised of Central Bank as well as the Ministry of Finance and Planning officials. Resolving the issue of food deficit and delivery of food to vulnerable populaces was prioritized over other planned expenditure in the social sector. Fifteen percent of the budget estimated to be

around KSh37 billion, was diverted from other programmes in order to fund imports to replenish stocks and alleviate food shortage. More so, expenditure on development projects and non-priority employment was suspended (ADB, 2011). There was an 83% rise in spending on development from the previous year, which facilitated investment in roads, energy, irrigation schemes and water suppliers. The objectives of the package were (1) to lift domestic demand in order to recompense for lower export earnings; (2) to increase competitiveness through increased investment, such as infrastructure; (3) to create more opportunities in employment; and (4) to grow the food subsidy scheme. Hence, the central bank followed a more accommodative monetary policy, which included cutting on the policy rate (Rand Merchant Bank, 2009).

Aquaculture was identified as one of the areas of intervention, which aimed to improve nutrition and create over 120,000 income and employment opportunities (ESP, 2009). It was supposed to be one of the core entrepreneur activities for many people under the ESP. To attain this, 200 fish ponds were to be established in each of the selected constituencies across the country at an estimated cost of Kshs 8 million per constituency. The Ministry of Fisheries Development took the initiative of implementing this project (ESP, 2009).

The fish farming enterprise productivity programme (FFEPP) funded under the economic stimulus programme was started in Kirinyaga County in the year 2009. However, just like other ESP projects, fish farming ESP project has not been successful, and has resulted to losses to beneficiaries and the government (Gitonga, 2013).

The government of Kenya came up with the FFEP project through inter-ministerial forums however it is not indicative whether the community was involved. Public participation of the different stakeholders in the decision-making process (be it active or passive involvement) presents a range of expertise, ideas and experiences that encourage the development of alternate solutions (Guttman & Longman, 2006). This in turn increases the knowledge of those involved in implementation of the project and decision-making. For a project's success, it is imperative to know the interest and views of stakeholders to a particular proposed project or proposed project alternatives (Guttman & Longman, 2006).

The importance of stakeholders' participation should be recognized in a number of aspects of project preparation and implementation. These aspects include: the identification of interests of

stakeholders in, influence over, and importance to the proposed project; the provision of a strategy and foundation for involving the stakeholders in the various stages of preparation and implementation of the project; and the identification of local institutions or the process on which to build support for the project (Clark, 2005).

1.2 Statement of the Problem

In the 2009/2010 budget, the Government allocated Kshs 22 billion for ESP tailored around labour-intensive projects (Republic of Kenya, 2009). These projects were targeted at reviving economic growth which took a downturn in 2008 following the spill over effects of the global economic crisis, electoral violence and a prolonged drought. The FFEPP was aimed at creating income opportunities and over 120,000 jobs by establishing 200 fish ponds in each of the 140 identified constituencies. The key beneficiaries of the project were the unemployed Kenyan youths. Other beneficiaries included women and fish farmers. This intervention was the responsibility of The Ministry of Fisheries Development. The activities under this program included construction of fish ponds by the youth and training them on fish business practices such as fish farming, harvesting and marketing (TISA, 2010).

There is no evidence of much anticipated returns from ESP fish farming project. Farmers continue to incur losses as a result of the fish ponds projects with regard to money used, time spent during implementation and land that could have been used in other ways such as growing food. However, these projects failed and led to great losses to government and the fish farmers (Gitonga, 2013).

Resources such as land and funding were assured by the government as well as implementation program. However, stakeholder participation was one significant variable which was not in place and was to be introduced to enhance the success of the projects. It is therefore important to investigate the extent of involvement by the stakeholders in the project and the relationship with performance.

1.3 Purpose of the study

The purpose of the study establishes the relationship between involvement of the end users and the performance of Kenya's economic stimulus projects with regard to fish farming projects in Kirinyaga County.

1.4 Objectives of the study

The specific objectives are to:

- i. To examine the influence of initial planning involvement of end users in Kirinyaga County's fish farming Economic Stimulus Projects.
- ii. To determine the influence of resource planning involvement of end users in Kirinyaga County's fish farming Economic Stimulus Projects.
- iii. To establish the influence of marketing planning involvement of end users in Kirinyaga County's fish farming Economic Stimulus Projects.
- iv. To establish the influence of monitors and evaluation involvement of end users in Kirinyaga County's fish farming Economic Stimulus Projects.

1.5 Research questions

The following research questions guided the study;

- i. To what extent do end users involvement in initial planning influence performance of Economic Stimulus fish farming Projects in Kirinyaga County?
- ii. How has the end users involvement in resource planning influenced performance of Kirinyaga County's fish farming Economic Stimulus Projects?
- iii. How has the level of involvement of end users in market planning influenced performance of Economic Stimulus fish farming Projects in Kirinyaga County?
- iv. To what extent does end users involvement in monitoring and evaluation planning influence performance of Economic Stimulus fish farming Projects in Kirinyaga County.

1.6 Significance of the Study

This study seeks to determine the relationship between the involvements of end users and the ESP performance of fish farming in Kirinyaga and suggest necessary intervention measures; the findings generated by this research for Mwea constituency was used to make recommendations to

donors and the government on suitable measures necessary for promoting fish farming. The study will also benefit the financiers to make informed decisions on investment. The results are useful to policy makers in government who are responsible for the ESP and will serve as an evaluation of the programme

The study looks at the potential that fish farming has to improve on farmers' livelihoods by building on other case studies, taking into consideration other factors that have led to similar projects failing. The study will be used as a reference for future escalation of this kind of projects which are geared towards alleviating poverty and for job creation in various sectors. The Study also seeks to ensure that future projects incorporate the indigenous knowledge in project planning which might be useful.

There are several studies that have been undertaken on project management, but the researcher notes that little has been done on establishing relationship between the involvement of end users with particular involvement areas and the performance of Kenya's economic stimulus projects. The study will assist in the field of project management by highlighting these influences. *

1.7 Delimitation of the Study

This study focused on fish farming projects in Mwea constituency, Kirinyaga County. The study population comprised of self-help groups, individuals, and other institutions dealing with fish farming business. In this study the target population was farmers in Nyangati, Thiba, Tebeere, Murinduko, Kangai and Mutithi wards which make up Mwea constituency in Kirinyaga County. A total 250 farmers who benefitted in Mwea constituency, Kirinyaga County formed the population for this research. The study considered both active and inactive fishponds.

1.8 Limitation of the Study

The major constraint to carry out the survey was time limit, to alleviate this, questionnaires that were carefully structured were used to collect responses from the local community; direct interviews were used only to clarify some points and for semi-literate respondents so as to minimize on the time taken to collect the field data. The Researcher used field assistants for distribution and collection of the questionnaires from the local community to minimize on the time required for data collection.

There was suspicion and resistance concern to the researcher due to accountability of the resources that had been utilized in the ESP projects. However, this was not encountered as the researcher was accompanied by a known extension officer.

1.9 Definition of significant terms

The following are definitions of terms as they are used to mean in this proposal

Bottom-Up Approach

The local community members are encouraged to identify problems and plan for solutions to their problem

Economic stimulus package (ESP)

A government programme to spur growth by injecting direct investment to various sectors of the economy

Economic Empowerment

Process through which the youth acquire confidence in themselves as a result of being involved in gainful fish related business activities which in turn enable them live better lives.

Economic Stimulus program

This refers to the National program that financed the fish farming projects under the Ministries of Fisheries development

End-users

This refers to the fish farmers funded through the Economic Stimulus Programme by the government, they run the fish ponds and they stand to benefit directly from the projects

Performance

This means profitability, growth and the sustainability of fish farming business

Top-Down Approach

This is where projects are identified based on demands from beyond the community

1.10 Organisation of the study

Chapter one, Introduction, outlines the background of the study as well as the statement of the problem. The specific objectives and significance of the study are also presented in this chapter. In chapter two, Review of related literature, theoretical literature review and previous research

associated with the problem to be addressed in the study is covered. These include initial planning involvement, resource planning involvement, marketing planning involvement, theories of stakeholder involvement, and Conceptual Framework; detailing the independent and dependent variables in the study and a summary of literature review. Chapter three, Research methodology, outlines the research design and target population of the study, the methods that were used in the research in collecting and analyzing the data. Chapter four, data analysis, interpretation and discussions, contains data analysis and presentation based on the research objectives and the various tools of analysis employed, based on the operationalization of the variables. Chapter five, Summary of Research findings, conclusions, recommendations and suggestion for further studies, outlines the Summary of Research findings, conclusions relating to the research objectives and recommendations and suggestions for further studies

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter the researcher review literature and previous research associated with the problem to be addressed. It includes literature on project planning, initial planning involvement; resource planning involvement, marketing planning involvement; evaluation, and monitoring and evaluation monitoring; Conceptual Framework, detailing the independent and dependent variables in the study and a summary of literature review

2.2 Project Management

Project Management is the application of techniques, tools, skills and knowledge to project activities in order to achieve project requirements. It is achieved through the integration and application of the processes of project management which include initiation, planning, executing, monitoring and controlling, and closing (Heerkens, 2002).

However, unlike other management principles, project management is different in two noteworthy ways. First, while organisation's unit or department managers expect their department to be present forever, project managers look into an undertaking with a predetermined life span. Second, a project regularly requires resources on a provisional basis, while organizations require resources on a full-time basis. This resource sharing often result in conflict and therefore needs adroit dialogues to ensure that the needed resources are assigned to projects to meet their purposes throughout its life cycle (Charvat, 2003).

In traditional project management evaluation and monitoring was placed as the last step, however, modern-day project management practices emphasises evaluation and monitoring to be an imperative aspect that should be exercised throughout a project's lifecycle. Consequently, evaluation and monitoring of development projects has gradually been recognized as an essential management function. Hence, the integration and implementation of monitoring tools throughout the project life cycle (Gray & Larson, 2008).

Managers theorize the project's budgetary and work requirements by using the idea of the project life cycle. Hence, the notion of the life cycle is acquainted to most contemporary managers. Life cycles help identify the demise and rise of organizations, **phases in the sales life of a product etc.**

In a comparable manner, managers frequently use the life-cycle idea as an important tool for understanding better the project phases and the probable material requirements through each individual stage (Philips, 2006).

According to Manjunath (2010) and Armour (2005), the Project Life Cycle is defined as activities executed in a logical sequence in order to achieve the objectives and goals of the project. Irrespective of complexity or scope, any project undergoes a sequence of phases during its life. The initiation phase involves identifying the project manager; choice of the suitable project depending on resource limits; identification of the required documents to endorse the project; and identification of the possible risks and benefits of the project. Project planning phase involves identifying quantity and quality of resources and work required; planning the events and assessment of the various tasks; and description of the work requirement. Armour (2005) states that project execution phase includes project team members' negotiations, managing and directing work and working towards improving team members. Project control and monitoring stage includes comparing predicted to actual outcome, tracking progress, analysing impacts and variance and making necessary adjustments. Last, project closure phase includes contractual closure, administrative closure of the paper work, financial closure of the charge documents, and confirming the accomplishment of all the work,

Gitonga (2013), researched on the effect of scope management tool in project management in implementation of projects sponsored by the Kenyan Government with a focus on ESP fish ponds projects. The study looked into two hundred fish pond projects located in Gatundu South District where twenty fish pond projects were identified, which formed the sample. The researcher concluded that there was no adequate definition of the projects scope before their initiation, which led to the following inadequate planning of the projects. Gitonga contends that this may have contributed to project failure. His recommendations are; stakeholders should define clearly the project scope to incorporate all requirements. This would essentially help in planning for successful project completion.

Various studies on project management have been done, but the researcher notes that little has been done on establishing association between the involvement of end users and the performance of Kenya's Economic Stimulus Projects. O'Bronchta (2002), outlines the factors affecting implementation of poverty alleviation projects as project team competence, project management, community participation, government policies, stakeholders, financial constraints and political

interference. He suggests the following ways of addressing these factors: Project planning, monitoring and control methods; Project team selection methods; Conflict resolution methods; Stakeholders' analysis; Political context assessment; Community mobilization and education

Nyangito and Okello (1998), carried out a study on issues that affect the implementation of projects in agriculture sector. They noted that the factors could be internal (from within the organization) over which the organization can have some degree of control or external (from outside the organization) over which the organization has little or no control. These factors may include; communication, planning, project stakeholder, project time, funding, governmental policy and project monitoring and evaluation.

2.3 End User Involvement

Mwamuye and Nyamu (2012) do not indicate any association between involvement of the end users and the performance of the commercial aquaculture. The study does not indicate the level of significance or the level of influence of the fish farmers in to the project bearing in mind that to a great extent they determine the success or failure of the fish farming project. Gitonga (2013) notes that before any project is initiated, a clear definition of the scope should be done by all stakeholders. However, he does not indicate the level of significance of involving the stakeholders in defining the project scope. It might not be possible for stakeholders to define project scope if they are not involved adequately in the initial planning of the project. Initial project planning where the stakeholders are adequately involved should be done first so that from the plans obtained, it is possible to identify project requirements which will definitely form the scope.

The aspect of stakeholder awareness is important in project monitoring because it is through knowledge of their responsibilities that they are able to actively participate in the process. Considering the notion held by most people that Government money is free, it is imperative to create awareness of the fund. It is only through awareness that ownership will prevail and subsequently the drive to know about the progress of the projects (Yeh& Chou, 2005). A stakeholder as defined by A Guide to the Project Management Body of Knowledge, is as an organisation or a person that is involved actively in the project, whom completion or performance of the project may negatively or positively affect his/her interest, may have influence on the project, its members or its deliverables (Lim & Klein 2006). Njuguna and Gareth (2004), "define stakeholders as an institution, group or individual with vested interest in the project areas natural

resources areas or who maybe potentially affected by activities of the project and might lose or gain in case conditions changed.

Public involvement of various shareholders in the process of decision-making (either passive or active) brings about various experiences, ideas, and expertise that have a positive impact in the development of alternate solutions. This in turn improves the know-how of the involved actors in project implementation and decision-making. For a project to be successful, it is imperative to note the stakeholders' interests and views towards proposed project alternatives or a proposed project (Guttman & Longman, 2006).

The significance of stakeholders' participation should be realised in various aspects of project preparation and implementation. These include: the identification of interests of the stakeholders' in, influence over, and importance to the proposed project; the identification of local institutions upon which to build the project's support; and the establishment of a strategy and foundation for the involvement of the stakeholders in the different phases of project preparation and implementation (Clark, 2005).

Awareness is growing in the need participatory by various beneficiaries of the project with regard to design and implementation so as to bring about the "ownership" aspect of project objectives. This in turn reassures the sustainability of project benefits as it brings accountability. Indicators should be selected and Objectives set in consultation with stakeholders, so that targets and objectives are 'owned' jointly. Early identification of benefits reinforces on ownership, and early identification of probable emerging problems allows mitigation before cost rise (Abraham, 2013). Therefore, stakeholders' awareness/involvement in a project is important because various stakeholders bring diverse resources, understanding, skills, and perceptions to the relationship and of which should be viewed as a strength. By working together, Stakeholders utilize their dissimilarities in building effective and strong interventions which contribute towards successful implementation of a project.

According to Clancy (2003), the number one reason for the success of projects is end user involvement followed by the support of executive management, and a clear statement of requirements. Moreover, management support, proper planning, user involvement, small project milestones, and clear requirements are key to success of a project. The Project Manager (PM) is required to schedule for the users' interviews, and have them buy into the project. More often than

not project managers face resistance from users who are against change. PMs have to apply their interpersonal skills to convince and explain to the users on the benefits of the new project. In addition, it is imperative to have users feel to be part of the project and feel that their input is highly valuable and appreciated for the overall success of the project.

Charvat (2003), also states that the future and current project needs were understood better by customers users and customers through their involvement in focus groups and workshops. Prototypes and simulations are also valuable in getting the commitment and attention of stakeholders. Greer (1999), encourages the participation of the active project sponsor in promoting progress, defining deliverables, and facilitating access to end users' opinions and reviews. The reason for undertaking the project should be regularly communicated and explained to to all stakeholders.

A PM has the duty to communicate with those outside and inside the organization, and be able to speak their languages (Lim et al., 2006). When dealing with shareholders and the top management, the PM should communicate effectively the system's contribution to project objectives and point out on figures regarding initial investment and return on investments. They always want project to translate into to both beneficiaries and the organization (Gray & Larson, 2008).

Before the ESP farming was rolled out in to the second phase, Mwamuye and Naymu (2012) in their study on "performance of commercial aquaculture under ESP program in Kenya" observed the key challenges of ESP fish farming to be; unsuitable fish farming site locations, procurement delays, shortage of staff, political interference, inadequate resources, and shortage of fingerlings. They recommended need to provide more transport and employ more staff and enhance sources of fingerings. The study was to inform the second phase however, fish farming ESP project though has not been successful even after the second phase, resulting to losses to both beneficiaries and the government (Gitonga, 2013).

2.4 Initial Planning Involvement

Involvement of stake holders in the initial planning of a project is key to the success of a project. There is need for active sponsor involvement specifically during project planning stages and in turn, projects sponsor should ensure full involvement of the customer in planning in carrying out the feasibility study and creating the project plan so that he/she can understand the value and the future of the project (Debbie et al., 2011). If the fish farmers were involved properly and

adequately during the initial planning of the project, they were likely to understand the objectives of the project, own it, become committed and this is likely to have enhanced the performance of the project.

According to Clancy (1995), beneficiaries' involvement in the project planning stage the most is a critical factor. Involvement in design, implementation and testing increases the probability that the needs of the users will be met upon project completion. Moreover other participants should include stakeholders and sponsors. Collaboration requires working outside the normal constraints of organizational lines such as donor, government, and partners-staff. This begins with the donors and flows down through the government, partners and finally staff within a specific project. All stakeholders must collaborate through joint working groups or other mechanisms to tackle project issues in a way that addresses all project aspects. Donors in conjunction with local governments must create a cohesive plan to address project success.

Debbie et al. (2011) quote Flannes and Lenn (2001), that the existence of projects is as a result of external and internal customers and so projects success should be looked at in terms of meeting customer requirements and use of the project products. Project sponsors should show interest in project by dedicating energy and time and by making certain that all stakeholders are identified. Working closer with customer stakeholders, the project sponsors will ensure that customers receive deliverables that they will successfully use to meet their needs. Stakeholders play a significant role in the project process and so by ensuring that they have a good understanding of the objectives of the project can lead to enhanced performance. Mwamuye and Nyamu(2012), observed that one of the reasons for the failure of fish farming in Côte d'Ivoire is because of separation of management and ownership of the project. According to Tashchener and Mathias (2009), involvement of stakeholders is important because their eagerness is the major factor to the project's success in spite of its lack of proper project practices. The alacrity of stakeholders to perform activities as assigned to them during the process of project planning contributes significantly to the failure or success of the project.

Stakeholders may need to be addressed personally and involved for behavioural changes to be achieved, while other stakeholders may be uncertain of their roles. So the benefit of stakeholder involvement is to create a prevalent support which increases the legitimacy and acceptance of policy plans (Tashchener& Mathias, 2009). To avoid probable resistance, citizens should be made responsible for the achieved goals. By doing so, they understand better why a new project is

needed hence be more willing to compromise. If stakeholders are not involved in the project planning, important issues may be overlooked or underutilised (Munns & Bjeirmi, 1996). As such, it is possible to have some stakeholders involved in policy development and implementation process. Effectiveness and efficiency of whichever implementation of a given policy, depends mostly on the agreement level between the concerned stakeholders, which makes cooperation necessary condition for success (Tashchener & Mathias, 2009).

Lack of trust in government institutions can be reduced by the involvement of stake holders. A thorough understanding of the system by the users results in a better handling of the implementation of a project. Hence this increases its success and at the same time changes their perception towards ownership of the project. For an effective execution of a project, people affected by it should be involved in planning in order to clearly understand about their implications, help them realise opportunities, and come into terms with aspects that are negative and come up with their own mitigation strategies. Project completion requires involvement of various groups, which include the end user, the client, the producer, and the project team, all of whom have particular responsibilities and tasks to achieve success. Moreover, resistance arises if some people feel that they were left out and the results may not be favourable for everyone affected by the project. Furthermore, exclusion of stakeholders may lead to loss in their support for the process and subsequent decisions (Munns & Bjeirmi, 1996).

According to Tashchener and Mathias (2009), a set of stakeholders should be established from the beginning to contribute to engagement process of planning failure to which may begrudge the decisions made and could consequently delay or even halt the implementation of the project. Recognizing the project's stakeholders defines the engagement activities that was embarked on, failure to which, the activities may be focused on to the wrong audience. In some cases however, other stakeholders may be recognizable once there is generation of design options. Moreover, it is imperative to indicate all various types of shareholders all through the whole process, taking care of their particular requirements. It is also noted that for a successful project, it needs well-structured participation of every stakeholder throughout all the phases of the process. There should be creation of a planning culture, based on cooperative decision making, mutual consultation and regular communication. More so, suitable stages of decision making, methods and formats for including all groups of stakeholders have to be recognised and scheduled planning of the involvement activities.

According to Tashchener and Mathias (2009), in order to avoid potential problems in stakeholder involvement, the following should be done; there should be a commitment to give transparent and consistent information to all shareholders throughout the entire process. Lack of flow of information and follow up after the stakeholders are together, leads to the loss of sense of involvement. Besides, stakeholders are significant source of information and should be encouraged to take part in a process, even if they are essentially against it. There should be continuous communication between the decision makers and the team responsible for the process and trying to understand stakeholders' motivation in order to overcome external barriers (Tashchener and Mathias, 2009).

2.5 Resource Planning Involvement

When fish farmers are involved in resource planning, they will know the resources in terms of materials and skills required for the project. It is therefore possible to have them utilize the available resources effectively and satisfactory especially when such enormous funds are provided for the project.

It is also possible to identify the loopholes in terms of the skills required by the fish farmers in order to be able undertake the project. This is likely to trigger the performance of the project. Mwamuye and Nyamu (2012), indicated that the major issues found with fish farming in Lagos, Nigeria included inappropriate construction of ponds caused by poor training and supervision by below par resourced extension service providers. Fish farming was unsuccessful in other parts of Africa as a result of no or little pre stocking pond preparation prompted by poorly resourced extension agents.. They also note that initially the Kenya government funds towards fish farming were inadequate; however, this has changed because under ESP program, enormous amount was invested into the project.

According to 2012/2013 budgetary allocation, loads of money had been reserved for ESP fish farming project. However, he notes that, there is no evidence of much anticipated returns from ESP fish farming project. Farmers continue to incur losses as a result of the fish ponds projects with regard to money used, time spent during implementation and land that could have been used in other ways such as growing food. (Gitonga, 2013). This act as a proof that it is not only lack of funds that may fail a project, but other factors can contribute to the failure. Fish farming prerequisites included economic viability and bio-technical feasibility, whereby failure of one may lead to the failure of an entire project. Poor technical expertise and limitation of human capacity

can lead to the failure of fish farming project. Before a fish farmer could effectively grow the fish, he/she needs specialized training in marketing and processing skills, water quality management, nutrition and feeds, aquatic weed control, cultural techniques, and parasite and disease. Even though a trained fish farmer can reduce the possible risk related with commercial fish farming, the inexperienced fish farmer repeatedly faces the possibility of erratic failure. (Mwamuye and Nyamu, 2012).

Mwamuye and Nyamu (2012) cite Mwangi (2008), that the main constraint of commercial fish farming in Kenya is limited practical skills. There is also need to have the local champions involved in project implementation because they play a vital role in creating alliances and mobilising resources as a result of their personal recognition and skills they receive among local actors. Tashchener & Mathias (2009), note that the local champions can have an extra ordinary influence both negatively and positively and so the role requires an early strategic assessment. Consequently, stakeholders can offer valuable inputs to the progress of a project, for example, they can give particular knowhow on their needs. Stakeholder involvement in projects is therefore important because they provide a wide range of experience, knowledge and skills to the project. If managed well, it can make the project more successful. Stakeholders also play a substantial role in the project process. Good management of relationships with stakeholders is a significant way to make certain that opinions relate to the project itself. In summary, the fish farmer's opinions over the project, skills and resources required for the project and the areas of deficiency should be considered at the resource planning stage, this can be addressed by allocating finances and organising and providing training in setting up the project; this would in turn enhance easier implementation of the project.

Gitonga (2013), points out that poor resource planning of ESP fish farming project was evidenced in Gatundu due to lack of Agro shops to provide the recommended fish feeds resulting to farmers obtaining unpleasant fish feeds with regard to quality and so low performance in terms of profitability due to fish retarded growth. He also points out that fish farming as a new farming technology ,training for the beneficiaries was not factored in the initiation phase of the project which further contributed to the project failure as farmers were left to consult their colleagues who had little or no expertise in pond management. The recommendation is to have all stakeholders including the farmers who are the beneficiaries of the projects, line ministry staff, Agro product stockist, local population and the administration to be involved in mapping out the project. But

Gitonga points out that even as the Government committed itself to expand fish farming, lack of structures to manage changes in ESP fish farming was contributed highly by laxity of the field staffs who were the supervisors of the project. In addition, 63% of ESP fish farming projects failed with very many challenges in Gatundu but this is very alarming considering the government commitment to expand fish farming. So accordingly, a lot of work must be done to the fish farmers to ensure that they are adequately involved in the projects. It is noted that the project's scope should have been defined sufficiently to include among others, the training of pond management on farmers.

2.6 Marketing Planning Involvement

Proper market planning will provide a documented basis for future decisions making and for developing or conforming a mutual understanding of the scope of the project among the shareholders so that if there is any market change, it will need to be discussed, its feasibility to integrate found, be agreed upon and communicated to all stakeholders (Gitonga, 2013).

Despite the progress, aquaculture promotion for rural development, have recorded poorly in many developing countries, particularly in Africa where inadequate attention had been paid to the anticipated beneficiaries, the result being poor adoption by one of the intended target groups, the rural poor. Earlier failures in reaching the poor in the rural community also encouraged a reduction in donor support for aquaculture over the last decade (Mwamuye & Naymu, 2012).

According to Department of fisheries, Kenya (2011), today fish farming represents the fastest growing sector of food production, but one factor that has hindered development of aquaculture is the subsistence mentality of many farmers. The shortfall in the fish supply against the demand for the commodity cannot be overestimated and the gap can only be filled with fish production from fish farming. This means fish farming has a lot of market potential and with adequate support of the intended beneficiaries (fish farmers), aquaculture could significantly contribute to rural development even in countries where it was neither a traditional nor under spread practice.

Gitonga (2013), found out that there had been no public sensitization on ESP fish farming project in Gatundu South in Kenya. Residents did not know how to handle or cook fish due to the fact they were not sensitized on the new farming technology. So, the area residents had not created a local market for the project, but he argues that they could offer a potential market for fish if they get the required information, skills and knowledge. Furthermore, fish farming projects were initiated with

a lot of expectations of good returns; but market planning was inadequate as evidenced by lack of cold storage facility complicating the marketing of the produce considering it is a perishable commodity. Lack of proper market planning is likely to have led to poor performance of the project as it is very clear that fish farming ESP project has not been successful.

Brummett and Williams (2000), state that inaccessibility or non-availability of markets is a constriction for the development of aquaculture in Africa while improved availability of cooling and storage facilities and improved road infrastructure can positively impact fish farming improving the fish marketing. In their case study of fish farming in Central Cameroon, Brummett, Gockowski, Pouomogne and Muir (2011), assessed that within three years of extension support termination of farmers with limited access to market had got back to pre-extension production levels. Hence, market access is essential for aquaculture long term successes.

The fish farmers should therefore be involved in market planning so that they can comprehend the state of the fish market. They will be able to know whether there are market structures that are readily available for the produce and this in turn determine their effort into the project. They may also explore and find more market on their own once shown the direction. This will lead to increased performance in terms of profitability so this means that if market planning is done adequately, with the incorporation of beneficiaries taken in to consideration, high yield can be obtained and on the other side, the market for fish and fish products is available. Increasing demand for fish in global markets and the complex networks that affect the supply and price of fish are influencing aquaculture production both at national and local levels. All these means that there is a market both locally and internationally for fish but adequate market planning must be done (Mwamuye & Naymu, 2012).

2.7 Monitoring and Evaluation Involvement

Monitoring is the continuous and periodic review and overseeing of the project to make certain that target outputs, work schedules, input deliveries, and other required actions are carried on according to the project plan (Nyonje, Ndunge & Mulwa, 2012). It is a constant process of collecting information at regular intervals about ongoing projects or programmes concerning their performance level and nature. Oso and Onen (2005) also define project monitoring as a continuous function involving the day to day operation during the implementation of a project or programme and is a routine measurement of programme inputs and outputs delivery, and implementation of projects, in compliance with the required procedures and achievement of planned targets.

Nyonje, Ndunge and Mulwa (2012), define evaluation as a process that involves methodical collection, interpretation and analysis of project related data that can be used to understand how the project is functioning in relation to its objectives. It is the process of ascertaining decision areas of concern, selecting appropriate information, and collecting and analyzing information in order to report summary data useful to decision makers in selecting among alternatives.

Taschener and Mathias (2009), note that it is important to involve the beneficiaries in policy development and implementation for a project to succeed. This will enable them appreciate opportunities, let them understand the implications, enable them develop own coping strategies and come to terms with negative aspects.

2.8 Performance of Economic Stimulus Programme

Adequate initial planning involvement, resource planning involvement and market planning involvement of the fish farmers into the ESP fish farming project will lead to increased performance in terms of profitability, sustainability and quality achievement. Debbie et al. (2011), define project success as meeting planning goals such as budget, schedule, and requirements, attaining end user benefits such as user satisfaction, improved capabilities, and achieving benefits such as products technologies, new markets, knowledge and profits. According to Munn and Bjeirmi (1996), success of a project is dependent upon the perceived project's value, a realistic goal, client satisfaction, competition, market availability, profitability, a definite goal, and the implementation process. Accordingly, the client (considered to be the same as end user in this proposal), is expected to be the main party that was affected by the success of the project in the long term. Mwamuye and Naymu (2012), note that advancements of technology used by farmers and staff could affect the performance of a project since information is shared and accessed at low costs. In summary, primary stakeholders planning involvements is important for the project success.

Factors which have hindered the development of aquaculture include lack of quality seeds and affordable feeds, poor extension services [as a result of poor or lack of fish farmers' resource planning involvement] and subsistence mentality of the fish farmers [due to poor or lack of fish farmer involvement in marketing planning]. The shortfall in the fish supply against the demand for the commodity cannot be overestimated and the gap can only be filled with fish production from fish farming. This means that the market is available which can lead to profitability, sustainability and quality achievement of the venture, if water resource is utilized effectively. Kenya is endowed

with optimum conditions for fish farming and various types of the project water bodies are suitable for various fish species so, the ESP fish farming project would be sustainable in terms of water supply. But water resource can only be utilized properly if fish farmers are engaged in water resource planning. Furthermore, formation of cluster groups formed the basis of the fish farming initiative, but the level of involvement in planning is still very low and so the possible reason for poor performance (Department of fisheries, Kenya, 2011).

The fish farming project has a lot of market potential in terms of growth and profit and so the government of Kenya through the Ministry of Fisheries has provided enormous support to aquaculture. The venture is one of the flagship programmes in the vision 2030 aimed at improving livelihoods but so far just like many of the ESP projects, farmers continue to incur losses as a result of the fish ponds projects with regard to money used, time spent during implementation and land that could have been used in other ways such as growing food. The performance of the project in terms of growth, profitability and sustainability is negatively influenced by lack of involvements of fish farmers during initial project planning, resource planning and marketing planning (ESP, 2009).

2.9 Theoretical framework

Two theories that are related to end users' involvement in planning of the ESP fish farming project have been discussed here.

2.9.1 Stakeholder theory

Stakeholder theory provides a solid basis for classifying and identifying project shareholders in order to comprehend their behavior (Reynolds, Schultz & David, 2006). The theory argues that an organization has associations with various integral groups and it can maintain or endanger the these groups' support by balancing and considering the relevant interests. Stakeholder theory is managerial as it depicts managers as individuals who pay instantaneous attention to the genuine interests of all stakeholders in the formation of organizational structures, in decision making and in general policies. Stakeholders are individuals who have a stake in/ or a claim on a project or a firm. They are groups or individuals who are harmed by or benefit from, and whose rights are violated. These are groups who contribute in influencing the future direction of the projects they are involved in. Stakeholders therefore include those groups who are vital to the survival and success of the project. When stakeholders are used as a means to an end of a project, they must participate in decisions involving the project (Reynolds, Schultz & David, 2006).

By paying attention to the needs of the customers, management addresses automatically the needs of owners and suppliers. According to this theory all the stakeholders should be given the necessary attention for the project to succeed. Therefore, in this study, the fish farmers form part of very important stakeholders for the ESP fish farming project because they determine the survival and success of the project. They are hence likely to influence future direction of the ESP fish farming project and so this theory is relevant to this study. The researcher concurs with that stakeholder theory fails to address something important. This is because, the managers are considered as central figures of the theory, and it does not consider individual managerial decision making in the context of stakeholder management principles and so it has a significant gap. To reduce this gap, examination of how managers distribute scarce resources among those with claims in the organization in order to balance stakeholder interest. This study is meant to examine how the managers involved one group of the very significant stakeholders, fish farmers in the performance of an ESP project (Reynolds, Schultz & David, 2006)

2.9.2 Community participation theory

The community participation theory contends that an active role should be given to the local community in programs and improvements that directly affect it (Reddy, 2002). It is only sensible to give control of decisions and affairs to those who are most affected by them. Moreover, since no authority or government has the means to adequately solve all the public problems, it is essential to involve people in issues that affect them.

Involvement can represent giving users certain decisive roles, where they share the decision-making process together with other professionals. The other involvement type is where no shift of responsibilities exists among professionals and users but instead only the user's opinion is taken into consideration in decision making. Community participation means some form of involvement of people who have comparable goals and needs, in decisions that impact their lives. Community participation advocates believe it results in many lasting benefits instead of only getting things done (Reddy, 2002) This theory is relevant to this study because it is concerned with determining the level of participation of fish farmers who are directly involved in running of the ESP fish farming project. Since people are actively involved in the process, participation helps promote sense of ownership and control among the people (Reddy, 2002). Low provision of public goods and lack of local participation in developing countries not affect sustainability of projects (Khawaja

2004). The involvement of communities at different stages of the project determines the level of participation in projects (Arnstein, 1969).

Reddy (2002) advocates for a top down model of community participation where the government decides and provide for the communities so that they can develop a sense of dependency and lethargy among the people in the partnership. The author notes that governments and communities that work together in planning and decision making are likely to yield long lasting results as shown in the partnership. An effective people participation program should therefore be; focused on its unique needs and essential to the planning process, intended to work with available resources (money and personnel), and responsive to citizen participants. Public participation help decision makers by making sure that views are; identified, judgments supported, answers provided and questions raised. The public participation is one way of reducing conflict and tension over public policy decisions. Participants and planners can develop various palpable benefits from an effective public participation process. However, these expectations must be roughly comparable for the process to be effective. This theory is relevant to this study because it is concerned with determining the level of participation of fish farmers who are directly involved in running of the ESP fish farming project. Conversely, according to Brummett & Williams (2000), classical aquaculture top-down approaches support show a lower success rate than participatory. They argue that the most effective aquaculture development approach in Africa is an evolutionary pathway. Aquaculture is more likely to be sustained if it is a constituent of integrated, broader rural development initiatives. Long-term support is delivered by leadership from local initiatives instead of being forced by development agencies from outside. Both the requirements of rural budgets and communities can be eventually be met through this practice. From the beginning, small-scale fish farmers work closely with government and/or university researchers to improve markets and outputs over time. ALCOM (1994) found that farmers who started aquaculture through local initiatives or on their own, rather than being imposed from outside, may be more conversant of the importance of trainings, and hence receptive, to improve their fish farming business to be successful.

2.10 Conceptual Framework Design

The conceptual framework indicates the relationship between the dependent Variables (Initial planning involvement, Resource planning involvement, Market planning involvement, Monitoring and evaluation planning involvement) and independent variables (Performance of ESP projects) in this study

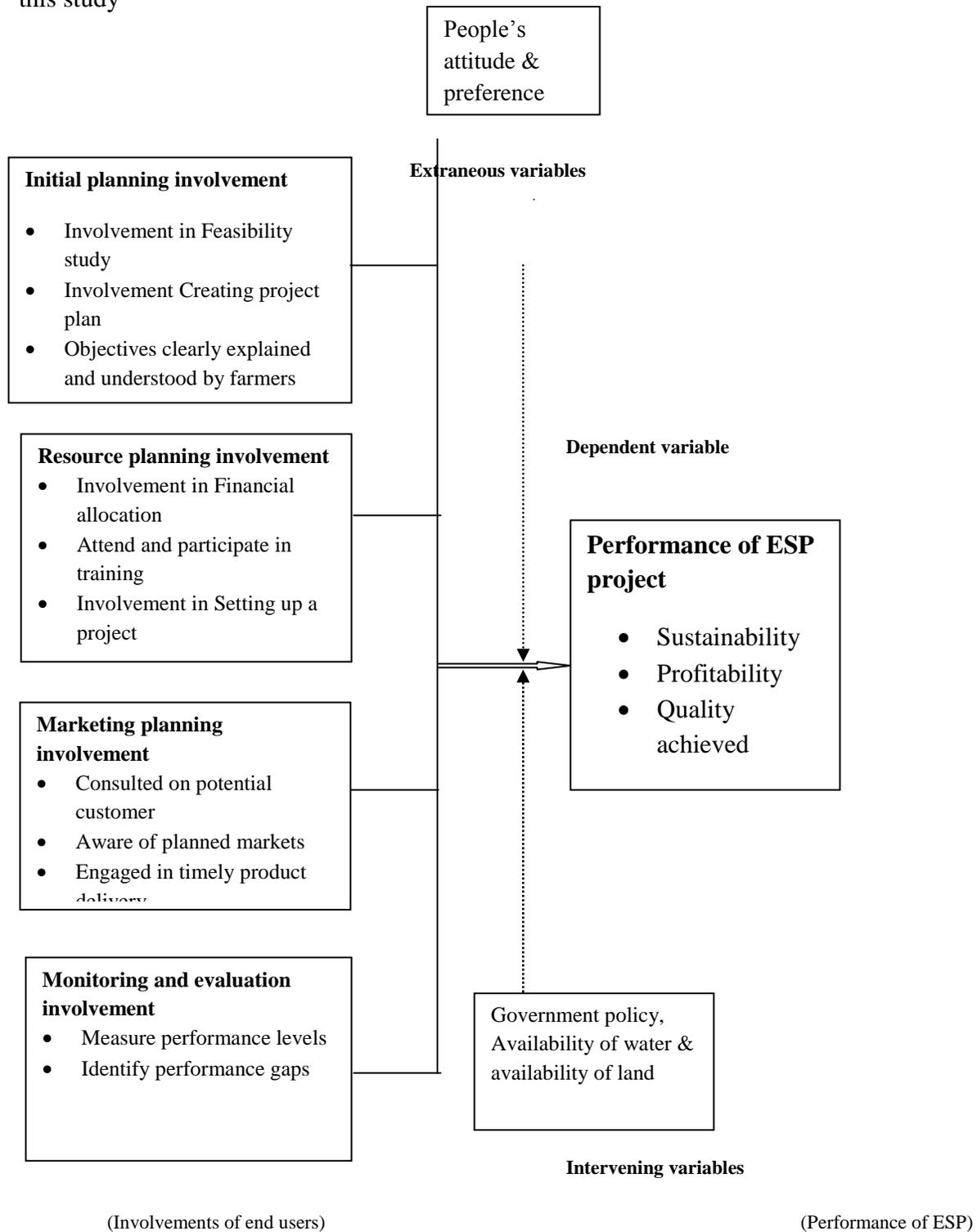


Figure 2.1 Conceptual framework showing the relationship of initial planning involvement, Resource planning involvement, Market planning involvement, Monitoring and evaluation planning involvement **variable and independent variables** Performance of ESP projects

The conceptual framework shows the relationship between independent variables and the dependent variable. Three independent variables define the study that is, initial planning involvement, resource planning involvement, and marketing planning involvements of end users. The dependent variable is performance of Economic Stimulus project of fish farming in terms of sustainability, profitability and growth. The sustainability, profitability and growth of fish farming project is influenced by the involvements of fish farmers during the initial planning, resource planning and marketing planning.

2.11 Summary of literature review

The fish farming project has a lot of market potential in terms of growth and profit and so the government of Kenya through the Ministry of Fisheries has provided enormous support to aquaculture. The venture is one of the flagship programmes in the vision 2030 aimed at improving livelihoods but so far just like many of the ESP projects, Farmers continue to incur losses as a result of the fish ponds projects with regard to money used, time spent during implementation and land that could have been used in other ways such as growing food. The performance of the project in terms of growth, profitability and sustainability maybe negatively influenced by lack of involvements of fish farmers during initial project planning, resource planning and marketing planning.

Public involvement aid decision makers by ensuring that views are; identified, questions raised, answers provided and judgments supported. The public participation is one means of decreasing tension and conflict over public policy decisions. Planners and participants can derive a number of tangible benefits from an effective public involvement process. However, the expectations of planners and public must be roughly equivalent for the process to be effective. The researcher is convinced that community participation theory is the best approach and the study will try to determine the level of participation of fish farmers who are directly involved in running of the ESP fish farming project.

2.12 Research Gaps

According to literature reviewed, the primary beneficiaries, in this case the fish farmers form a very special type of stakeholders because they determine the success or failure of the fish farming ESP project to a very great extent. This is because the projects are left in their hands so that they can run them. The involvements of fish farmers therefore is of great concern especially considering the enormous investment that was put by the Kenyan government in to the project with a lot of expectations. The research done so far has not been able to determine the significance of involvements of the fish farmers /end users and their influence to the performance of ESP fish farming projects. This research attempted to determine the relationship between end users involvements and the performance of the ESP fish farming projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines the research design and methodology to be used in this study to answer the research questions. It gives details on the target population, research design, the sample and sampling procedure, data analysis, presentation and data collection instruments,.

3.2 Research Design

Descriptive survey design was employed to examine the correlation between farmer initial participation and performance of the project. This design describes events as they are. It helps in rapid collection of data and ability to comprehend a sample's population. It helps respond to the questions of the past and current position of the subject once data is collected (Oso & Onen, 2009). Descriptive design enables the researcher to generate data that is both descriptive and numerical which can be used in measuring the relationship between variables (Orodho, 2004; Kothari, 2003). The benefits of using mixed method in research are that gaps that might be left by one of the methods can be taken care off by another. Instrument development qualitative research is used to establish questionnaires for the survey in order to guarantee suitable wordings of the questions and choices of closed answers. Moreover, qualitative methods help in interpreting findings acquired from quantitative research. Finally, qualitative methods help in exploring processes and trends (Bryman, 2012).

This research design type tries to define such things as possible characteristics, attitudes, behavior, and values. Kothari (2004), states that a descriptive study also entails an investigation of the state of affairs, reporting, analyzing, and describing conditions that existed or that exist. The study aims at obtaining quantitative and qualitative data for the above objective. The research design allow flexibility to collect and analyse data using various tools. In the study of ESP projects the researcher met administered questionnaires, held interviews for farmers who could not fill questionnaires and extension officers. The researcher also held focus group discussions with farmers. The chosen research design helped encompassed all the above method.

3.3 Target population

Target population refers to an entire group of elements of persons with at least one common thing (Kombo & Tromp, 2011). The target population consists of households and individuals who are engaged in aquaculture. The study will target beneficiaries of ESP funded fish farming projects funds in Kirinyaga County; there are 1,376 fish farmers (MOFD, 2010) with 1400 active fish while Mwea Division had approximately 250 fish farmers (MOFD, 2012). It is envisioned that there are other players involved like traders in fish, institutions implementing the projects and employees in the industry.

3.4 Sampling Design and Sampling Procedure

In order to make the sample representative, an elaborate list of all the 250 ESP fish ponds in Kirinyaga was obtained from the Kirinyaga County Director of Fisheries (2013). The study utilized both non-probability and probability sampling techniques in order to create a sampling frame. In probability sampling, stratified sampling was used whereby farmers from different locations in Mwea Division were involved. In this study the target population is stratified into the farmers in Nyangati, Thiba, Tebeere, Murinduko, Kangai, and Mutithi.

Having identified the strata, non-probability sampling was used, which included convenient sampling and snowball technique where the respondents are asked to identify other farmers they know to have been in aquaculture in the area. Convenient sampling is a sampling technique that allows a researcher to select units or cases of observation as they are available to the researcher (Mugenda & Mugenda, 2003). The researcher administered questionnaires to respondents identified by the extension offices and was referred to other respondents. The researcher also was able to identify fish farmers by observation and crosschecking with the list provided by extension officers.

The researcher identified, through the County Director of Fisheries, those who started fish farming (in 2009 or later) and had no knowledge of fish farming prior the establishment of ponds with ESP. Also, those who went into aquaculture without the ESP support but received later some kind of backing by the programme such as construction of more ponds and expansion of existing ones. This was accomplished by identifying an extension officer with the Kirinyaga County Government Fisheries department based at Mwea Constituency. The identified respondents were issued with questionnaires where literacy levels allow and others was guided through the questionnaire by the

researcher. The extension officers were interviewed via the interview schedule. Also, two focus group interactions were used to reinforce interviews with farmers.

3.5 Sample Size

A sample is portion of the target population selected procedurally to represent it (Oso & Onen, 2009). According to Cochran (1977), a 30% sample of the population is adequate for the study. It is large enough to give adequate information and was easy to analyze within a short period. The researcher targeted 33% of the target population. Therefore, a total of 83 respondents, who comprised 33% of the accessible population, was used. Using a proportionate stratified sampling the researcher came up with the following sample size

To obtain a sufficient sample size for each stratum, the following proportionate stratification formula by Stattrek (2012) applies: $nh = (N_h / N) * n$

Where:

- N_h - Sample Size for stratum h
- N_h - Population Size for stratum h
- N - Total Population Size
- n - Total Sample Size (33% of population)

Therefore, Sample size for Thiba which has 80 farmers was $nh = (N_h / N) * n$

$$nh = (80 / 250) * 83 = 26.5 \text{ approximately } 27$$

Applying the formula to the other strata, the sample size was as shown in Table below

Table 3.1 sample size based on target population

Location	N(number of fish farmers per ward)	PROPORTION (%)	N(sample size per ward)
Thiba	80	32	27
Nyangati, and	70	28	22
Mutithi	31	12.4	10
Tebeere	26	10.4	9
Murinduko	23	9.2	8
Kangai	20	8	7
Extension officers	-	-	3
TOTAL Sample size	250	100	86

The researcher identified a sample size of 86 respondents including 83 farmers drawn from each strata and three extension officers involved in implementation of the project.

3.6 Research Instruments

Primary data was collected using questionnaires which are commonly used to obtain information about a population (Mugenda & Mugenda, 2003). Questionnaires with both closed and open ended questions were administered by the researcher to the fish farmers. According to Kothari (2004), using both open and closed ended questions in the questionnaire helps to complement each other. The closed questions are easy to handle, simple to answer and quick to analyze, whereas the open ended questions provide a more complete picture of the respondents' feelings and attitudes. The responses enabled the researcher to get greater insight into the feelings, decisions and thinking of the respondents. After ascertaining that it is a worthy tool, it was administered to the representative sample that was chosen for the study. The questionnaire was administered in the English language but interpretation to the Kiswahili language-, were done where needed but the responses were recorded appropriately in English. The questionnaire had two parts: Part A will feature Bio data information and allowed the researcher to categorize respondents into demographic bracket so as to see any correlation between this and performance in Part B Section 1 the researcher analyzed performance as per the respondents perception; part 2, 3, 4 and 5 analyzed, Initial Planning, Resource Planning, Marketing Planning and monitoring and evaluation.

The researcher conducted interviews with two extension officers and the former project manager. This was done in order to collect additional data and also to beef up information from the farmers. The researcher also held a focus group meeting with 7 female respondents and 2 male respondents organized through a local CBO. The researcher also observed aspects of the farms such as those still operational, active workers on the ground as well as other activities besides fishing and marketing operation to make deductive conclusions about performance of the ESP Fish farming project. Various documents such as sensitization manuals, meeting invitations and reports as well as agreements and receipts were also analysed.

3.6.1 Pilot Study

The researcher piloted the instrument in Nyagati ward of Mwea constituency. The researcher chose the area as advised by the project manager in that the farmers in this area were the first ones to get ESP funded fish ponds. The farmers in the area also had the same characteristics as the general

study population. During piloting ambiguity of questions, sequence, structure content and meaning was checked. The researcher pretested the questionnaire by administering to eight respondents who were 10% of the sample population. The researcher amended the questions to ensure they accurately addressed all the possible areas of the study.

3.6.2 Instrument Validity

The researcher undertook a content validity test to measure validity. The test was undertaken to ensure that dimension and elements of concepts under study were contained and they were adequate and representative. This was guaranteed through consultations between the supervisor and the researcher. The Language used ensured there was no ambiguity as it was clear and simple necessary amendments were then carried out to ensure questions got the right responses. This was also ascertained by data collected during the pilot study.

3.6.3 Instrument Reliability

Reliability enables the researcher to identify the ambiguities and inadequate items in the research instrument. Test and retest method was used to confirm reliability by giving eight members of the pilot population the same test, the group had the same characteristics as the actual sample. After one week the tests were repeated and the scores obtained were correlated to get the coefficient of reliability which was 0.8 implying 80% reliability. According to Mugenda and Mungenda (2003), 80% is considered to be a high degree of reliability. Ambiguous words and irrelevant items were edited to enhance reliability of the instruments.

3.7 Data Collection Procedure

Self-administered questionnaires were used in which the drop and pick method was used as described in Mugenda and Mugenda (2003). This was done in a period of 10 days however in most cases follow up visits had to be done to ensure the questionnaires were fully and well filled.

Interview was held on appointment and was limited to some farmers while administering questionnaires, workers, extension officers and project manager. The researcher also held one focus group discussion with sixteen farmers who were recommended by the extension officer on the basis of eight male and female youth, four women and four men. The questions on the questionnaire made part of the interview schedule and were posed in open ended manner and were based on the research objective of end user participation in the overall project.

3.8 Data Analysis and Presentation

Data analysis involved the categorizing and summarizing of the data obtained to answer research questions (Mugenda & Mugenda, 2003). The filled questionnaires were cross-checked for accuracy by sorting them out to detect any errors and harmonize the responses. Raw data was cleaned and scrutinized by ensuring completeness, accuracy and consistency of information with other facts at the point of collection and addressing the noted errors and omissions. Then it was coded in order to reduce the responses to small number of classes. The quantitative data was analysed using SPSS version 23. The descriptive statistics was used to describe and summarize the data in form of tables, frequencies, percentages and mean.

The researcher also did a correlation to determine the relationship between the performance of economic stimulus fish projects and end users involvement in terms of initial planning, resource planning, marketing planning and monitoring and evaluation.

3.9 Ethical Issues

Before administering the questionnaire, the respondents was informed on the purpose of the research, assuring them of privacy all information they will disclose as well as asking them to respond to the questions voluntarily. Those unwilling to participate in the study were not obliged to do so. No incentives were given in order to participate. The researcher ensured anonymity in the data collection tools for discretion and information collected was only to be used for the purposes of this study.

3.10 Operational Definition of variables

The table 3.2 defines variables, their indicators, data collection methods and the tools to be used in the study

Table 3.2 Operational definition of variables

Variable	Indicator	Measurement	Data collection method	Tools of analysis
Dependent variable	improved farmers living	Importance as a source of income	Questionnaire /interview	Mean and frequencies
Performance	better breed of fish species the ESP fish project are	Utility of raised income Long term benefit		

	to meet farmers' basic needs.	Sustainability of the ponds		
Independent variable	Involvement in Feasibility study	Awareness of objectives	Questionnaire/interview	Mean and frequencies
Involvement Initial Planning	Involvement in Creating project plan Objectives clearly explained awareness of objectives	Attendance of sensitization meetings Satisfaction on execution		
Independent variable	Involvement in financial allocation	Attendance of consultative meetings	Questionnaire /interview/document review	Mean and frequencies
Involvement Resource Planning	Attend and participate in training Involvement in Setting up a project preparing schedules	Trainings attended Involvement in construction and stocking of fish ponds		
Involvement Monitoring and evaluation	Training workshop Identifying Performance gaps	preparing schedules training workshop Assess the progress Identifying performance gaps use of work plans	Questionnaire /interview/document review	Mean and frequencies
Independent variable	Consulted on potential customer	Attendance of consultative meetings	Questionnaire /interview/document review	Mean and frequencies
Involvement in Marketing Planning	Aware of planned markets Engaged in timely product delivery	Participation in market survey (formal/informal) Timely and profitable delivery		

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study. The results are founded on the objective of the study that is to examine the end users' performance and involvement in of Economic Stimulus of fish farming Projects of in Mwea Constituency. The demographic information of the respondents such as gender and age has been presented first followed by the findings on Initial planning involvement of end users, resource planning involvement of end users, marketing planning involvement of end users in Economic Stimulus Projects of fish farming and the monitoring and evaluation involvement of end users in Kirinyaga County's fish farming Economic Stimulus Projects.

4.2 Demographic information of the respondents

The demographic information captured included the age and gender of the respondents.

4.2.1 Age of the respondents

The data used in this study was drawn from a targeted population of 250 respondents from the fish farmers in Kirinyaga County .The sampled respondents were 83 respondents (n=83). The table 4.1 below was used to analyse the age of the respondents in the study. The researcher wanted to establish whether the ESP projects were benefiting the intended age group.

The table 4.1 shows that the youth are the least participating group in aquaculture (21-35) at 38.5% while people over 40 years were the ones actively involved in aquaculture.

Table 4.1 Age of the respondents

Category	Frequency	Percentage
20-25	2	2.4
31-35	14	16.9
36-40	4	4.8
41-45	33	39.8
46 and Above	30	36.1
Total	83	100.0

4.2.2. Gender of the respondents

Table 4.2 below represents the gender of all the respondents in Mwea constituency. The researcher wanted to establish whether the ESP projects were able to benefit the intended gender. The findings on the table 4.2 indicate that most of the farmers were male being represented by 72.2% of the respondents while female were 27.7%. They have turned to aquaculture businesses as a means of earning livelihood. In this region, young boys and married men are socialized and grow up to believe that men are the bread winners thus the high number of youthful men in the fish farming and trading activities.

Table 4.2 Gender of the respondents

Category	Frequency	Percent
Female	23	27.7
Male	60	72.2
Total	83	100.0

The targeted key beneficiaries of the project were the unemployed youth, women and fish farmers (TISA, 2010). However, according to the data collected at Mwea, beneficiaries were across the board and mostly Men above 31 years which can be explained by land ownership which was a prerequisite. Most of the males were married and heads of households. The findings above indicate that from the onset of the project it was clear that some of the wider goals were not going to be achieved.

4.3 Initial planning involvement of end users in Economic Stimulus Projects

According to reviewed literature in chapter two of this report involvement of stake holders in the initial planning of a project is crucial to the success of a project. The researcher posed three questions to establish whether the end users were involved in initial planning.

4.3.1. Source of information on ESP fish farming project

Table 4.3 shows how respondents came to find out about the ESP projects, whether the implementers had taken deliberate measures to reach out to the community.

Table 4.3 Source of information on ESP fish farming project

Source of information	Frequency	Percentage
Attend training courses	44	53
Read relevant literature	3	3.6
Information from NGO's	0	0
Information from family	6	7.2
Information from wider social network	12	14.4
Information from local authorities	10	12.0
Radio/ TV	8	9.6
Total	83	100

According to table 4.3 44 farmers representing 53 percent of the respondents attended training courses while 3.6 percent had read relevant literature, 6 farmers representing 7.2 percent received information from family, 14.4received information from wider social network, 10 farmers representing 12 percent received information from local authorities and 8 farmers representing 9.6 percent received information from Radio/ TV as part of a government campaign on the project. The above signifies that while majority of the members received information during training, they actually attended training without knowledge of the project. The project manager should have first informed members and got their opinion about the project before inviting the members for training.

4.3.2. Involvement in initial planning

Table 4.4 below was used to analyze responses on various points of intervention and the effectiveness by the project implementers during the planning stage.

Table 4.4 Involvement in initial planning

The respondents chose from 5-point score; Strongly Agree (1), Agree (2), Neutral (3), Disagree (4) and Strongly Disagree (5).

	1	2	3	4	5	Mean
Were your needs considered at the planning stage of the project	8	54	3	6	12	2.518
At the planning stage, there was adequate communication through empowerment, active listening and conflict resolution between stakeholders	4.4	38	28	20.6	9	2.918
The planning of the project was well executed to the satisfaction of the stakeholders	6	15	25	35	19	3.460

According to table 4.4 on the extent of involvement of farmers in the project, 51 farmers representing 62% of the farmers agree that their needs were considered at the planning stage while 15 farmers representing 18% disagreed that their needs were understood, however when asked whether there was adequate communication during planning, 32 farmers representing 42.4% agreed while 29.9% disagreed. In regards to whether the project was well executed, 18 farmers representing 22% agreed while 45 farmers representing 54% disagreed. While it is evident that farmers were involved in planning through their first two responses, the third response is indicative that they thought that more should have been done in the planning stage.

Table 4.4 Involvement in initial planning

The respondents chose from 5-point score; Strongly Agree (1), Agree (2), Neutral (3), Disagree (4) and Strongly Disagree (5).

	1	2	3	4	5	Mean
Were your needs considered at the planning stage of the project	8	54	3	6	12	2.518

At the planning stage, there was adequate communication through empowerment, active listening and conflict resolution between stakeholders	4.4	38	28	20.6	9	2.918
The planning was of the project was well executed to the satisfaction of the stakeholders	6	15	25	35	19	3.460

The focus group discussion with a group of sixteen indicate that farmers were not contacted in initial planning but that the project was addressing unemployment, which at that time was the current need of most of the community. This explains why majority of questionnaires indicated that the project managers were aware of farmer's needs. Out of 16 farmers in the focus group 7 indicate they did not know how they were identified. They approached the chief and councillor after being aware of the project, while the others three were called and asked whether they were interested by community leaders. Majority of the respondents, 9 out 16 agreed that at the initial stage they knew very little about the process involved, stakeholders involved and the project components considered during initial planning, however as they interacted with extension officers during implementation more was explained.

Correlation analysis revealed that there was positive correlation between overall performance of economic stimulus fish farming and initial planning at value of ($r = 575$. P-value <0.001). this showed that a positive change in initial planning resulted into an increase in performance of economic stimulus fish farming. Debbie et al, (2011), stated that involvement of stake holders in the initial planning of a project is key to the success of a project .If the farmers are involved properly and adequately during the initial planning of the project, they are likely to understand the objectives of the project, own it, become committed and this is likely to enhance the performance of a project.

4.4 Resource planning involvement of end users in Economic Stimulus Projects

The second objective was to determine resource planning involvement of end users in Economic Stimulus Projects of fish farming. Several criteria were used to determine whether the farmer was involved in resource planning including, involvement in criteria for allocating the fish ponds and where the criteria was decided

4.4.1. Criteria for allocating number of fish ponds

In order to establish whether farmers were involved in resource planning decisions various questions were posed as analyzed in table 4.5 .

Table 4.5 Criteria for allocating number of fish ponds

Description	Frequency	Percent
Land acreage	2	2.4
Pre-determined by project manager	19	21.2
You do not know	61	72.9
Your request	1	1.2
Total	83	100.0

Table 4.5 shows that 61 farmers representing 72.9% of the farmers were not aware of how a decision was arrived at and only 19 farmers representing 21.2% were aware that the criteria was predetermined by the project manager, with 20 farmers representing 2.4% being aware that their land acreage determined the criteria, while 1 farmers representing 1.2% requested the number of fish ponds on their land.

According to Clancy (1995), beneficiaries' involvement in the project planning stage is the most significant factor. Design, implementation and testing involvement increase the probability that the completion of the project would lead to the needs of the users being met. Debbie *et al.* (2011) quote Flannes and Lenn (2001), that projects exist because of internal and external customers and that the success of projects must focus on meeting the requirements of the customers and use of the

project products. Debbie *et al.* (2011) also notes that project sponsors should show interest in project by dedicating energy and time and guaranteeing that all stakeholders are recognized.

It is evident that farmers were invited to the ‘table, only when the planning and feasibility had already taken place and the project had been launched starting with farmer training. Farmers should have been involved in feasibility study and the planning of the training which are critical components, the farmers were only introduced to the project at training stage and this may explain why 54% indicated that the project was not executed to satisfaction.

The researcher therefore concluded that farmers thought they were involved in initial planning only because their ‘needs’ which are similar to other rural communities needs like jobs, food, education were the project focus but later this led to the feeling that the execution was wanting.

4.4.2. Adequacy of the initial resources for ESP fish farming

The researcher further sought to find out the extent of farmers involvement in the resource planning in terms of the various indicators as captured in table 4.6.

Table 4.6 Initial resources for ESP fish farming enough

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

	%					Mean
	1	2	3	4	5	
The resources in terms of materials and skills required for the ESP fish farming project were available and equitably allocated at the initial stages of the project.	12	51	17	18	2	2.47
The initial resources that were provided for my ESP fish farming project were enough.	13	45	22	12	8	2.57
At the planning stage, fish farmers were trained on all issues related to the ESP fish farming project and were allowed to give out their opinions on the resources available	11	40	28	17	4	2.63
ESP fish farmers had the required fish farming practical skills.	19	48	8	17	8	2.47
ESP fish pond (s) was/were constructed appropriately	47	24	12	10	7	2.06
ESP fish ponds were stocked appropriately	46	27.2	11	14	1.8	1.984

Out of all the respondents, 49 farmers representing 60% of respondents agreed that resources in terms of materials/equipment/tools and skills were provided for the ESP fish farming projects were provided and adequate and 16 farmers representing 20% disagreed ; 43 farmers representing 51% of Fish farmers were trained on important issues related to the ESP fish farming project as the implementation of the project continued; In addition to this, 68 farmers representing 82% of respondents agreed that farmers utilized the ESP fish farming resources appropriately; 56 farmers representing 67 % of ESP fish farmers had the required fish farming practical skills; 59 farmers representing 71% of the ESP fish ponds were constructed appropriately and 60 farmers representing 72.2 % of the ESP fish ponds were stocked appropriately.

The data presented in table 4.5 indicates that while most of the farmers agree that resources were provided appropriately, they were not involved in decisions that lead to resource distribution 3.8% supported that fish resources were provided for ESP fish farming projects. The resources provided to ESP fish projects as the respondents pointed out included: lime, fingerings, liners, feeds, and fertilizers. The farmers pointed out that the resources particularly the fish feeds were inadequate to for the intended period. When fish farmers are involved in resource planning, they are able to know the resources in terms of materials and skills required for the project. It is therefore possible to have them utilize the available resources efficiently, effectively and satisfactory especially when such enormous funds are provided for the project

Out of the sixteen farmers who participated in the focus group discussion, seven (7) indicate that they were involved in supply of labour in that they participate in digging of the ponds. While this does not indicate their participation in initial planning of resources, they were informed that this was part of their contribution to the project, but they also indicated they were not asked initially which resources they would want to provide. It was assumed that land and labour were the only resources the community could provide.

When fish farmers are involved in resource planning, they know the resources in terms of materials and skills required for the project. Mwamuye and Naymu (2012) indicated that the major issues found with fish farming in Lagos, Nigeria included inappropriate construction of ponds caused by poor training and supervision by below par resourced extension service providers. Fish

farming was unsuccessful in other parts of Africa as a result of no or little pre stocking pond preparation prompted by poorly resourced extension agents. Mwamuye and Naymu (2012) note that initially, the Kenya government funds towards fish farming was inadequate, however this has changed because under ESP program, enormous amount was invested into the project.

According to the research finding above while it is evident that resource were allocated as appropriate, the crucial component involving farmers during of planning on resources was not undertaken. This is evidenced by the fact that 72.9% of the farmers were not aware of the criterion used to allocate resources. This would have led to distrust and undercurrents among the beneficiaries who may have felt others were favored. According to (Tashchener & Mathias, 2009), stakeholders can provide specific knowledge on their needs. They further indicate the fish farmer's opinions over the project, skills and resources required for the project and the areas of deficiency should be considered at the resource planning stage by allocating finances, organising and providing training and setting up the project; this would in turn enhance easier implementation of the project. The above can only be captured by involving farmers at the early stage of planning for the resources and this was not undertaken for the case of Mwea. The researcher suggests that if there was more involvement, more resources would have been contributed by farmers giving more stakes in the project, for example some would have volunteered as trainers of trainers. By paying attention to the customers' needs, management automatically addresses the needs of suppliers and owners. Stakeholder theory suggests all the stakeholders should be given the necessary attention for the project to succeed. From the findings above, the managers failed involve one group of the very significant stakeholders, fish farmers in the performance of an ESP project (Reynolds, Schultz & David, 2006), and this led to poor performance hence supporting the theory.

4.5 Marketing planning involvement of end users

The third objective was to establish the marketing planning involvement of end users in Economic Stimulus Projects of fish farming in relation to awareness of markets, involvement and satisfaction in the market planning.

4.5.1. The farmer's awareness on the existence of fish market before ESP

To establish involvement of farmers in market planning the researcher first examined whether farmers were aware of available markets, this is analyzed in table 4.7.

Table 4.7 The farmer's awareness on the existence of fish market before ESP

Category	Frequency	Percentage
No	61	73
Yes	22	27
Total	83	100

The table shows that 61 farmers representing 73% of the respondents were not aware of fish market before ESP fish project, 22 farmers representing 27% were aware of the fish market. This indicates that before engaging farmers there was need to educate them on available fish markets.

4.5.2. Sources of information on the available fish markets

The researcher further sought to find out how they got to know about the fish market as shown in table 4.8.

Table 4.8 The source of information on the available fish markets

Category	Frequency	Percentage
Social network	4	6.7
Did own research	19	22.4
Other fish farmers	19	22.4
Project manager	40	47.1
Total	83	100.0

The table shows that 40 farmers representing 40 farmers representing 47.1 % of the respondents indicated that they got the information through the project manager whereas 22.4% did their own

research, 19 farmers representing 22.4% learnt through other fish farmers and 4 farmers representing 6.7% got the information through social media. This show that despite the farmers not being aware of the market the project manager took steps to mitigate the issue.

4.5.3. Whether the farmers were consulted on suitable market for fish

The researcher went ahead to establish whether end users were consulted by the project manager on suitable market for fish this is set out in table 4.9 indicates.

Table 4.9 whether the farmers were consulted on suitable market for fish

Category	Frequency	Percent
No	67	78.8
Yes	16	18.8
Total	83	100.0

The table shows that 67 farmers representing 78.8% of the respondents were not consulted on its suitability while 16 farmers representing 18.8% were consulted.

4.5.4. Whether market planning has an effect on the success of the projects

In table 4.10 the researcher analysed the relationship between various marketing activities and the success of the ESP fish farming projects.

Table 4.10 Involvement in Market planning for fish

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

	%					Mean
	1	2	3	4	5	
There was adequate market planning at the initial stages of the ESP fish farming	12.6	17.6	17.6	48.2	4	3.134
Fish products market was clearly identified and farmers understand the state of ESP fish market	4.7	12.9	34.1	45.9	2.4	3.284
Potential customers were identified and market structures were planned for, at the initial stages of the project considering that fish is a perishable commodity.	6.3	14.8	25.3	35	18.6	3.448
The market for the ESP fish is readily available and delivery of the products to the market is good.	12.9	34.1	2.4	45.9	4.7	2.954
ESP fish farming project has benefits like increased market share and improved fish products.	7.1	22.4	2.4	37.6	30.6	3.625

The table shows that 30.1% of the respondents agreed that adequate market planning was done while 51.7 % disagreed with the statement and 17.6% were neutral. When asked whether the fish product market was initially identified 17.6% agreed and 48.3% disagreed with the statement while 17.6% were neutral .the respondents were also questioned on whether the delivery of the fish in the market was good and that fish market was readily available and 47% agreed that fish market was readily available and delivery systems were efficient and 50.6 disagreed. On the question whether ESP fish farming project has benefits like increased market share and improved fish products 29.5% of respondents agreed while 68.6 disagreed. It is evident from the analysis above that the farmers disagreed that market planning had been done by the project manager to the appropriate levels.

In the focus group discussions with farmers on whether they were satisfied with market planning involvement, 33 farmers representing 40% they were satisfied; said yes while 50 farmers representing 60% said they were not satisfied. Farmers indicated that the Fisheries department only introduced refrigerators when farmers complained of wastage. Another measure introduced which member felt was not effective as it was informal, was where farmers dropped fish at a collection point at the District Fisheries Office and members of the public would buy from there and fund remitted to farmers after sale. A refrigerator had been purchased by the fisheries department for this purpose.

According to Department of fisheries, Kenya (2011), fish farming represents the fastest growing sector of food production, but one factor that has hindered development of aquaculture is the subsistence mentality of many farmers. The shortfall in the fish supply against the demand for the commodity cannot be overestimated and the gap can only be filled with fish production from fish farming (Department of fisheries, Kenya, 2011). This means fish farming has a lot of market potential and with adequate support of the intended beneficiaries (fish farmers). Aquaculture could considerably contribute to rural development even in countries where it was not common or known.

Lack of proper market planning is likely to have led to poor performance of the project as it is very clear that fish farming ESP project has not been successful. There was also lack of means of delivery as evidenced by responses.

Market access which is also necessary for longterm viability of aquaculture was also lacking both at planning stage and execution.

4.6 End users involvement in Monitoring and Evaluation of ESP fish farming project

The fourth objective aimed at understanding whether end users were incorporated in Monitoring and Evaluation of ESP fish farming project. In table 4.11 the researcher has analysed replies on end user participation in planning for the monitoring and evaluation as well as involvement in the actual exercise.

Table 4.11 End users involvement in Monitoring and Evaluation

Key 1=Strongly agree, 2 =Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree, 6=Do not know.

	%					Mean
	1	2	3	4	5	
I participated in monitoring and evaluation through preparing schedules and timetables for inspection visits	4	16	15	50	15	3.56
I participated in national ESP induction and project management training workshop which assisted me in monitoring and evaluation	7.1	21.2	2.4	47.1	22.4	3.571
I participated in site meetings to assess the progress of the project.	12.9	41.2	2	32.9	10.6	2.859
I participated in identifying performance gaps in ESP Fish projects	7.1	22.4	2.4	37.6	30.6	3.625
The project manager informed me on the use of work plans in monitoring and evaluation.	2.4	21.2	14.1	34.1	28.1	3.64

The researcher established whether the end users were incorporated in monitoring and evaluation through preparation of schedules and inspection visits. The table indicates 17 farmers representing 20% agreed to have participated ; 54 farmers representing 65% disagreed with the statement and 12 farmers representing 15 % were neutral. On participation in project management training workshop; 23 farmers representing 28.4 % agreed that they participated in project management training workshop and 59 farmers representing 71% disagreed with the statement. The researcher

also established whether end user were involved in establishing site meetings to assess the projects as part of monitoring and evaluation of the ESP fish project and 44 farmers representing 53.5% of the farmers agreed in participating in site meetings while 36 farmers representing 43.5% disagreed with the statement.

On assessing whether the end users were trained on the use of work plans in monitoring and evaluation, 25 farmers representing 29.5% agreed that they were informed on the use of work plans while 52 farmers representing 63.7 % disagreed to having been informed on the use of work plans.

The focus group discussions indicated that all members had been at one point interacted with an extension officer who though informally had indicated the expected milestone of the project. The researcher took this to indicate that the extension officer had work plans as point of reference. However, the level of involvement in designing or implementing monitoring and evaluation did not extend further than visits to farmers to see progress. While Taschener and Mathias (2009) note that it is important to involve the beneficiaries in policy development and implementation for a project to succeed. The study found that end users were minimally incorporated in monitoring and evaluation through preparation of schedules and inspection visits.

The findings in table 4.11 finding contradicts Korten and Chambers (2006) who argues that decisions on human, financial, and material resources are made during monitoring. The local community, (men and women), should be involved in a participatory way, as much as possible, in gathering this information.

In Nyenje, Ndunge and Mulwa, (2012) evaluation is defined as a process involving systematic collection, analysis and interpretation data related to a project, which help in comprehending the functionality of the project in relation to its objectives. Extension officers' visit without formally sensitizing farmers on expected outcomes from workplans and schedules did not meet this threshold. The level of involvement in designing or implementing monitoring and evaluation in the

study area did not extend further than visits to farmers to see progress in implementation. The researcher concludes that farmer involvement in monitoring and evaluation of the project was not as required.

4.7 Performance of ESP fish farming project

The researcher also sought to find out the general performance of the fish projects in terms of various indicators such as growth, improved standards of living, farmers satisfaction and also whether the fish species provided were good as analyzed in Table 4.12. The table shows that that in terms of general performance, 45.8% agreed to the fact that there is growth of the project while 54.3% disagreed with this statement. In terms of whether the ESP fish farming project has improved farmers living standard, 35 % agreed to this while 51% disagreed with this statement. 42% of the respondents also agreed that the project helped them meet their basic needs while 40% disagreed.

The researcher also established the farmer’s satisfaction with the ESP fish farming project and 17.5% were satisfied with the performance of ESP fish farming project; 71.7% disagreed with the project performance. Finally, 39% of the respondents agreed to the fact that the fish species provided were good while 46% disagreed. Debbie et al. (2011), define project success as achieving planning goals such as budget, schedule, and requirements; meeting end user benefits such as user satisfaction, improved capabilities; and achieving benefits such as knowledge new markets, profits, and products technologies. According to Munn and Bjeirmi (1996), success of a project is dependent upon the perceived project’s value, a realistic goal, client satisfaction, competition, market availability, profitability, a definite goal, and the implementation process. The performance of the project in terms of growth, profitability and sustainability is negatively influenced by lack of involvements of fish farmers during initial project planning, resource planning and marketing planning. According to the above analysis and table 4.12 the threshold set above was not achieved by the ESP fish farming project.

Table 4.12 Performance of ESP fish farming project

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

	%					Mean
	1	2	3	4	5	
The ESP fish farming project is doing very well in terms of growth.	12.9	32.9	2	43.7	10.6	3.125

ESP fish farming has improved farmers living standard.	16	19	13	34	17	3.14
The ESP fish farming projects are able to meet farmers' basic needs.	22	24	12	24	16	2.82
ESP fish farming project have long term benefits such as good returns.	3.5	56	20	17	3.5	2.61
Farmers are satisfied by the performance of the ESP fish farming project than they used there before.	7.1	10.4	8.8	68.2	3.5	3.446
The fish species provided for the ESP fish project are good and takes short time to mature.	15	24	11	22	24	3.04

4.7.1 Scheduled interviews with extension officers

The researcher engaged two extension officers and one former project manager in discussions on various issues surrounding the project but focused on performance. The table 4.13 shows the analysis of responses from extension officers when requested to comment on whether the project was successful in combating unemployment, which was one major reason as to why it was conceptualized, to provide employment to the youth. The project missed its target group and this is evident in the low number of youths participating in aquaculture compared to men. This displays a breakdown in communication and emphasis on the major target group, the youth.

	Frequency	Percent
NO	2	66.7
YES	1	33.3
Total	3	100.0

The discussions with extension officers brought out different on what could have been done to make project more successful. There were strong sentiments that all project sizes should have been commissioned not just big ones, some sites did not take part because of lack of commissioning. The CDF also had been a key partner and had been tasked with provision of water, a basic commodity to man and a lifeline for fish farming which it did not facilitate effectively. The last views raised were that strong market linkages should be developed so as to facilitate the process of market planning

4.8 Correlation of study variables

Table 4.14 indicates the results of correlation analysis of study variables to determine the relationship between the performance of economic stimulus fish projects and end users

involvement in terms of initial planning, resource planning, marketing planning and monitoring and evaluation.

Table 4. 14: Pearson correlation of the variables

	Initial planning	Resource planning	Marketing Planning	Monitoring and Evaluation of economic stimulus fish farming	Overall performance of economic stimulus fish farming
Initial planning	0.943				
Resource planning	Pearson Correlation .507(**) Sig. (2-tailed)	0.985			
Marketing Planning	Pearson Correlation Sig. (2-tailed) .518(**)	.584(**)	0.921		
Monitoring and Evaluation of economic stimulus fish farming	Pearson Correlation Sig. (2-tailed) .597(**)	.593(**)	.626(**)	1	
Overall performance of economic stimulus fish farming	Pearson Correlation Sig. (2-tailed) .575(**)	.589(**)	.490(**)	.512(**)	0.975

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

In order to determine whether there were relationships among the main variables, Pearson moment Correlation coefficients were computed for each pair of variables. The results are shown in the correlation matrix (table 5.1). The findings revealed that there was positive correlation between overall performance of economic stimulus fish farming and initial planning at value of ($r = .575$, p -value <0.001). This showed that a positive change in initial planning resulted into an increase in performance of economic stimulus fish farming. Likewise, projects that had resource planning involvement of end users, recorded better performance as indicated by a significant correlation value of ($r = .589$, p -value <0.001). The findings also indicated that performance of economic stimulus fish farming and Marketing Planning had significant relationship ($r = .490$, p -value $<$

0.001) the same as with monitoring and evaluation ($r=0.512$, $p\text{-value}<0.001$). In all the variables tested, increase in the rating significantly resulted to increase in performance of economic stimulus fish farming. According to stakeholder theory reviewed earlier all the stakeholders should be given the necessary attention for the project to succeed. Therefore in this study, the fish farmers form part of very important stakeholders for the ESP fish farming project because they determine the survival and success of the project. They are hence likely to influence future direction of the ESP fish farming project and so this theory is pertinent to this study. The Community participation theory contends that an active role should be given to the local community in programs and improvements that directly affect it (Reddy, 2002). It is only sensible to give control of decisions and affairs to those who are most affected by them. The research findings on the table 4.14 support both the stakeholder theory and community participation theory since the lack of adequate involvement of end user in planning translates to poor performance of the ESP projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with summary of the findings, conclusions and recommendations of ESP fish farming project in Kirinyaga County

The summary is done consistent with objectives of the study which are establishing initial planning involvement of end users, resource planning involvement, marketing planning involvement as well as monitoring and evaluation involvement of end users and how they relate to performance of the ESP fish farming project.

5.2 Summary of findings

5.2.1 Initial planning involvement of end users

The research findings on how stakeholders learnt of the project indicate that farmers were invited to the ‘table, only when the planning and feasibility had already taken place and the project had been launched starting with farmer training. The researcher therefore concluded that farmers thought they were involved in initial planning only because their ‘needs’ which are similar to other rural communities needs like jobs, food, education were the project focus but later this led to the feeling that the execution was wanting. This is because the project managers assumed that the project can address poverty and lack of employment in any community but did not consider every community has dynamic needs.

5.2.2 Resource planning involvement of end users

In Mwea, the study found that farmers were not aware of how a decision to allocate fish pond was arrived at however they agreed that resources with regard to skills, tools, equipment, and materials were provided adequately for the ESP fish farming projects. While it is evident that resource were allocated as appropriate, the crucial component involving farmers during of planning on resources

was not undertaken. This would have led to distrust and undercurrents among the beneficiaries who may have felt others were favored. The study concludes the fish farmer's opinions over the project, skills and resources required for the project and the areas of deficiency should be considered at the resource planning stage by allocating finances, organising and providing training and setting up the project; this would in turn enhance easier implementation of the project. The above can only be captured by involving farmers at the early stage of planning for the resources and this was not undertaken for the case of Mwea.

5.2.3 Marketing planning involvement of end users

The study found that Fisheries department only introduced refrigerators when farmers complained of wastage. Another measure introduced which members felt was not effective as it was informal, was where farmers dropped fish at a collection point at the District Fisheries Office and members of the public would buy from there and fund remitted to farmers after sale. Market access which is also necessary for long-term viability of aquaculture was also lacking both at planning stage and execution.

The researcher concluded that if farmers were involved in market planning issues like cold storage, access to both rural and urban markets and transportation issues would have been addressed earlier. The fish farmers should therefore be involved in market planning so that they can comprehend the state of the fish market. They will be able to discern whether there are market structures that are readily available for the produce and this in turn determine the effort they put into the project. They may also explore and find more market on their own once shown the direction.

5.2.4 End users involvement in Monitoring and Evaluation

The study found that end users were minimally incorporated in monitoring and evaluation through preparation of schedules and inspection visits. All members had been at one point interacted with

an extension officer who though informally had indicated the expected milestone of the project. The researcher took this to indicate that the extension officer had work plans as point of reference. The level of involvement in designing or implementing monitoring and evaluation in the study area did not extend further than visits to farmers to see progress in implementation. The level of involvement in designing or implementing monitoring and evaluation tools did not extend further than visits to farmers to see progress. The researcher therefore concludes that farmer involvement in planning and execution of monitoring and evaluation of the project was not adequate to be able to implement good strategies to ensure progress is monitored and corrective action undertaken through the project implementation period.

5.3 Conclusions

The study concludes that farmers were not actually consulted in the planning stages but because the project was addressing poverty and unemployment, a major concern in the area, the project implementers targeted this need without consulting potential fish farmers. However, every community has different needs and respond differently to various interventions. In Mwea constituency other economic expanding already existing economic activities like Rice and green bean farming may have been better intervention with greater reception. In relation to involvement in market planning the study concludes that farmers were not involved in market planning adequately and lack of proper market planning is likely to have led to poor performance of the project as it is very clear that fish farming ESP project has not been successful especially in terms of longevity after government withdrawal.

Success of a project is dependent upon the perceived project's value, a realistic goal, client satisfaction, competition, market availability, profitability, a definite goal, and the implementation process. The client (the end user) is key in determining the long term success of the project and hence farmers' involvements are very important for the project success. Users' involvement allows

farmers to give their opinions and attitudes regarding specifically defined opportunities, problems or issues, and hence they also support the initiatives. It is noted that this was not the case for Mwea constituency and the researcher portend this contributed to poor performance of the ESP fish farming projects.

The researcher concludes the end user involvement in planning the project was inadequate and would be one of the issues that led to poor performance of the ESP fish farming project.

5.7 Recommendations

Based on the findings of the study, the following are the researcher's recommendations:

1. All participating groups including interested citizens and farmers should be encouraged and invited to participate in all areas of planning. This broad representation of members enhances projects support, success of the outcomes, and credibility of the process.
2. In order to improve the sustainability of fish projects, youth should be involved more in the agriculture sector. This can be achieved by educating them, giving them a stake at the policy level and encouraging them in coming up with innovations in agriculture. Farming should be perceived as a rewarding career by the youth and that it plays a significant role globally.
3. There should be more involvement and commitment by Agricultural extension officers in ESP fish farming projects in making them successful specifically in monitoring objectives of the project. There should be plans to reach those with limited access to information and the marginalized farmers through extension services. This in turn encourages them to be more independent and self-reliant which will in turn help in increasing productivity.

4. Appraisal of already implemented projects should be a baseline to identify potential, improve current performance, identify training needs, increase motivation, provide feedback, and let individuals identify their contribution hence solving existing problems.

5.8 Suggestions for Further Research

From the findings of this research, the researcher's suggestions for further study are:

1. Similar studies should be carried out in other parts of the country to determine if similar results would be arrive at. This would facilitate comparison and comprehensive results on the findings.
2. This research dealt only with establishing the relationship between the involvement of end users and the performance of Kenya's Economic Stimulus Projects with reference to fish farming projects in Kirinyaga County. However, other factors could be deliberated for further study. Such factors may include view of fish farming in respect to cultural farming practices, ability of community to absorb certain levels of funding and community participation in terms of resource mobilization and effects on project ownership

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APPENDICES

APPENDIX I : INTRODUCTION LETTER

Wallace Kamau

P.O BOX

Ruiru

Dear Respondent,

I am a final year student at the University of Nairobi, pursuing a Master's degree in project planning and management. I am undertaking an academic research on the relationship between end "users" involvement and the performance of economic stimulus fish farming projects in mwea constituency.

I am humbly requesting for your assistance by responding honestly to all the questions in the questionnaire. All information collected was used only for academic purposes and your cooperation was highly appreciated.

Thank you in advance,

Yours Faithfully

Wallace Kamau

APPENDIX II: QUESTIONNAIRE FOR FISH FARMERS

Please fill in the questionnaire as honestly and objectively as possible. The questionnaire seeks to examine the relationship between end users involvement in the fish farming project under ESP and the performance of the project. Please give as much information as possible and tick (✓) to fill in the spaces where applicable.

All identity is treated with utmost confidentiality and used only for the intended purpose.

Part A: Bio data information

1. Are you one of the ESP fish farmers? Yes No
2. Age (years):
20-25 26-30 31-35 36-40 41-45
46 and above
3. Sex : Male Female
4. Marital status: Single Married
5. Were you rearing fish before the start of ESP projects? Yes No

Part B:

Section 1: Initial Planning

1.How did you acquire knowledge and learn about the ESP fish farming project?

	Tick as appropriate
Attend training courses	
Read relevant literature	
Information from NGO's	
Information from family	
Information from wider social network	
Information from local authorities	
Radio/TV	

2. What were the objectives of the ESP fish farming project? Kindly enumerate.....

3. On a scale of 1-5 (where 1 means strongly agree and 5 strongly disagree) express the extent to which you agree or disagree with the following statements.
Key 1=Strongly agree, 2 =Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree, 6=Do not know.

		1	2	3	4	5	6
i.	Were your needs considered at the planning stage of the project.						
ii.	At the planning stage there was adequate communication through empowerment, active listening and conflict resolution between stakeholders.						
iii.	Planning of the ESP fish projects was well executed to the satisfaction of all stakeholders.						

4. In your own words, what do think could have been done at the initial planning to enhance the performance of the ESP fish farming project?

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Section 2: Resource Planning

1. Was the number of fish pond built on your land dependent on (tick as appropriate)
 - i. Land acreage
 - ii. Your request
 - iii. Predetermined by project manager
 - iv. You do not know
2. Where was (A) above decided?

- i. Consultative meeting with project manager and other farmers ()
- ii. Direct meeting with the project manger ()
- iii. You do not know ()

3. What do you think can be done to improve resource planning for government affiliated projects in future?

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Section 3: Marketing Planning

1. Were you aware of the market for fish before the ESP project?

If no, how did you learn about market for your fish?

- i. Project manger ()
- ii. Social network ()
- iii. Other fish farmers ()
- iv. Did own research ()

2. During the planning stage did the project manger consult you or other farmers on suitable market for the Fish

3. On a scale of 1-5 (where 1 means strongly agree and 5 strongly disagree) express the extent to which you agree or disagree with the following statements.

Key 1=Strongly agree, 2 =Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree, 6=Do not know.

		1	2	3	4	5	6
1	There was adequate market planning at the initial stages of						

	the ESP fish farming project.						
2	Fish products market was clearly identified and farmers understand the state of ESP fish market.						
3	Potential customers were identified and market structures were planned for, at the initial stages of the project considering that fish is a perishable commodity.						
4	The market for the ESP fish is readily available and delivery of the products to the market is good.						
5	ESP fish farming project has benefits like increased market share and improved fish products.						

4. In your own words, was the market planning for ESP fish projects adequately done and what can be done to improve the status of such a market in future?

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Section 4: Monitoring and Evaluation

1. On a scale of 1-5 (where 1 means strongly agree and 5 strongly disagree) express the extent to which you agree or disagree with the following statements.

Key 1=Strongly agree, 2 =Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree, 6=Do not know.

	Parameters	1	2	3	4	5	6
1	I participated in monitoring and evaluation through preparing schedules and timetables for inspection visits						
2	I participated in national ESP induction and project management training workshop which assisted me in monitoring and evaluation						
3	I participated in site meetings to assess the progress of the project.						
4	I participated in identifying performance gaps in ESP Fish projects						
5	The project manager informed me on the use of work plans in monitoring and evaluation.						

Section 5: Performance of ESP fish farming project

1. What are your sources of income (1 = most important, 5 = least important)? 1:

3: 5: 2: 4:

2. Is aquaculture an additional source of income? Yes () No ()

If no – which former activity was replaced by aquaculture?

3. What are you mainly using the harvested fish for? () Sold on market () given to relatives/neighbors/payment-in-kind () Home consumption () Other:

4. What are you mainly using your income for? () Investment in aquaculture () Schooling fees () Personal () Other:

5. On a scale of 1-5 (where 1 means strongly agree and 5 strongly disagree) express the

extent to which you agree or disagree with the following statements.

Key 1=Strongly agree, 2 =Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree, 6=Do not know.

		1	2	3	4	5	6
1	The ESP fish farming project is doing very well in terms of growth.						
2	ESP fish farming has improved farmers living standard.						
3	The ESP fish farming projects are able to meet farmers' basic needs.						
3	ESP fish farming project have long-term benefits such as good returns.						
4	Farmers are satisfied by the performance of the ESP fish farming project than they used there before.						
5	The fish species provided for the ESP fish project are good and takes short time to mature.						

Generally, what do you think could be done to better the performance of fish farming in future?

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APPENDIX V: INTERVIEW SCHEDULE FOR FOCUS GROUP

Gender composition

Age Cluster

1. Are there other ongoing community projects in Mwea Constituency and are you involved?
2. Are members of the community normally consulted before community project begin?
3. Could you provide a detailed description of your particular involvement the ESP project initiation process in terms of:
 - i. identification of farmers
 - ii. Resource mobilization and planning
 - iii. Market Planning
4. From your experience of, do you think enough was done to involve you in the above? What more should have been done?
5. What were some support strategies to encourage farmers (training, extension services, provision of farm inputs)
6. Is fish farming your only source of income?
7. What do you consider as success in any given project? And which are some of the successful projects
 - i. Provision of food for the family
 - ii. Supplementary Income generation
 - iii. Source of employment
8. Do you think the project managers should do more to include people in the execution of the project? Explain?

APPENDIX VI: INTERVIEW SCHEDULE FOR PROJECT MANAGERS/EXTENSION OFFICERS

Role in project – Project manager

Extension officers

1. Can you describe your duties in the ESP project from inception to the end?
2. Were you involved in identifying beneficiaries? if so, how did you involve the community in this process?
3. Were you involved in developing sensitization or training manuals? Kindly describe the process?
4. During the project implementation were there any material resource issued to farmers?
 - i. Kindly describe the criteria used to issue these resources?
 - ii. Are you aware of how the criterion was developed?
 - iii. Kindly describe how the criteria was developed
5. Kindly describe the markets available to fish farmers and your role in identifying these markets?

Also describe the farmer's roles in identifying the markets
6. In your opinion was the project successful in combating
 - i. Poverty
 - ii. Providing employment
7. Can you describe any other factor you think would have contributed to success of these projects?