PROJECT IMPLEMENTATION PROCESS, LEGAL FRAMEWORK AND PERFORMANCE OF PROJECTS: THE CASE OF INDIGENOUS CHICKEN PROJECTS SPONSORED BY AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME IN MACHAKOS COUNTY, KENYA

BY

PETRONILLA WANJUGU NDUTHU

A Research Thesis Submitted in Partial Fulfillment of the Requirements for the Award of the Degree of Doctor of Philosophy in Project Planning and Management of the University of Nairobi

2018

DECLARATION

This research thesis is my original work and has not been presented for the award of any degree in this University or any other institution of higher learning.

Signature: _____ _____

Nduthu Petronilla Wanjugu **Date**

Registration No: L83/93862/2014

This research thesis has been submitted for examination with our approval as the university supervisors.

Signature: _____ _____

Dr. Lilian Otieno Omutoko **Date**

Senior Lecturer,
Department of Open Learning
School of Open and Distance Learning
University of Nairobi

Signature: _____ _____

Dr. Angelina Mulwa **Date**

Lecturer,
Department of Open Learning
School of Open and Distance Learning
University of Nairobi

DEDICATION

This work is dedicated to my beloved husband Samuel Mwanzia, lovely son Engineer Ken Kilungu Mwanzia, adored parents Veronica Wambui Nduthu and Joseph Nduthu Mathai together with my siblings for their support, patience and encouragement.

ACKNOWLEDGEMENT

I acknowledge that it has been through the generous dedication and able guidance of my committed supervisors Dr. Lilian Omutoko and Dr. Angeline Mulwa that this thesis has been accomplished. I recognize the contribution of all my lecturers at the Department of Open Learning who facilitated the Project Planning and Management PhD program. Special thanks to the entire staff at the Open Learning Department of the University of Nairobi for their support in this endeavor. Many thanks to my colleagues and classmates whom we have toiled together and supported each other.

I would always give the honour to my parents, Joseph Nduthu and Veronicah Wambui for giving me the passion of learning and value of persistence in every way from a tender age. Without their faith in me and fervent believe in the vitality of education, I would never have gone to school in the first place. I cannot forget my sisters and brothers for their encouragement and inspiration which was timeless.

A warm recognition go to my dear husband Dr. Samuel Mwanzia who has moved with me in this journey and more so allowing me to use the family resources to support this worthy course and my son, Engineer Ken Kilungu Mwanzia, for their incredible support especially in editing my work. Samuel, you have walked with me as a true friend, companion and partner in every way including editing my work. You have indeed made personal sacrifices to see that this work reached its conclusion including staying late with me for moral support. Whenever this work will be read your name shall be ingrained thereon and therefore I say thank you.

To each of the above, I extend my deepest appreciation.

TABLE OF CONTENTS

ABSTRACT

Indigenous Chicken projects are important for food security and poverty alleviation in developing countries. However global, regional studies on Indigenous Chicken meat produced showed poor performance of Indigenous Chicken projects. Due to that the issues that hindered the performance of Indigenous Chicken projects were identified. Therefore this study sought to establish the influence of project implementation process and legal framework on performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme. This was done through investigating the influence of project implementation process on performance of Indigenous Chicken projects and also investigating the moderating influence of legal framework on performance of Indigenous Chicken projects. The study reviewed different literature that showed project planning, project resource mobilization, project execution influenced performance of Indigenous Chicken projects. The research design used was mixed method which was guided by pragmatism paradigm. Target population was 80 Indigenous Chicken projects sponsored by Agricultural Sector Development Support Program from which a sample was selected through probability sampling technique by use of multi stage sampling. The study population of 40 Indigenous Chicken projects was systematically sampled and a sample size of 146 respondents was selected from 40 Indigenous Chicken projects by use of Sekaran's (2003) sampling size criterion from a population of 944 members of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Program through probability sampling technique. Quantitative data was collected from 146 respondents using structured questionnaire whereas qualitative data was collected from key informants who were 10 stakeholders partnering with agricultural sector development support program using an interview guide. Research instrument was pilot tested for validity through content related method and reliability was done through split half. Descriptive statistics was analysed by use of frequencies, percentages, arithmetic mean and standard deviation while inferential statistics was analysed using Pearson's Product Moment correlation (r), simple regression and stepwise regression (r^2). F-test was done to test the hypothesis of the study. The study established that project planning significantly influences performance of Indigenous Chicken projects where r= 0.319; p: 0.000< 0.05; F (1,136) =15.455; R^2 = 0.101. During planning, it was found that the attendance was low during development of plans though it was participatory. Further the study established that resource mobilization significantly influenced performance of Indigenous Chicken project where r= 0.177; p: 0.038<0.05; F (1,136) =4.412; R^2 = 0.031. Likewise the findings also established that project execution had a significant influence on performance of Indigenous Chicken project where r= 0.389; p:0.000<0.05; F(1,136)=24.224; R^2=0.151. Though the execution significantly influenced performance it was found that some implementers did not do New Castle Disease vaccination and instead used aloe vera and sisal juice. Further project implementation process was found to significantly influence performance of Indigenous Chicken projects r= 0.362; p:0.000<0.05; F(1,136)=20.523; R^2=0.131; However on assessing moderating influence it was found out that legal frame work had a significant influence on project implementation process and performance of Indigenous Chicken project with r= 0.365; p:0.000<0.05; F(3,134)= 6.879; R^2=0.133. It was found that the project implementers do not do Indigenous Chicken disease management. The study recommended that planning should be done before execution where needs are identified in a participative way, required resource persons and resources for execution put in plan before execution.

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATION AND ACRONYMS

ACIAR	Australian Centre for International Agricultural research
ADS	Anglican Development Services
AFA	Agriculture and Food Authority
ARD	Agriculture and Rural Development
ASDS	Agricultural Sector Development Strategy
ASDSP	Agricultural Sector Development Support Programme
BA	Black Australorp
BYPF	Backyard Poultry farming
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GOK	Government of Kenya
IC	Indigenous Chicken
KALRO	Kenya Agriculture Livestock Research Organization
KEPOFA	Kenya Poultry Farmers Association
KUMEA	Kujenga Maisha East Africa
NGO	Non-Governmental Organization
NPDP	National Poultry Development Program
PM	Project Management
PMI	Project Management Institute
SHG	Self Help Group
USAID	United States Agency International Development
VBEC	Village Biosecurity, Education and Communication programme

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Indigenous Chicken projects are important for food security and poverty alleviation in developing countries (Moreki, Dikeme & Poroga, 2010). Similarly Muchadeyi, *et al*., (2007) indicated that Indigenous Chicken projects make substantial contributions to household food security in form of meat and eggs for consumption throughout the developing world. Further Bett, Musyoka, Peters and Bokelmann (2012) argued that easy marketing of Indigenous Chicken influence the uptake of Indigenous Chicken project by implementers where about 90 percent of the poultry populations are Indigenous Chicken in all parts of the world as they play the crucial role for rural economies in most of the developing and underdeveloped countries (FAO 2014). Likewise Padhi (2016) and Okeno, Kahi and Peters (2012) posited that keeping of Indigenous Chicken at 90 percent as compared to the exotic poultry was due to their tropical adaptability and disease resistance, while their plumage colour helps in protecting themselves against predators. Further Bett, *et al*., (2014) indicated Indigenous Chicken to be hardy and have low startup capital than exotic poultry projects. However Sarkar and Golam (2009) identified changes in traditional management practices in a bid to improve performance of Indigenous Chicken projects and thus contribute to household incomes and food security per year as global statistics shows poor performance.

Global Indigenous Chicken population is estimated at 17 billion where 80% are kept in developing Countries thereby producing 67 million metric tons of Chicken meat and 57 million metric tons of Chicken eggs (Sonaiya, 2008; Pym, Guerne, & Hoffmann, 2006;). Statistics of Indigenous Chicken projects globally have shown low performances thereby producing only 30% of all the poultry meat consumed (Food and Agriculture Organisation (FAO), 2012) where global poultry meat output which though expected to amount to 106.4 million tonnes by 2013, showed growth to slow down annually since 2010 from around 4.5 per cent to 1.8 per cent (FAO, 2013). In Asia statistics has shown low performance where Indigenous Chicken projects contribute about 19.75% and 25.06% of total meat and egg production respectively (Dutta, Islam & Kabir, 2013). Poor performance of Indigenous Chicken projects was also perceived in Africa where it was set to produce 6,000,000 tonnes of Chicken meat in the period 2000 to 2012, but only produced 5% of global Chicken meat (FAO, 2014) showing poor performance since

findings by Global poultry trends (2014) indicated that Africa produced 2,700,000 tonnes of meat whereas Kenya produced 22,700 tonnes of meat in the same period of 2000 to 2012. Poor performance has been reported in Machakos as the County only produces 862 tonnes of meat to feed a population of 1,289,200 (Machakos County Integrated Development Plan, 2015). Following the global statistics it shows that performance of Indigenous Chicken projects is poor and hence causes of poor performance need to be identified.

In Indian sub-continent, study done on semi- scavenging Indigenous Chicken Model programme funded by Danish International Development Agency (DANIDA) by Tabassum, *et al*., (2014) in Bangladesh results indicated that use of 'combined approach of stakeholders in raising resources improved performance of Indigenous Chicken projects. Further study by Sathe (2012) on rural poultry projects conducted by National Bank for Agriculture & Rural Development (NABARD) in Kerala, Madhya Pradesh and Maharashtra results indicates that the project did not achieve good performance because of lack of timely availability of resource and training. Similarly, study in Bangladesh of Family Poultry (FP) model programme done by Chinombo, Jere, Kapelemer-Phiri and Schleiss (2010) results indicated sustainability to be achieved through use of implementing inclusive organizational structure with groups of Family Poultry smallholder farmers, micro-credit, NGOs and government institutions. Likewise the study by Australian centre for International Agricultural research (ACIAR), (2010) done on Village Biosecurity, Education and Communication (VBEC) programme which began in Indonesia on August 2009 showed that involving all key stakeholders in the project made excellent progress in Indigenous Chicken performance. Therefore, it can be concluded that studies reviewed in Asia on Indigenous Chicken project has showed resources, training, combined approach of stakeholders, legal framework and formation of organizations to improve performance of projects.

In African continent a study on commercialisation programme for Indigenous Chicken done in Swaziland by Siyaya and Masuku (2013) implemented between 2008 and 2009 results revealed that lack of resources and poor planning during implementation of project to cause poor performance. Further a study in Malawi of Government crossbreeding programme by Safalah (2001) which involved implementing three hatcheries, one in each region of Mzimba, Lilongwe and Karonga, that facilitated hatching and distribution of six weeks old Black Australorp (BA) to households in villages since 1960 findings showed poor performance as a result of inbreeding

caused by lack of training. Similarly in south Africa study done on Empowerment for Food Security Program (EFSP) of a poultry project implemented in 2006 at Kwa Zulu Natal by Tarwireyi and Fanadzo (2013) results revealed that poor performance was due to lack of training and opportunity to have Indigenous Chicken sustainability structures. However literature reviewed in Africa on Indigenous Chicken project has shown poor planning, resources, trainings and organization structures to improve performance.

In Kenya study done on National Poultry Development Program (NPDP) by Okeno, *et al*., (2012) results indicates poor planning and lack of breeding program to supply quality breeding stock to cause poor performance. Likewise in a Project Completion Report (2014) of Indigenous Chicken Dispersal Program done in Embu and Kisumu known as Kenya Kujenga Maisha East Africa (KUMEA) results revealed that formation of Indigenous Chicken farmers into Self-help group to influence performance of Indigenous Chicken projects. The findings of study by Nduthu (2015) on Indigenous Chicken production in Machakos showed poor performance of Indigenous Chicken projects as only 28% of implementers' accessed training, legal framework and resources in form of credit facility while as study by Mutombo (2014) done in Machakos showed low performance of Indigenous Chicken projects to be caused by lack of resources. Studies in Kenya have shown performance to be improved through formation of Indigenous Chicken structures, training, resources availability and planning. From literature reviewed globally, Asia, Africa, Kenya and Machakos it has been found that planning, resources, training and legal framework influence performance of Indigenous Chicken projects.

For agricultural sector to continue performing profitably, Kenya has implemented Agricultural Sector Development Support Programme (ASDSP) funded by Swedish International Development Aid (SIDA) and Government of Kenya (GoK). It is aligned to Agricultural Sector Development Strategy (ASDS) whose objective is to transform agriculture to commercialization, innovative and competitive industry (Republic of Kenya (RoK), 2010) hence contributing to 10% p.a. economic growth as stated in Vision 2030 economic pillar (Vision 2030, 2007). In a bid transform agriculture, ASDSP sponsored Indigenous Chicken projects in Machakos hence this study investigated the implementation process, legal frame work and performance of Indigenous Chicken projects sponsored by ASDSP in Machakos County, Kenya.

1.1.1 Performance of Projects

Concept of performance in projects is linked to performance theory where study by Frese and Sonnetag (2000) identified that performance theory has three perspectives which are the individual perspective that looks at performance itself and is determined by the level of hard work of the project, situational perspective that looks at the legal environment of the project and the regulatory perspective which looks at the project implementation process. Following the performance perspective, the exact variable that influence performance need to be identified. Study by Javed, Mahmood and Sulaiman (2012) indicated that project performance to be improved through planning effort, project management capabilities where resources are mobilized, commitment to project implementation and relevant legal environment. Further study by Usman, Kamau and Mireri, (2014) done in Abuja, Nigeria indicated performance to be influenced by good project implementation, adequate planning and resources provisions for project execution. Therefore, from studies by Javed, *et al*., (2012) and Usman, *et al.,* (2013) it can be concluded that planning, resources and execution to influence project performance hence forms the project implementation process. Study by May (2013) done in United Kingdom indicated that performance characterizes project implementation process which provides a framework in planning the intervention for measuring productivity, evaluating progress and outcomes as a factor of good performance.

In order to measure performance of projects, Kerzner (2006) in a study done in New York posited criteria to include consideration of time, cost specification, customer satisfaction and maintaining quality within the organization. Further Zuofa and Ochieng, (2014) indicated project performance indicators to be perceived in two broad types' namely subjective perspective based on implementers' satisfaction and objective performance based on tangible factors like production and quality. Likewise from a study done in USA-Upper River Saddle by Schwaber and Beedle (2002) findings indicated performance to be measured in clear benefits like productivity, duration and customer satisfaction. Similarly Bryde (2003) in his study done in United Kingdom argued that performance can be measured in beneficial outcomes, quality in terms of satisfaction to customer and stakeholders. Basing the argument from the literature reviewed on performance, this study used Schwaber and Beedle (2002) to measure performance of project in term of beneficial outcome which looks at production, timeliness of project delivery and quality in terms of farmers' satisfaction.

Therefore performance of Indigenous Chicken projects in this study of project implementation process, legal framework and performance of Indigenous Chicken sponsored by Agricultural Sector Development Support Programme was measured in terms of production numbers, time taken in project completion and farmers satisfaction. However on production Dutta, Islam and Kabir (2012) identified production performance to be measured in terms of egg productivity, egg hatchability, survivability and meat productivity. Further on evaluation of performance Faruque, Islam, Afroz and Rahman (2013) agreed with Kabir (2012) on egg productivity, hatchability, survivability but included the parameter of body weight to test for production performance. From the argument of this literature, production for this study was measured with eggs laid, chicks hatched, survival from thieves, predators, diseases, body weight. However Rondón, (2013) identified that projects activities done within the specified time of production influences performance of projects. Likewise Rondón (2013) asserted that delay in time taken to do Indigenous Chicken projects activities could be as a result of changes in project plan, shortage of material resources and availability of project team. However Enshassi, Mohamed and Abushaban (2009) asserted that if resources are unavailable as planned, the project delays causing poor performance. Further Kariungi (2014) argued that undertaking projects activities depends on procurement procedures of required resources, legal factors, timely availability of funds and project planning tools. However in these studies, the project activities undertaking was measured through availability of resources in terms of timely offering of services, trainings and material. Customer satisfaction is important to project performance as it motivates the implementers to implement the activities of the project. To achieve customers' satisfaction Covin, Green and Slevin (2006) identified that meeting the expectations of plan should be done in an efficient and effective way. Likewise Enshassi, *et al*., (2009) indicated customer satisfaction to be achieved through information coordination, reliability of service, site conditions, quality and availability of service providers. Therefore from different studies reviewed here, performance of project was measured in productivity numbers, timelines of activities done and project implementers' satisfaction.

1.1.2 Project Implementation Process

Project implementation process shows a typical cycle of project life where a project is structured on what is to be done, how to do it, doing it and closing (Patzak 2009). Study by Pinto and Slevin (1989) showed project implementation process as a guide of "what do we want to do as

plans; how do we want to do it through use of resources; then we do it by executing plans". Therefore from this studies by Patzak (2009) and Pinto & Slevin (1989) showed that in project implementation process there should be plans, resources and execution of the plans using the resources. Project implementation process assist in execution of projects as it provides project plans, specifications, and the original project feasibility (Project Management Method, 2015). The views of Patzak (2009) and Pinto & Slevin (1989) in project implementation process has a relationship with literature reviewed globally of Indigenous Chicken projects showing areas causing poor performance as poor planning, lack of timely availability of resources and having sustainable structures formed through legal framework during execution. Therefore this study will adopt project planning; project resource mobilization, project execution as independent variables and legal framework as the moderating variable. This study is grounded by the implementation theory as the theory has a robust set of conceptual tools that guides project planning, resource allocation rule used in resource mobilization and project optimality used in performance of project.

1.1.2.1 Project Planning

Poor or lack of planning was identified as cause for poor performance in Indigenous Chicken projects (Siyaya & Masuku, 2013; Okeno, *et al*,. 2012). Likewise Idoro (2015) indicated that project planning is used to develop plans that have defined strategies and tactics meant to achieve performance of project and therefore should be communicated to the implementers. Inadequate planning may lead to insufficient communication of activities which could be misunderstood or misinterpreted during implementation (Bourne, 2015). Therefore for planning to influence performance of project, study by Wang and Gibson (2008) indicated that it should have project scope definition. Further Whelton (2004) and Field, (1997) indicated that identification of problem helps needs to be accomplished and gives the project scope definition for planning hence involving stakeholders during planning manages diverse and competing needs of the implementers. From literature reviewed under project planning, it shows that adequate planning should be done by stakeholders from needs identified and developed plans should be communicated.

1.1.2.2 Project Resources Mobilization

Lack of timely availability of resources for implementing the Indigenous Chicken project was the cause for poor performance of project (Nduthu, 2015; Mutombo, 2014; Sathe, 2012). However, though good plans have been identified to influence performance, but Okeyo, Rambo and Odundo, (2015) indicated that having comprehensive plans is not sufficient, if resources required to execute the plans are not availed or accessed in time. Further, study by Okeyo, *et al*,. (2015) argued that it is important for stakeholders to share resource plans developed during project planning, considering the type of resources, quantities required, who should provide and the cost. Ochieng, Owuor and Bebe, (2013) study indicated that if resources are not available they should be mobilized from among relevant stakeholders. Likewise Chang, Chih, Chew and Pisarski (2013) indicated that to mobilize resources, stakeholders should be identified to fulfil expectation and satisfaction of implementers which is ensured through stakeholder engagement and management from beginning to close-up of project according to project plan. Therefore literature reviewed shows that the resources would be timely available if the plans are scrutinized to see what is required and how to avail it by coming up with resource plan which will help in coordination and accessibility.

1.1.2.3 Project Execution

Project implementation process would not be complete if the plans developed are not executed using the resources mobilized. Similarly Koskela and Howell (2008) indicated that formal procedure of using project plan ensures that project execution which is turning the project plan to action with the use of resources are done at the right time and in the proper sequence as shown in project plan. Further Munyaka, Ouma and Ndirangu (2015) showed that for project execution to improve performance, resources like financial support and technical information exchange should be availed for execution. Even with the availability of resources and plans in place, Lori, (2015) indicates that the execution of plans should be often checked to keep the project on track. Therefore during execution resources should be availed, follow ups done to show the plans are easily being achieved.

1.1.3 Legal Framework

Legal frameworks are necessary in performance of Indigenous Chicken project as they bring change, address challenges and create an enabling environment for management of projects

(Hendriks and Olivier, 2015). Therefore Gareis (2010) indicated implementation to be influenced by formalizing step policies, systems and development of structures. The areas identified by Gareis (2010) are linked to the Acts and bills that guide performance of Indigenous Chicken projects. The poultry bill provides legal environment that allows for use of hatchery infrastructure either existing or upcoming and bio-security measures to improve performance of Indigenous Chicken projects (Poultry Development bill, 2012), further provides for government in collaboration with stakeholders to give trainings, sensitization and awareness programmes on poultry rearing. Study by Luseba and Rwambo (2015) indicated that delivery of livestock health services is regulated by the Animal Diseases Act (CAP 364), the Veterinary Surgeons and Veterinary Para-professionals Act that ensures only qualified personnel are involved in training, treating, selling of drugs.

The Act is in line with the study by Okeno, *et al.*, (2012) and Tarwireyi & Fanadzo (2013) where they identified lack of training as a cause of poor performance. For efficient and effective treatment and other service delivery Kenya gazette supplement (2012) has come up with bills which encourages and assist implementers of projects to form grassroots poultry producer associations, community based organizations, common interest groups, or primary cooperative societies. The study done in Uganda by Nanyeenya, Mugisha, Musinguzi, Magambo and Senoga (2013) indicates that the performance of project is influenced by the strength and functional organizations as it eases accessibility of resources. Study by Tarwireyi and Fanadzo (2013) indicated formation of organizations, groups as sustainable structures. Further the Kenya gazette supplement (2012) indicates that the implementers' through those groups enjoys economies of scale, access affordable credit. Agriculture and Food Authority (AFA) (2013) identifies that affordable credit was created by livestock and Crops Act, 2013, under article 9(1) which established a Commodities Fund to provide sustainable and affordable credit to improve performance but would be approved by the Authority within the legal framework in agricultural development policies and regulatory mechanisms. Study by ACIAR (2010) and Sathe (2012) indicated lack of timely availability of resources to cause poor project performance therefore with livestock and Crops Act (2013) providing a commodity fund, this will improve project performance. It can be concluded that if the implementers adheres to above Act and bills/ law they would improve implementation of projects leading to improved performance of Indigenous Chicken projects.

1.2 Statement of the Problem

Indigenous Chicken projects are important for food security and poverty alleviation in developing countries (Moreki, Dikeme & Poroga, 2010). A study done in Makueni, Kenya by Ayieko, Bett and Kabuage (2014) indicated that Indigenous Chicken projects are profitable to the households thereby providing income, food security and employment. Ochieng, Owuor and Bebe, (2010) in the study done in Western Kenya indicated that Indigenous Chicken projects would improve the financial and food security in rural areas if the implementers take up good management of projects. Further performance of Indigenous Chicken is driven by continued rise of the market for the Indigenous Chicken due to health feeding habits which requires consumption of white meats (FAO, 2013). Urbanization has also been a factor associated with the rise in demand for meat and eggs in urban/ peri-urban areas (Delgado, 2005). Despite increasing demand for Indigenous Chicken products by consumers, Indigenous Chicken projects continue performing poorly thereby reducing their contribution to food security and rural income (Magothe, Okeno, muhuyi and kahi, 2012).

Poor performance of Indigenous Chicken projects has been shown by global statistics where the Indigenous Chicken meat produced is only 30% of all the meat consumed (Food and Agriculture Organisation (FAO), 2012) due to poor management. This is shown by global poultry meat output which though expected to amount to 106.4 million tonnes by 2013, showed growth to slow down annually since 2010 from around 4.5 per cent to 1.8 per cent (FAO, 2013). In Indian Continent Indigenous Chicken projects showed poor performance as they contribute about 19.75% and 25.06% of total meat and egg produced respectively (Dutta, *et al.*, 2013). The same has been replicated in Africa, Kenya and Machakos where meat output is 2.7millon tonnes, 22,700tonnes and 862 tonnes respectively (Global poultry trends, 2014). Due to poor performance there is need for an intervention so as to improve performance of Indigenous Chicken projects.

To improve performance of Indigenous Chicken project several interventions need to be undertaken. In their study Dinka, *et al*., (2010) indicated poor planning in a project by ministry of Agriculture to cause poor performance. Similarly ACIAR, (2010) in a study done in Indonesia of VBEC programme which used ‘bottom up’ approach, indicated poor performance to be caused by lack of involvement of actors in coming up with implementation plan. A study done

by Siyaya and Masaku (2013) in Swaziland indicate that lack of resources and planning to cause poor performance in Indigenous Chicken projects. Further study by Tabassum, *et al.,* (2014) in Bangladesh and Sathe (2012) in Kerala, Madhya Pradesh and Maharashtra identified that timely availability of resources to improve performance of Indigenous Chicken projects. Study by Ekou (2013) done in Uganda and Moges, Tegegne and Dessie (2010) done in Ethiopia indicated that for improved performance of projects there should be support of government and holistic/ multi-disciplinary of stakeholders with resources. Study by Ndegwa, *et al.,* (2015) done in Kenya indicated poor performance of Indigenous Chicken poor management due to lack of training and lack of institutional support in terms of legal framework. Gabanakgosi, Moreki, Tsopito and Nsoso (2013) and Safalah (2001) in a study done in Botswana indicated training in Indigenous Chicken management to improve performance. Chinombo, *et al*., (2010) identified that formation of organizational structures of Indigenous Chicken to improve performance of projects. The reviewed literature on implemented Indigenous Chicken projects has shown performance of projects to be influenced by planning, resources mobilization, execution and formation of organizational structures and legal framework formed the independent and moderating variables of the study respectively.

From studies done in Machakos none has been able to address the performance of Indigenous Chicken projects by using planning, resource mobilization, execution and legal framework as indicators to improve performance. The study by Mailu *et al.,* (2014) done in four districts of Kibwezi, Nzaui, Machakos and Mwala indicated low performance of Indigenous Chicken projects as drawback to market participation as 70% are sold at farm gate while only 19% are sold at local market. In Machakos studies have shown poor performance due to inadequate training, lack of resources as indicated by Nduthu (2015) and Mutombo (2014). The studies by Mailu *et al.,* (2014), Nduthu (2015) and Mutombo (2014) used descriptive research design. Mailu, *et al.,* (2014) used a sample size of 68, Nduthu (2015) used a sample size of 100 Mutombo (2014) used a sample size of 150 Mailu, *et al.,* (2014) used objectives of how trainings, sale influenced market participation. Nduthu (2015) used objectives of how poultry trainings, diseases and breeding influences indigenous poultry production in Kathiani, Machakos County; Mutombo (2014) used objectives of how main predators, diseases and pests; level of gender, household incomes and market challenges in respect to demand on Indigenous Chicken influence production in Katangi and Ikombe divisions of Yatta sub county Machakos

County. None of the three studies used the objective of project planning, project resource mobilization, project execution and legal factors. However the reviewed studies done in Machakos County by Nduthu (2015), Mutombo (2014) and Mailu *et al* (2012), none has shown how performance of Indigenous Chicken projects in Machakos can be improved or the methodology to be used. This implies that project management practises is not delivering performance required in many projects, hence the gap need to be addressed.

This study therefore attempts to fill this knowledge gap by addressing the moderating influence of legal framework in the relationship between project implementation process of project management practices and performance of Indigenous Chicken project in Kenya. The finding of the study provides project implementers who are farmers, project financier, project managers and agricultural sectors organizations with a balanced project implementation practises in projects.

1.3 Study Purpose

The study purpose is to investigate the influence of project implementation process and legal framework on performance of projects sponsored by ASDSP in Machakos County, Kenya.

1.4 Study objectives

The study research objectives are

1) To establish how project planning influences performance of Indigenous Chicken projects in Machakos County.
2) To examine how project resource mobilization influences performance of Indigenous Chicken projects in Machakos County.
3) To determine how project executions influences performance of Indigenous Chicken projects in Machakos County.
4) To establish the influence of project implementation process on performance of Indigenous Chicken projects in Machakos County.
5) To assess the influence of project implementation process and legal framework on performance of projects in Machakos County.

1.5 Research questions of the study

The study research questions are

1) How does project planning influence performance of Indigenous Chicken projects in Machakos County, Kenya?
2) How does project resource mobilization influence performance of Indigenous Chicken projects in Machakos County?
3) How does project execution influence performance of Indigenous Chicken projects in Machakos County?
4) How does project implementation process influence performance of Indigenous Chicken projects in Machakos County?
5) How do project legal framework moderate on the relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County, Kenya?

1.6 Research hypothesis

The study will be guided by the following alternate hypotheses which are based on the study objectives.

1) **H_1**: Project planning has significant influence on performance of Indigenous Chicken projects in Machakos County, Kenya.
2) **H_1**: Project resource mobilization has significant influence on performance of Indigenous Chicken projects in Machakos County, Kenya.
3) **H_1**: Projects execution has significant influence on performance of Indigenous Chicken projects in Machakos County, Kenya.
4) **H_1**: Project implementation process has significant influence on performance of Indigenous Chicken projects in Machakos County, Kenya.
5) **H_1**: The strength of performance of Indigenous Chicken projects in Machakos County, Kenya depends on influence of legal framework moderation and project implementation process.

1.7 Significance of the Study

The significance for this study is to investigate the implementation process, legal framework and performance of Indigenous Chicken projects. This study is expected to contribute significantly to

policy and practice, project implementation, research and theory, university lecturing and the body of knowledge of professional practitioners.

This study is expected to make significant contribution to policy and practice. Since the implementation process is applied uniformly across the entire project sector, it is anticipated that this study forms the basis for contextualizing the project implementation process which commensurate to the specific needs of Indigenous Chickenprojects. In addition, criteria used for evaluating performance of Indigenous Chickenprojects were scrutinized in this study. The current study is expected to help decision makers in Government projects objectively compare and contrast performance of Indigenous Chickenprojects through the implementation of areas identified to influence performance of Indigenous Chickenprojects. Further, it is expected that this study will help policy makers in designing and developing implementation tools to measure the desired constructs in performance of Indigenous Chickenprojects.

It is expected that this study will assist project implementers with additional knowledge necessary for effective implementation of the projects. Project implementation process needed as well as the effectiveness of the processes was examined. This study contributes to theory in project implementation. Performance theory, implementation Theory and environmental theory grounds this study. Interrelationships between these theories and the contribution to this doctrine of project implementation was expected to make a meaningful contribution to the knowledge of performance of Indigenous Chickenprojects by integrating project implementation process, legal framework to the performance of Indigenous Chickenprojects.

In addition, it is expected that the current study made insightful contribution to teaching and lecturing in project implementation as well as in project management disciplines. Project implementation process is indicated as implementation tools in this study. The degree to which the implementation of Indigenous Chickenprojects in Kenya was effective, therefore is expected to help students of project planning, design and implementation to draw key lessons on effective management of performance of projects. Moreover, it is expected that this thesis guides students of project design planning and implementation in future research work.

This study is expected to be a reference point to the professional body of knowledge in project management, the Kenya Association of Project Managers (KAPM). This field being relatively

new in Kenya, it is expected that this study in the field of project management at doctorate level would guide professional practice among practitioners in project management. Short courses and certifications to be offered by KAPM and individual as well as corporate members of the association are expected to be informed by a scientifically researched study to set benchmarks for practice. Finding from this study was therefore expected to form the baseline for professional practice in the industry of project management.

1.8 Basic Assumption of the Study

The study was based on the assumption that it is of significance to the Indigenous Chicken project implementers sponsored by Agricultural Sector Development Support Programme hence they took it up so that they can improve on their income and food security.

It was assumed that the Indigenous Chicken projects respondents were very responsive of the study hence they answered the research questions. The respondents are farmers who reside in their farms in the whole of Machakos County and by that it was assumed that they would be accessible during the dates of collecting the data.

1.9 Limitations of the Study

The main limitation was expense to be incurred. The researcher would have undertaken a study on all the 80 Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County. To overcome that constraint sampling from the target population was undertaken such that sample size of 40 Indigenous Chicken projects was selected which is a representation of the entire population.

The other limitation is that though the target population was 80 Indigenous Chicken projects some implementers could not have implemented the activities of good management practises as required or might not go all the way to complete the project.

1.10 Delimitation of the Study

The study was delimited to the problem of performance of 80 Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County though there are other problems chosen but were rejected or screened off. Though the study was delimited to the Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County in all the sub- Counties, a representative sample of 146

respondents was selected from 80 Indigenous Chickenprojects using multi-stage random sampling (Agricultural Sector Development Support Programme, 2014) respondents who are implementers of Indigenous Chickensponsored by Agricultural Sector Development Support Programme were randomly picked from the sampled projects.

Further the study is delimited to three variables namely implementation process as the independent variable, legal framework as the moderating variable and performance of Indigenous Chickenprojects as dependent variable. Likewise the study was delimited to pragmatism paradigm which ensured more than one method of data collection was used and then data triangulated. By that the results of this study could be generalizable to all Indigenous Chickenstakeholders who are undertaking the Indigenous Chickenprojects.

Finally the study was delimited to Agricultural Sector Development Support Programme project which is informed by the fact that Agricultural department would be interested with the findings from this research so as to enhance performance of Indigenous Chicken projects as findings was made public (GOK, 2010). The improved performance of Indigenous Chicken would contribute to 7% GDP and 10% p.a. economy growth as indicated in the vision 2030 economic pillar.

1.11 Definition of Significant Terms

Execution Execution refers to transforming project implementation plans to action so as to achieve performance of project. In this study Indigenous Chicken implementer did all the management practices of from selection of breeds, incubation, brooding, management of chicks and the management of cocks/ mature hens.

Exotic chicken Exotic Chicken refers to commercial Chicken which include broilers and layers. Exotic Chicken are enclosed and fed constantly.

Implementers Implementers refer to self-help groups and women groups of Indigenous Chicken farmers who are undertaking the Indigenous Chickenprojects sponsored by Agricultural Sector Development Support Programme.

Indigenous chicken Indigenous Chickenrefer to backyard poultry characterized by indigenous night shelter, scavenging system with little supplementary feeding and natural hatching of chicks. These include the frizzled feathered, naked neck, barred feathered, feathered shanks, bearded, dwarf sized

Legal framework Legal framework refers to Act that governs the rules and regulations that

impact on performance of projects. In this case of Indigenous Chickenproject it will look at the rules and regulation of registration, stakeholders' involvement, mandate areas, disease treatments, acquiring affordable loans and subsidies.

Performance of project Performance of project refers to Outcome of the Indigenous Chickenfarmers' projects supported by Agricultural Sector Development Support Programme which in this case is increased in number of Indigenous Chickenproduced in relation to number of Indigenous Chickenhatched, survived, dead by disease, predated on, consumed, sold; time taken in Indigenous Chickenproject activities done from planning to execution and Indigenous Chickenfarmers' satisfaction.

Project planning Project planning refer to activity to be undertaken in Indigenous Chickenproject before execution where the gap to be addressed is identified and action plan drawn which includes the 'what to be done, 'how to be done, 'who to do it, 'when to do it. In this case of Indigenous Chickenprojects involved developing an implementation plan which started with awareness of need, identify the problem, come up with solutions, come up with plan then you communicate it

Project resource mobilization Project resource mobilization refers to financial and non-financial supports like infrastructure for incubation, hatching, feeding that is organized either externally or internally to support Indigenous Chickenproject. It involves identification of the resources required, drawing a plan and coordination of allocation.

1.12 Organization of the study

The organization of the study from chapter one to chapter five in this thesis are: Chapter one gives an overview of the background information on the Indigenous Chicken projects starting globally, Asia, Africa, Kenya and Machakos County, different studies done and their implication Indigenous Chicken performance, interventions required to increase production; project implementation process and statement of the problem which identifies the gap that the study is going to address. It also contains the general objectives, specific objectives, research questions, research hypothesis, limitations, delimitation, significance and the terms definition of the study. Chapter two highlights theoretical framework to be used, all the literature review cited about the independent variables and the dependent variables of the study. Chapter three gives the overview of the methodology used that is it highlights the philosophy, research method used, target population, sampling method, data collection instrument and data analysis. It has chapter four

which gave data analysis, findings from the study conducted while as chapter five gives the findings summary, conclusion and recommendation.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The section covers the empirical review, theoretical framework, the conceptual framework and the summary of the literature. In the first section of the chapter, empirical review on the relationships under study with the aim of identifying the knowledge gaps from previous studies was examined. Knowledge gaps were identified by critically examining the research methodologies used and findings. Specifically, relationships between the project implementation process and performances of Indigenous Chicken projects are evaluated. In addition, the influence of legal framework on the relationship between the project implementation process and performances of Indigenous Chicken are examined. The predictor discussed were project planning, project resource mobilization, project execution and legal framework. This is followed by the theoretical underpinnings where performance theory, implementation theory and environmental theory are examined. Performance theory is examined as it grounds this study which will be linked to performance of projects, legal framework and project implementation process. The implementation theory is linked to planning, resource mobilization and execution whereas the environmental theory is linked to the legal framework. Finally, there is conceptual framework that guides the study.

2.2 Project performance

In Kenya the Indigenous Chicken constitutes 76% of the 32 million of the poultry flock that is exotic, hybrid and Indigenous Chicken (Republic of Kenya (RoK), 2010) and contributes to the country GDP by 7%. Improved performance of Indigenous Chicken would increase the country GDP by over 7%. However performance is not achieved because of poor management of the Indigenous Chicken projects (Ndathi, Muthiani, Kirwa, Kibet & Cheruiyot 2012; Kyule, Nkurumwa, Konyango and Jacob, 2015). This was also shown by Global poultry trends (2014) which indicated that Africa produced 2,700,000 tonnes of meat instead of 6,000,000tonnes that was projected whereas Kenya produced 22,700 tonnes of meat in the same period of 2000 to 2012. Likewise poor performance has been reported in Machakos as the County only produces 862 tonnes of meat to feed a population of 1,289,200 (Machakos County Integrated Development Plan, 2015). However Heldgaar, (2008) indicated that for optimal performance of project, a set of principles should be observed which include clearness in project objectives,

involvement of stakeholders and sustainability hence the intervention need to be identified (Chong, 2008; Haber and Reichel 2005). Further Sonnentag and Frese, (2001) study indicated that implementing those needs can contribute to achieving performance.

However in order to achieve performance of projects, study on factors affecting performance of projects in Kenya by Kihoro and Waiganjo (2015) revealed that stakeholders' involvement and planning influenced project performance to a great extent. Further Kihoro and Waiganjo (2015) indicated that skills and experience of the implementers in general influences the implementation thereby impacting on project performance. This study by Kihoro and Waiganjo (2015) only looked at planning, expert skills, stakeholders' involvement to have an influence on project performance but it overlooked other variables like legal framework and execution. Therefore studies by Ceylan (2010) agreed with the study of Kihoro and Waiganjo (2015) but included project execution to impact on performance of project. Likewise study on influence of completion phase principles on project performance by Usman, Kamau and Mireri, (2014) done in Abuja, Nigeria findings indicated that performance was influenced by good project implementation, adequate planning and resources provisions for project execution. However study by Usman *et al*., (2014) does not show how resources would be mobilized but indicated budgetary and costly project execution to influence performance. Further study by Katamei, Omwono and Wanza (2015) showed training of implementers, efficient and effective methods of communication of the implementation processes as a measure to achieve performance of projects. Though this study by Katamei, *et al.*, (2015) has highlighted communication of implementation processes, it does not indicate what those implementation processes are. Likewise performance of projects has been found to be influenced by legal framework where study on factors affecting performance of investment groups' projects by Kisera and Muturi (2015) showed that a group with good legal framework is the one that is registered with Social services and has a bank account as it enjoys the best practises of savings and borrowing loans from various investment groups hence facilitating implementation leading to improved performance. Further Kisera and Muturi (2015) indicated that the group conducts merry go round to enhance togetherness during trainings and at the same time raises funds to support implementation. From literature reviewed it can be concluded that performance of project to be influenced by planning, resources, users willing to execute and legal factors. Therefore study by

Vatalis, Manoliadis and Mavridis (2012) concludes that there is need to have performance Indicators so as to know whether performance was achieved.

However all the above reviewed studies used different research methods where study of Kihoro and Waiganjo (2015) undertook a descriptive survey design, data was collected using close ended as well as open ended questionnaires from a sample size of 200, but in data analysis regression was used. This shows that the research design would have included the correlation. Likewise Katamei, *et al.*, (2015) study used descriptive research design and stratified random sampling method to select 79 respondents. Further this study by Katamei, *et al.*, (2015) collected data with a questionnaire and an interview guide where data was analysed using descriptive statistics. This study by Katamei, *et al.*, (2015) showed a mix-up of the methodology where Katamei, *et al*, (2015) indicates to use descriptive research design but data collection was done using an interview guide and questionnaire which is used in mixed method. The study by Usman *et al*., (2014), Katamei, *et al*, (2015) and Kihoro and Waiganjo (2015) used descriptive research design to realize the findings. However the literature reviewed has shown planning, legal structures, expert's skills and execution to influence project performance. Therefore performance of the projects was studied using descriptive survey and correlational research design so as to investigate the target of percentage increase in number of indigenous chicken, level of project activities delivery and rate of implementers' satisfaction.

2.3 Project implementation process and performance of projects

Implementation process is required in achieving project goals (Javed, *et al.*, 2012). Findings by Javed *et al.*, (2012) indicated that planning, resources and people are required in achieving the goal which grounds the fact that to improve performance of projects, planning, resource, utilization of resources is done in execution and at the same time, well-coordinated people are required which is practiced in group formation. Further a study on implementation strategies recommendations for specifying and reporting by Proctor, Powell and McMillen (2013) findings indicated that implementation processes lack executional definitions hence implementation cannot be fully done. Likewise Nganga and Amuhaya (2013) study on management in implementation of government sponsored projects in Kenya indicated planning to play a big role in successful execution. Similarly a study by Holowka (2015) findings suggested that successful implementation process required a three phase model in planning, communication and

management. The studies by Proctor, *et al,.* (2013), Nganga and Amuhaya (2013) and Holowka (2015) have used different methodologies where Proctor, *et al,.* (2013) used case studies to get the findings of lack of executional definition, Nganga and Amuhaya (2013) study used survey based research to show that proper planning of the whole life of project bring about successful implementation and Holowka (2015) used case studies to realize the findings of using three phase model: plan, communicate and manage in a project. It was observed that none of this study has used the objective of project implementation process influencing performance of projects.

From the literature reviewed under implementation process, no study has been done showing how project implementation process influence performance of projects neither used mixed method research design. The literature has a gap in the methodology and the objectives used. The gap was studied using project implementation process, mixed method where the objectives of the study will be to establish the influence of project implementation process on performance of projects.

2.4 Project planning and performance of projects

Project planning increases the level of project performance (Idoro, 2012). Statistics have shown that lack of planning results to 39% of projects failure whereas lack of involvement results to 33% projects failure (Atwell, 2016). Therefore this shows that to achieve performance of projects, planning and involvement of stakeholders should be done during planning. However study done in Ethiopia by Dinka, Chala, Dawo, Bekana, and Leta (2010) showed that a project implemented by the Ministry of Agriculture in 1996 which involved training implementers on good management of Indigenous Chicken projects and providing a nucleus flock of Rhode Island Red chickens did not achieve performance intended because the outcome showed poor planning as the need of the implementers was not considered.

Likewise findings on study of the role in project planning on project performance done in Ethiopia by Lemma (2014) indicated that human, management, technical, project culture, scope planning, integration planning, communication, structure factors influenced performance of projects. Likewise study by Ceylan, (2010) identified poor planning to be influenced by definition of scope; technical plans, specifications and project execution which adversely influence project performance. Similarly Idoro (2012) showed level of project planning to increase project delivery leading to good performance. Further Idoro (2012) asserted that the

plans should have commitment of resources. Likewise Slootman, (2007) indicated early planning, involvement, good resource coordination and good communication to influence project performance. Similarly Ceylan, (2010) identified planning to have adequate definition of scope or specifications but argued that technical plans are important in influencing performance of projects. Therefore these studies on project planning identified involvement, scope definition, communication, technical factors as areas for consideration during planning. To get the in depth of the studies, the methodology was critiqued.

However study by Lemma (2014), used a questionnaire to collect information from 43 organizations of past executed projects and data analysis was done using descriptive analysis and correlation. Findings by Lemma (2014) have shown a gap in the methodology where the research design and sampling method is not indicated. Likewise Idoro (2012) used descriptive statistics where a sample of 130 was taken and data was analysed using t-test and spearman correlation. Further Idoro (2012) has shown a deviation from norm where t-test is used for a sample size of less than 30 yet the sample was 130. The studies did not use mixed method research design or the objective of establishing how project planning influence performance of projects. The knowledge gap was investigated by checking how the project implementation plans are done, communicated using project planning process, mixed method research design.

2.5 Project resource mobilization and performance of projects

Studies have shown that projects implementation in most African countries like Burkina Faso, Kenya, Lesotho, Nigeria, Senegal, and Zimbabwe are sustained by various resource mobilization they employee for funding (World Bank 2013). However 39% of projects fail to achieve performance due to lack of resources (Atwell, 2016). This statistics shows that resources are important in implementation hence mobilization of resources' need to be done.

Resource mobilization is measured as the proportion of total intervention by implementers. (Johansson, Eriksson, Sadigh, Rehnberg & Tillgren 2009). This study by Johansson, *et al.*, (2009) showed that local community and individuals dedicate their resources for project implementation. However, on a study of stakeholder engagement by Bal, Bryde, Fearon and Ochieng (2013) results revealed that to identify the organizations and individual to work with, 6 key individual steps for successful engagement of stakeholder should be done which included identification, prioritization, managing, measuring their performance and putting targets into

actions ensures resources are available. Further study by Aapaoja and Haapasalo (2014) showed the method of engagement not to be followed thereby affecting accessibility of resources. Likewise in a study by Takim (2009) where 93 respondents completed the questionnaire findings identified that a Memorandum of Agreement (MOA)' should be signed for systematic formal process to be followed. Further Takim (2009) asserts that a formal process should include a resource development plan which shows the resources required for implementation. Similarly the two studies of Takim (2009) and Wu and Chen (2014) has identified that availability of resource plan helps to solve the problem of teamwork conflict that would in return influence performance of projects. Likewise a study on effects of delayed mobilization of resources on the completion of projects by Okeyo, Rambo and Odundo (2015) findings showed delayed resource mobilization affect performance of projects and asserted that there should be development of a resource plan. However a study done on influence of resource mobilization strategies on performance of total war against aids youth projects in turbo sub- county, Kenya by Musundi (2015) showed that training on resource mobilization plan should be done. This studies reviewed on resource mobilization have shown that availability of resource plan, delay or lack of resources, engagement methods of relevant stakeholders to influence performance of projects.

To come up with the above findings, different methodology was used where Bal, *et al*., (2013), used exploratory method to show that a process is required to identify the stakeholder to engage; Aapaoja and Haapasalo (2014) used case studies to show that resource development plan should be done to ensure systematic engagement of stakeholders in resource mobilization; Takim (2009) used survey based research to identify that Memorandum of Agreement (MOA) influences performance of project; Wu and Chen (2014) used survey to identify that a plan is required to avoid team conflict; Okeyo, et al., (2015) used causal – comparative to show that a resource mobilization plan is required, Musundi (2015) used Descriptive research design. However none used the objective of how the project resource mobilization influences performance of projects. Likewise the literature has shown that none of the research done has based itself with the area of resource mobilization, identification of stakeholders to provide the resources, method of engagement combined. Further the literature has shown that from the studies of Takim (2009), Wu and Chen (2014), Okeyo, et al., (2015), Aapaoja and Haapasalo (2014) and Bal, *et al*., (2013), Johansson, *et al*., (2009) none used descriptive survey and correlational research design

together. However none of the studies reviewed on themes of resource mobilization did a study on influence of resource mobilization on performance of projects. Therefore this study investigated gap on project resource mobilization using mixed method.

2.6 Project execution and performance of projects

Project execution is influenced by the plans and the necessary resources to perform project activities where the focus shifts to implementation (project management methodology, 2015). However Benson (2015) indicated that to deliver project results, plans are used to keep project on focus. Likewise study on development of project execution complexity index done by Mirza and Ehsan (2016) showed project execution to resolve many uncertainties. Further Mirza and Ehsan (2016) indicated that implementation plan, resource allocation and user participation influences execution showing that execution can only be done if it is planned and resources are provided. Likewise study on the effect of motivation on project execution in Nigeria by Lawal and Okhankhuele (2014) showed motivation to contribute to efficient and effective execution. Though study by Lawal and Okhankhuele (2014) indicated motivation to influence execution, they identified that implementers have different wants and desires which are equated to resources. Similarly study by Kim, Menches and O'Connor (2015) showed planning of tasks to influence project execution where they highlighted that there is a relationship between planning and execution of task.

On methodology Mirza and Ehsan (2016) does not indicate the research design used but describes the process that was used. Further Mirza and Ehsan (2016) indicated to have used a sample of 393 questionnaires to collect data but did not show how data analysis was done. Study by Lawal and Okhankhuele (2014) used survey design and a sample of 61 respondents. Data analysis in the study by Lawal and Okhankhuele (2014) used descriptive statistics and chi-square. Likewise Kim, *et al.*, (2015) used qualitative method. Both studies by Mirza and Ehsan (2016) and Lawal and Okhankhuele (2014) used quantitative method, but none used mixed methods. However none of the literature reviewed showed how project execution influences performance of project. Therefore there is need to undertake a study to investigate influence of project execution on performance of project. The knowledge gap was investigated using project execution, mixed method research design.

2.7 Legal framework, project implementation processes and performance of projects

Presence of legislation and policies has shown to improve implementation especially in line with implementers receiving incentives which results to good performance of projects (Saliba, 2012). In their study Dadheech and Vyas (2014) indicated that the current policy framework does not focus on Indigenous Chicken thrived well in rural areas thereby limiting the contribution of poultry to household livelihoods. Likewise study by Kirui (2014) showed appropriate policy framework should exist where taxes are reduced so as to relief the farmers of high cost of inputs or subsidy to cushion part of the cost of rearing the indigenous chicken. Though implementers are supposed to use finance to buy inputs most of those credits are out of reach. Similarly study by Gichuki, Njeru, Tirimba (2014) showed that credit was inaccessible because of high repayment cost, requirement of collateral or guarantors, getting less than what one applied for and also short repayment period. To handle some issues of credit accessibility, Jerevazio (2014) indicated group formation is important as they help one another access loans either through the table banking of money from groups or from microfinance. Further Jerevazio (2014) indicated that farmers benefits through inputs acquisition and vaccination when they come together as a group.

However, the studies in legal framework were done with different methodology. The finding showed that Kirui (2014) indicated that descriptive survey design was used where a sample of 91 commercial poultry farmers was taken but does not say how the data was analysed though descriptive data analysis was done. Similarly Gichuki, *et al,.* (2014) used a survey based research with a sample size of 241 taken through random sampling where data was analysed descriptively. Likewise Jerevazio (2014) study used descriptive design and a sample of 104 respondents. However Dadhech and Vyas (2014) study showed a gap in the methodology as it does not show how sampling, data collection or data analysis are done. None of this studies by Kirui (2014), Gichuki, *et al,.* (2014) and Dadhech and Vyas (2014) has shown how the strength of legal framework influences implementation process and its impacts on performance of project. Similarly literature reviewed in the studies of Kirui (2014), Gichuki, *et al*., (2014), Jerevazio (2014) and Dadhech and Vyas (2014) have not used the objective of how the legal framework moderates on the relationship of the predictor and the outcome variables. Further literature reviewed under legal framework only used descriptive research design. Therefore the knowledge gap will be investigated using mixed method research design.

2.8 Theoretical underpinnings

This study is based on three theories that guide the concepts and construct. These theories are performance theory, implementation theory and environmental theory. The section will look at the history of the theories, why they were developed, the gaps, the people who build them, the components of the theory and how they relate to the variables of the study. The performance theory will show how the independent variables, moderating variable and dependent variable interlink while as the implementation theory will show how the indicators of project implementation process are linked to the framework of the implementation theory. Lastly the environmental theory showed how the performance can be improved by legal framework.

2.8.1 Performance theory

Performance theory came up in the 1960's as a result of shifted perspectives of collecting, categorizing to synthesizing, understanding and creation of goals (Hymes, 1975). However Performances theorist like Hymes (1975) advocated the aim to avoid the dominating influences of theory, while engaging it carefully to understand project failures and management practices, thereby drawing out underlying uniformity of pattern in performance. Likewise Bauman, (1986) indicated that performance theory recognizes that not all projects are equal and full performance involves a level of competence that produces project implementation processes, though measures of performance are to be discovered in each project. Similarly Kihoro and Waiganjo (2015) showed competence to influence performance of projects. In order to improve performance, Bauman (1986) posited that performance theory should focus on context of project. Therefore Woollett (2000) and Campbell, *et al*., (1993) showed that context factors should guide in coming up with project practises which help in achieving performance as project goals are different with different project. Hence Costell, (2008) highlighted that performance does not look at action itself but by judgmental and evaluative processes which are the indicators of performance of projects.

Performance theory puts projects to particular actions and tasks so that implementers can achieve performance. Observation by Campbell, (1990) showed that the concept of performance can only be appreciated after a thorough understanding of performance theory. Moreover, advances have been made in specifying major project implementation process associated with project performance. Likewise Reilly (2007) showed performance to be measured by customer focus,

leadership, processes, and values. However Ilgen and Pulakos, (1999) indicates that with the ongoing changes that are being witnessed within projects today, the implementation concepts and performance requirements are undergoing changes. In a bid to understand how to achieve performance in performance theory, researchers have adopted three perspectives namely individual, regulatory and situation.

The individual perspective is the performance of the project itself and it has performance components which are determined by goals, level of hard work (Campbell 1990; Campbell *et al*., 1993). However Sonnentag and Frese, (2001) indicated that accomplishing these activities increases implementers' satisfaction. Situation perspectives relates to the environmental of the project (Frese and Sonnetag, 2000). Further Frese and Sonnetag, (2000) identified that performance regulatory perspective looks at the process of achieving the project performance which for this study is project implementation process that includes project planning, project resources and project execution. Therefore Sonnetag (2000) showed that regulatory focuses on the action which relates to project implementation process which influences performance of project and involves project planning, project resource mobilization and project execution.

Although the dependent variable in this study is performance of projects, performance theory is examined in this study since it forms the foundation of theory on performance of projects. From the school of thought of the history of performance, research tends to have two unrelated threads where one is the empirical research looking at quantitative research and philosophical approach looking at qualitative research (Mazzola, 2010). This shows that to achieve performance of project, both qualitative and quantitative approach need to be used.

Following the argument it has been identified that the context of performance in performance theory guides the action to be taken which translates to the performance of the project. The level of competence plays a very important role. Lastly the three perspectives should be considered as they relate to predictor and outcome of the project.

2.8.2 Implementation theory

Implementation theory also referred to as Mechanism design theory was developed in the nineteenth century by Robert Owen and Charles Fourier to solve the implementation problem. Given a goal of any project, the implementation process should be designed in such a manner

that its predicted outcomes should coincide with the desirable performance (Corchon 2008). However Maskin and Sj'str6m, (2002) indicated that the development of implementation theory was to address the failure of most project implementation processes to meet equilibrium performances that satisfy a given criteria. The theory gives a mechanism or process that would drive the project to achieve performance. Critique by Maskin (1999) highlights four limitations of the implementation theory to include lack of strategy equilibrium, solution concepts, choice rules and design mechanisms.

To overcome this limitation in implementation theory there was contributions of several people to come up with a mechanism where Kakhbod, (2013) indicated implementation theory to provide a mechanism where resources are allocated among project stakeholders. The problem of dispersed and privately held allocation among project stakeholders was solved by Maskin and Sj'str6m (2002) where they indicated implementation theory to consist of two components namely mechanism and an allocation rule in resources. Similarly to allocation rule Palfrey (2002) indicated implementation theory as an area of normative goals of allocation problems, or domain of project stakeholders are designed to achieve performance of projects. Therefore Baliga and Sjöström (2007) posited that implementation theory comes up with a procedure which brings about the performance of projects. Following the argument it has been identified that for implementation theory to influence performance it should have mechanism with procedures, allocation rule, stakeholders.

Planning brings practical thought and action which is structured by plans as a conceptual tool in implementation theory (Bratman, 2015). The plans shows what, how, who, when, where is to be undertaken in Indigenous Chicken projects so as to improve performance. Further Baliga and Sjöström (2007) indicates that implementation theory comes up with a procedure which is linked to doing planning in projects and hence brings about the performance of projects.

The allocation rule in implementation theory comes in during resource mobilization. This allocation rule is applied in resource mobilization where the agents use pull model. Likewise Hagel and Brown (2008) revealed that to improve performance of projects, rather than “push”, the new approach that focus on “pull” should be used by stakeholders as it creates platforms that help people to mobilize appropriate resources to implement Indigenous Chicken projects using

the allocation rule as indicated in the implementation theory. This model would contribute to performance of Indigenous Chicken projects as it brings in the bottom –top approach in resource mobilization.

However on execution, Koskela and Howell (2008) indicate that execution comes in translating plans to action. This is made possible with the conceptual tools or plans and the allocation rule of resources as shown in the implementation theory. The translation of plans might not be achieved unless the allocation rule identified in implementation theory is looked into where in this case of execution has do with converting of implementation plans to implementation of Indigenous Chicken project. Likewise Koskela (2000) asserted that if availability of these resources is uncertain, it may lead to uncertainties in performance of Indigenous Chicken project. The uncertainty of resources will be solved through the implementation theory by use of conceptual tools and allocation rule hence successive execution which translates to performance of Indigenous Chicken project. For sustainable performance an exit strategy is required. Similarly Maskin and Sj'str6m (2002) and Maskin (1999) indicates a mechanism design equilibrium to satisfy a criterion of goal optimality, which is identified as a component of implementation theory. This goal optimality guides performance of project.

It can be concluded that the implementation theory guides the implementation process where it forms implementation mechanism which includes conceptual tools, allocation rule and social optimality and all this needs projects stakeholders to achieve performance. This conceptual tools guides the planning of projects, allocation rule is used in resource mobilization whereas goal optimality is used in performance of project. All this influences performance of project. This theory therefore, grounds this study of project implementation process, legal framework and performance of project.

2.8.3 Environmental theory

The concept of the environment in environmental theory can be termed as a source of events and changes which can bring opportunities and threats to the project (Ojeda-Gomez & Simpson, 2007). The theory focuses on external conditions that influence performance (Nery, 2015). This theory laid emphasis on the environment and its influence. However Munizu (2010) has shown that environmental theory to have an influence to performance of projects where external environment influence on the internal environmental factors by 98% and further internal factors

has a significant and positive influence on the performance of project by 79.2%. Likewise Indris and Primiana (2015) asserted that linkages exist that show that internal and external environmental analysis influence performance of project.

However environmental theory had limitations as it did not mention the proper procedures on how to handle the performance as indicated by Dennis and Prescott (1985). The procedure to be used would only be known if an analysis of the project environment is done. Further Ward and Lewandowska, (2008) indicated that environmental theory usually approaches the analysis of the external environment through the analysis of the macro environment and micro environment. Assertion by Crijins and Ooghi (2000) indicated performance of project to be influenced by two environments namely external and internal environment where external environment improves performance of projects whereas internal environmental is critical to that performance.

Manipulation of the environment theory should be done so as to benefit the performance of project (Dennis &Prescott, 1985). Similarly on manipulation Collyer and Warren (2009) showed that those projects are challenged by introduction of new unknowns as they progress. Likewise Hendricks and Olivier (2015) indicated those manipulations to be rules and regulations applied in projects implementation. Further Luseba and Rwambo (2015) identified that those rules and regulation to be guided by Acts and bills in government which keeps the project focused. In agreement to Hendricks and Olivier (2015) and Luseba and Rwambo (2015) on manipulation, Dragnić (2014) indicated that there should be dynamism and variability in project environmental factors which is adjusted depending on project implementation. Application of environmental theory is useful for proper management of project and improves performance in line with customers' satisfaction, cost and time (Akanni et al., 2014). Therefore Njuguna, Munyoki and Kibera (2014) indicated that application of environmental theory improves efficiency.

2.9 Conceptual framework

The conceptual framework model used to guide the relationship of the variables in this study is illustrated:

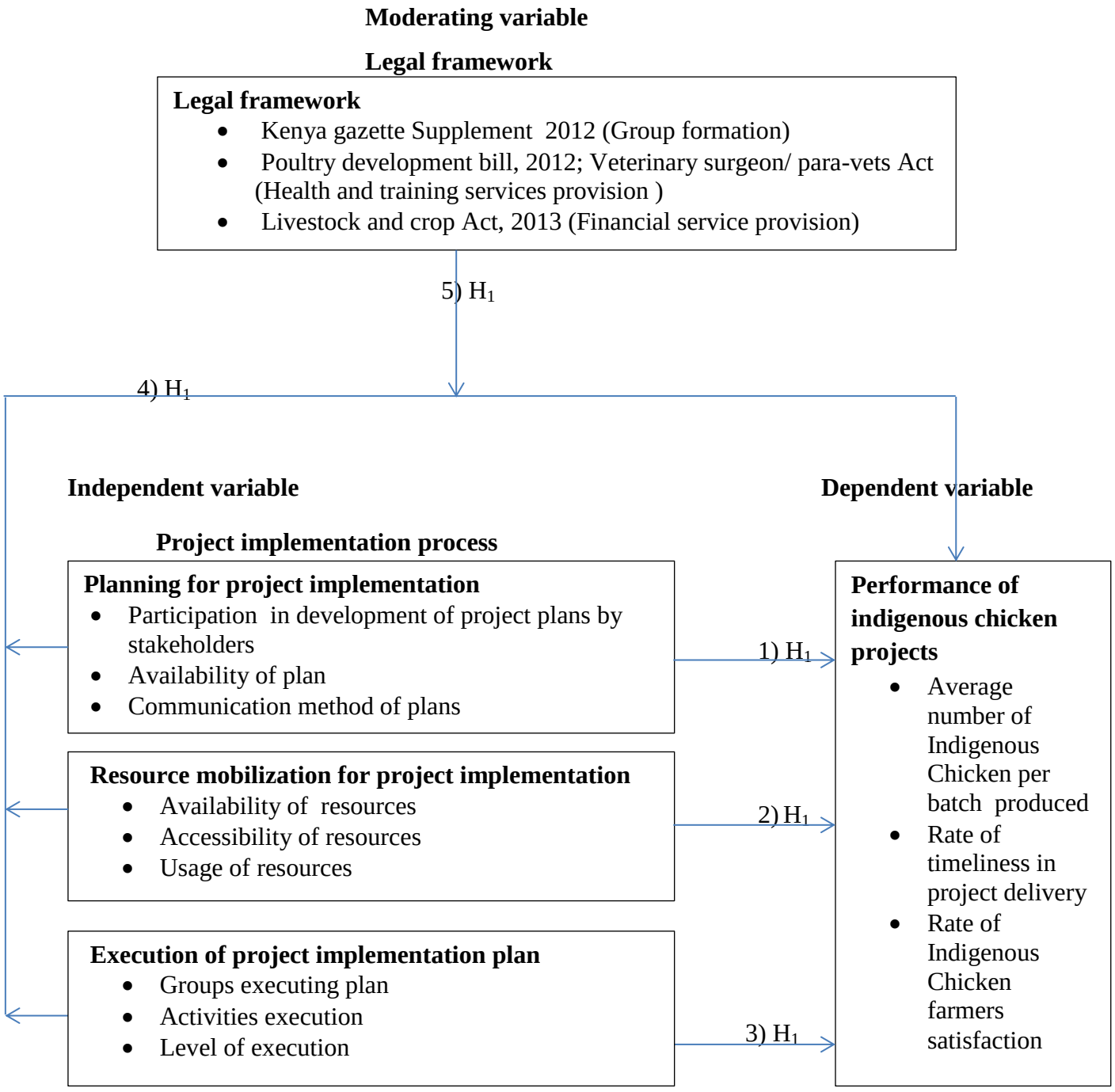

Figure 1: Conceptual framework of project implementation process, legal framework and performance of Indigenous Chickenprojects

2.9 Conceptual Framework

The figure of conceptual framework illustrates the variables of the study. Literature reviewed showed involvement during planning to influence performance (Kihoro & Waiganjo, 2015). However Usman, *et al.,* (2015) indicated adequate planning and resources to influence performance of project. Further Ceylan (2010) identified project execution to influence performance. The indicator to measure performance of project are percentage of Indigenous Chicken produced, level of timeliness in project delivery and level of farmers' satisfaction (Schwaber & Beedle, 2002).

The independent variable in the study is project implementation process. The study reviewed showed that in planning the scope of plan, participation in plan development and good communication of those plans should be done (Slootman, 2007). Therefore Idoro (2012) identified that the resources to be mobilized are committed at planning stage. Likewise Bal *et al.,* came up with a six steps for identifying stakeholders with relevant resources which helps in availability. Likewise Okeyo, *et al.,* (2015) and Wu and Chen (2014) indicated that a resource plan should be in place to allow for good coordination. Mirza & Ehsan, (2016) identified that implementation plan; resources and participation play a part in execution. Similarly Lawal and Okhankhuele (2014) indicated tasks in implementation plan to be executed using the mobilized resources.

Legal framework forms the moderating variable. Study by Kirui (2014) indicated that there should be regulations that reduce taxes on inputs. Further Gichuki, *et al.,* (2014) identified that the credits should be affordable as put in place by Livestock and Crops Act. However studies have identified that poultry development bill and Veterinary surgeon/ para-vets Act to regulate on service delivery in trainings and health services during the project implementation. Bills by Kenya gazette supplement (2012) has come up with a regulation that encourage implementers of projects to form groups as indicated by Tarwireyi and Fanadzo (2013) which would help mobilize resources. Lastly Jerevazio (2014) posited that groups make it easier to access loans, inputs as a way of mobilizing resources and vaccinations during execution.

2.10 Summary of knowledge Gaps

Table 2.1: Summary of knowledge Gaps

The table shows the summary of knowledge gaps

Variable	Researcher	Title	Findings	Gap in knowledge	Focus of current study
To establish how planning of project influences performance of Indigenous Chicken projects in Machakos County.	Lemma (2014),	Role of project planning on project performance in Ethiopia from 43 organizations	Findings from past executed projects showed that scope, integration planning, communication, structure factors to influence performance.	The knowledge gap will be investigate using planning process, mixed method research design	Planning of project influencing performance of projects
	Idoro (2015)	Evaluating Levels of Project Planning and their Effects on Performance	Result indicates that level of planning increases project delivery where commitment of resources is done.		
To examine how project resource mobilization influences performance of Indigenous Chicken projects in Machakos County.	Bal, *et al* (2013)	Stakeholder engagement	Results revealed that there are 6 key individual steps for successful engagement of stakeholder namely: identification, relating, different performance related targets, prioritization, management, measuring their performance and putting targets into actions.	The gap will be investigated using, resource mobilization process, mixed method research design	Resource mobilization of project influencing performance of IC projects
	Aapaoja and Haapasalo, (2014)	Framework for stakeholder identification and classification of projects.	Results indicates that there are no structures to engage stakeholders		
	Takim, (2009)	Management of stakeholders' needs and expectations in the	Findings emerged that a systematic formal process are more effective for engagement		

		development project	of stakeholders		
	Wu and Chen (2014)	Factor analysis on teamwork performance	Team conflict existing within inter-instituted community destroyed team performance, even among project members		
	Okeyo *et al.,* (2013)	Effects of Delayed Mobilization of Resources on the Completion of Projects	Results pointed out that stakeholders should develop and share resource mobilization plans, which should ensure timely availability of resources		
	Musundi (2015)	Influence of resource mobilization strategies on performance of total war against aids youth projects in Turbo sub- County, Kenya.	Results revealed that there is need for training on resource mobilization plan		
To determine how execution of project influences performance of Indigenous Chicken projects in Machakos County	by Mirza and Ehsan (2016)	Study on development of project execution complexity index	Findings revealed project execution to resolve many uncertainties which included methodology, resource allocation and user acceptance.	The gap will be investigated using execution process, mixed method research design	Project Execution influencing performance of projects
	Lawal and Okhankhuele (2014)	Study on the effect of motivation on project execution in Nigeria	Results revealed motivation to efficiently and effectively influence execution.		
	Kim, et al., (2015)	Study on string construction planning and execution tasks together for effective project management	Results indicates plans to influence execution		

To establish influence of project implementation process on performance of Indigenous Chicken projects in Machakos County	Proctor, *et al,*. (2013)	Implementation strategies recommendations for specifying and reporting.	Results showed that stakeholders are not able to execute findings because they lack executional definitions to guide their use.	The knowledge gap will be investigated using project implementation processes.	Project implementation process influencing project performance
	Nganga and Amuhaya (2013)	Management in Implementation of Government Sponsored Projects	Findings pointed out that in any project, planning plays a vital role in successful execution of the projects. The project should plan for all activities.		
	Holowka, (2015)	'A systematic literature review of the extant body of knowledge on successfully implementation strategy.	Results revealed that implementation strategy needs a hierarchical, three phase model which include: Planning, Communication, and Management		
To assess the extent to which legal frame work moderate on the relationship between implementation process and performance of Indigenous Chicken projects	Dadheech and Vyas (2014)	Contribution of Poultry in Poverty Eradication and Promotion of Gender Equality in case of South Asia	Findings showed that the current policy framework little focus on indigenous chicken, which do not thrive well in rural areas; low animal health and extension services provision.	The knowledge gap will be investigated using legal framework mixed method research design	Legal framework moderate influence on the relationship between project implementation process and performance of indigenous chicken
	Kirui (2014)	Factor influencing performance of poultry farming projects, Kericho, Kenya	Results revealed that while the appropriate legal framework could exist as in taxation to relief the farmers of high cost of inputs or subsidy to cushion part of the cost, there must be mechanisms to ensure that this becomes a reality to the farmer in the ground.		
	Gichuki, *et al,*. (2014)	Challenges facing micro and small enterprises in	Findings showed that accessing credit facilities was difficulty due to high cost of repayment, strict collateral requirements,		

		accessing credit facilities in Nairobi City County, Kenya	low amount, lack of to act as guarantors, no collateral and short payment period.		
	Jerevazio (2014)	Contributions of Indigenous Chicken production to farmers livelihoods in Lwengo district, Uganda	Results revealed that groups formed to be of importance as they can help one another access loans either through the table banking money from groups or from a microfinance, inputs acquisition and vaccination.		

2.11 Summary of literature

This chapter discusses an overview on empirical and theoretical reviews on studies that would guide the performance of Indigenous Chicken projects. Relevant literature on project implementation process under study reviewed was on planning, resource mobilization and execution of project. Literature on legal framework was also reviewed as it forms the moderating variable of the study. Theoretical reviews were done on performance theory, implementation theory and environmental theory which was used to guide the study. The conceptual framework figure illustrating the relationships of the variables is discussed. A table summarizing knowledge gap was done. Next chapter will discuss the research methodology.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology used in this study. The areas includes philosophical orientation, research design, target population, sampling procedure and sample size, description of the research instrument, validity of research instruments and reliability of research instruments, data collection method, data analysis, ethical considerations, hypotheses, test criteria, operationalized of dependent and independent variables. Research methodology was used in this study to guide the investigation of the identified research questions.

3.2 Research Paradigm

This study is guided by pragmatism. The choice of pragmatism is informed by the ontological, epistemological, axiological and methodological underpinnings of pragmatism as compared to the other paradigms. This is echoed by Bryman (2009) where he indicated that a researcher is guided by the ontological, epistemological, axiological and methodological orientations. Further Burke and Onwuegbuzie (2004) asserted that pragmatism is also best suited for mixed methods research approach. Similarly Onwuegbuzie and Leech (2004a) indicated that pragmatism best fits use of mixed methods hence bridges between quantitative and qualitative research. These showed that an in depth research study of performance of projects was brought about by this paradigm. This underpinning informs the researcher's choice of this given research paradigm.

Methodologically, pragmatism helps the researcher to use both quantitative and qualitative research in tandem. Proponent of pragmatism like Tashakkori and Teddlie (2010) asserts that pragmatism is an underpinning for mixed methods where qualitative and quantitative researches are combined.

From epistemology perspective of pragmatism Bryman and Bell, (2007) indicates researcher are separated from the research in positivism / post-positivism, while the researcher and the research are not distance in constructivism and emancipatory paradigms. In quantitative aspects of the study where the data is being collected through questionnaire the researcher is distanced which would have been restricted by both constructivism and emancipatory paradigms. At the same time, the researcher interacted with the research in collection of data through use of interview

guide and analysis of qualitative data which would have been limited by either positivism or post-positivism paradigms. This brought out more in depth knowledge which assisted in performance of projects through use of both a questionnaire and an interview guide.

Likewise Creswell, (2009) in use of realism approach indicated that pragmatism is a real practice base that focuses on the research problem which for this study was performance of Indigenous Chickenprojects. Further Creswell (2009) indicated that ontologically, pragmatism gives the central position chosen in balancing between the static nature in structuring of reality backed by positivism paradigm in quantitative designs and the subjective nature of reality transmitted by both constructivism and emancipatory paradigms in qualitative designs.

However, from an axiological perspective, Burke and Onwuegbuzie (2004) argue that pragmatism gives equilibria amid quantitative research which is value free with no researcher bias and qualitative research which is potentially value loaded. In this study of performance of projects, values were not completely overlooked nor did they totally control the study because in so doing quantitative features required in performance of projects found the middle ground. Since positivism and post-positivism paradigms are value free, qualitative aspects of the study would have been compromised. Similarly if the study is guided by either constructivism or emancipatory paradigms, quantitative aspects desired would not be effectively realized.

Following the argument from the above on the areas of ontological, epistemological, axiological and methodological underpinnings pragmatism was found to be the best paradigm for the study.

3.2.1 Research Design

The research design that was used is mixed method which is in line with pragmatism paradigm. The use of mixed method made use of descriptive survey and correlational research which was supported by Shield and Rangarjan (2013) where they indicated that descriptive survey is used to define features of a population whereas Creswell (2011) showed that correlational research is the measurement of two or more aspects to determine how they are related. Since this study both influence of and extent to which the combined independent variables influence the outcome of the dependent variable are preferred, then both descriptive research design and correlational research design was most appropriate for this study. Descriptive survey helps the researcher to define features, while correlational research design helps the researcher to identify extrapolative

relationships by using correlations and stepwise regression modelling in data analysis. The method is an investigation that links both qualitative and quantitative methods (Creswell, 2009). This study used both methods together where the overall strength of a study was more superior to either qualitative or quantitative. The method allows insertion of matters and approaches adjoining methods of sampling design, collection of data, data analysis techniques and interrelated theoretical concerns (Greene, 2006).

The research design allowed the researcher to use both probability and non-probability sampling techniques in tandem. However Tashakkori and Teddlie, (2003a) argued that the design permits use of Probability sampling techniques mainly used in quantitatively studies in random manner which ensures achieving representativeness and at the same time use non- probability used in qualitative studies where units are selected centered on specific determinations linked to responding to research questions. This research design allowed the researcher to achieve the representative sample.

The research design also allowed use of both qualitatively and quantitatively during data collection. The other underpinning that informed the researcher of the choice of using the research design was participant, research tool reliability, handling veracity and important augmentations (Collins, Onwuegbuzie, & Sutton, 2006). Likewise Pasick *et al*., (2009) indicated that it includes deliberate collection of both quantitative and qualitative data where amalgamation of the two provides strengths to answer research questions. Research design allows use of several methods during data analysis as per research objective. Similarly Bryman and Bell (2007) indicate that researchers can undertake data analysis with the research freedom to make use of both descriptive, correlation and inferential data analysis techniques as advanced by pragmatism.

Based on the above argument, it has been observed that use of mixed method research design gives the researcher the freedom to use a combination of methodological avenues that helped develop the full breadth valid approach to the performance of projects.

3.3 Target Population

The target population comprises of Indigenous Chicken projects in Machakos County sponsored by Agricultural Sector Development Support programme. In a report by Machakos Agricultural

Sector Development Support programme (2014), the Indigenous Chicken projects are 80 (Appendix 3). The unit of analysis is the Indigenous Chicken projects sponsored by Agricultural Sector Development Support programme. Research respondents were drawn from Indigenous Chicken implementers in those projects sponsored by Agricultural Sector Development Support programme and 10 managers of 10 organizations involved in partnering with the Agricultural Sector Development Support programme projects in giving services to the implementers of the projects and who includes Directorate of Livestock, Directorate of veterinary, Tegemeo institute, United States Agency In Development (USAID), Anglican Development Services (ADS), Plan international, Kenya Poultry Farmers Association (KEPOFA), Kenya Agriculture Livestock Research Organization (KALRO), Hand in Hand and World Vision (Agricultural Sector Development Support Programme, 2014).

3.4 Sampling

Under sampling, the sampling procedures, sample size and sampling frame used were studied. A sample size refers to the number of respondents targeted for data collection while sampling procedures shows the process of choosing the sample size. A sampling frame refers to the list of the respondents who will participate in the data collection exercise.

3.4.1 Sample Size

A sample size of 156 respondents was chosen from a research population of 1092 which included 944 (Appendix 3) members from indigenous projects and 138 members of the stakeholders' organization in Machakos County, Kenya. One hundred and forty-six (146) of the respondents were selected from Indigenous Chicken farmers while 10 of the respondents were managers partnering with Agricultural Sector Development Support programme. In the determination of the sample size in this study, Sekaran's (2003) criterion on selection of sample size is considered. Although critics of Sekaran's (2003) criterion such as Onwuegbuzie and Leech (2004) challenge the selection of a sample size of 30% respondents from a research category, other supporters of pragmatism paradigm such as Tashakkori and Teddlie (2010) indicate that methodologically, Sekaran's (2003) criterion is consistent with pragmatism research paradigm. In addition Onwuegbuzie and Leech (2004) also agree with Sekaran (2003) that sampling in mixed approach requires both qualitative and quantitative strands to be considered.

One hundred and forty-six (146) respondents was selected by use of Sekaran's (2003) sample size criterion while the ten managers partnering with Agricultural Sector Development Support programme was purposively selected and interviewed for qualitative data using an interview guide. In total therefore the respondents was 156. The sampling frame used in this study for the respondents to participate in the data collection exercise through a self-administered questionnaire is shown in Table 3.1.

Table 3.1: Sampling frame for respondents

The table shows the sampling frame of the projects and the respondents to participate in the survey

Sub-county	Number of projects in a sub-county	Members of projects in each sub-county	Projects in each Stratum	Number of members from each stratum	Respondents
Machakos	14	167	7	85	26
Kathiani	8	96	4	47	14
Mavoko	8	95	4	50	15
Kangundo	8	96	4	50	15
Matungulu	10	118	5	58	17
Mwala	12	146	5	75	23
Yatta	10	117	5	57	17
Masinga	10	120	5	62	19
Totals	**80**	**954**	**40**	**484**	**146**

Table 3.2: Sampling frame for stakeholders

The table shows the sampling frame of the stakeholders

Organization	Numbers	Managers	Respondents
Livestock department	32	1	1
Veterinary department	48	1	1
Kenya Agricultural Livestock Research Organization	5	1	1
Hand in Hand	10	1	1
Plan international – Kenya	3	1	1
World Vision	4	1	1
Kenya Poultry Farmers Association	5	1	1
United States Aid In Development	10	1	1
Anglican Development Services	5	1	1
Social services	24	1	1
Total	**138**	**10**	**10**

3.4.2 Sampling Procedures

Multi-stage sampling technique was selected because the research context comprised of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme

which are many and spread in the whole of Machakos County, Kenya. Multi-stage sampling was to help the researcher to choose respondents through three sampling stages giving respondents consistently equal chances of being chosen in a step by step procedure starting with selection of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme at the first stage, followed by selection of projects in the Sub-Counties at the second stage and finally selection of respondents from the sampled projects. Huber (2004) argues that multi-stage sampling technique would be the most preferred sampling technique for large project with various projects in research situations whereby it is desired every stratum to be presented in the sample.

In addition, Sekaran (2003) indicates that in sampling procedures, a minimum of 30% of subpopulations is essential for statistical analysis. At the second stage of the sampling procedure in this study, 50% of the 80 Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme were selected by arranging the projects alphabetically and every odd number project being systematically selected for the study giving a sample of 40 projects. The 40 selected Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme have 484 members' which forms the research sub-populations.

At the third and last stage of the sampling procedure, 30% of the members were randomly sampled from each of the stratum which is a sub county. This is because by selecting respondents from each stratum in the research population, the sample was more representative. In stratified sampling technique, Kothari (2002) indicates that a random sample is drawn from all the strata. In addition Sekaran (2003) posits that random sampling respondents from each similar stratum decreases sampling error and provides a sample size that is more representative than relating simple random sampling technique equally through the whole research population. Further Hatcher, (2013) indicated that sampling procedure gives a partisan mean that has low inconsistency than the sums of a simple random sample of the whole population. To collect qualitative data in the study, 10 managers of the 10 organizations that are partnering with Indigenous Chicken projects sponsored by Agricultural Sector Development Support programme was purposively selected.

3.5 Research Instrument

The study used both secondary and primary data. Secondary data was used to acquire information on the performances of the Indigenous Chicken projects. Data gathered directly from the respondents was used to analyze the relationships being investigated in the study. To obtain sufficient information, triangulation of research instruments was done. The research instruments used for data collection were self-administered structured questionnaire and an interview guide. The research instrument was in two forms. A structured questionnaire was used to interview the implementers and an open ended interview guide was used on key informants. A self-administered structured questionnaire was used to collect the quantitative data while the interview guide was used to collect the qualitative data of the research.

3.5.1 Questionnaire

Well thought out questionnaire was used to collect data. The questionnaire method was chosen due to big number of respondents targeted and the nature of data. The instrument was preferred because of the assumption that the respondents would gain from the significance of the study as it has a link to performance of Indigenous Chicken projects. The questionnaire will be divided into four sections (Appendix 2 – annex I)

Part A of the questionnaire will collect information about respondents' background. The information included gender, age, education levels and income levels; Part B will sought information on performance of Indigenous Chicken which is measured in terms of the number of indigenous chicken, time taken in Indigenous Chicken activities completion and level of Indigenous Chicken farmers' satisfaction; Part C will sought information addressing the project implementation process and performance of Indigenous Chicken project. These project implementation processes included the items on project planning, project resource mobilization and project execution. The respondents were asked to rate the influence of these processes. Section D included the items measuring influence of legal framework and project implementation process on performance of Indigenous Chicken projects.

3.5.2 Key Informant Guide

For sufficient information to be gathered regarding the performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme; stakeholders' partnering with the project were interviewed by use of an open ended interview guide. Interviews

were conducted to probe for in-depth information on performance of Indigenous Chicken that may not be unearthed by the structured questionnaire. Thus the data that was gathered through the interviews will be qualitative. The interview guide had several questions (Appendix 2 – annex II).

Firstly the interview guide had demographic information. The information solicited was on respondent's organization type and the number of years the respondents has worked with Indigenous Chicken groups. This section was used to show that the respondent has interacted with Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme and hence would give reliable information on the performance of Indigenous Chicken projects.

Secondly, the interview guide containedThe items on performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme. This included questions that were used to measure the performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in terms of number of indigenous chicken, time taken in completion of Indigenous Chicken project activities and level of Indigenous Chicken farmers' satisfaction. Thirdly the section contains questions on moderating variable as that influenced implementation of the Indigenous Chicken projects. This included questions on legal framework. Fourthly the section had questions that informed of how project implementation process would influence performance of Indigenous Chicken projects supported by Agricultural Sector Development Support Programme. This included questions on project planning, project resource mobilization and project execution as they would influence performance.

3.5.3 Pilot testing of the research instruments

Pilot testing of the instrument was done to determine the quality of the outcome of the study Creswell (2011). However Bryman and Bell, (2007) indicated that the worth of research instruments in determination of the end of the study is done through pilot testing. Pilot testing was undertaken on 15 potential respondents gotten from 10% of the sample size of 146. This is echoed by Mugenda and Mugenda (2003) where indicated that the 10% of the sample size should be pretested and the chosen sample should be like the real sample which the researcher

would use in the study but the issues in the real sample must not be used in the pilot testing. The 15 respondents were conveniently picked from the 15 projects that is 1 respondent per project prior to the actual data collection exercise. The 15 respondents who participated in the pilot study were not part of the sample size of 146 respondents involved in the main study so as to eliminate bias. However these helped remove some ambiguity in the research instrument.

3.5.4 Validity of the research instruments

Testing validity ensures that the researcher measures the desired construct. The validity of the research instruments was tested by use of content-related means and construct. The content related method was chosen to test for content validity as it showed whether the content of the questions or the items measured in the instrument are representative and adequately measuring the phenomena (Sangoseni, Hellman and Hill, 2013). These allowed the researcher to know whether the questions in the questionnaires were related to the intended subject of testing. Content validity also was used to generally understand the grade to which a sample ofThe items denoted an acceptable working definition of the construct of interest (Polit and Beck, 2006) where variables of the study was used to remove ambiguous definition that could lead to reduced depiction of the construct in any measure finally developed. Construct was used to measure construct validity as it brought out the meaningfulness of the instrument when in practical use (Drost, 2011) by measuring the degree of conformity that predicted correlations with other theoretical propositions (Mugenda, 2008)

This test of validity method was chosen due to unswerving with the objectives of the study and the research paradigm that sought to unearth the details of the contents in project implementation process as well as their relevance, usefulness and appropriateness to measure performance of Indigenous Chicken project. To test for validity of the research instruments in this study, expert opinion from three organizations partnering with Agricultural Sector Development Support Programme sponsored Indigenous Chicken projects in Machakos through a unpaid focus group dialogue. In the meeting, the precision, importance and correctness of the objects was deliberated on. While shaping the validity of the objects of the research instruments, the guidance on whether instrument measures the content and construct from three stakeholders supporting the Indigenous Chicken projects was followed as recommended (Kothari, 2004).

3.5.5 Reliability of the research instruments

Instruments reliability adopted split half method. The instrument used to collect the data was split into half where the odd and even numbers was separated. Testing reliability of research instruments helped check whether the instrument gave consistent an indication that there was internal consistency. Reliability is said to be achieved if it gives consistent results with repeated measurements of the same object with the same instrument. Reliability correlation from the two sets of scores that is the even set and the odd score was done.

Reliability coefficient of the research instrument was measured using Cronbach's (Alpha) reliability coefficient which was obtained from all the variables in the study. Cronbach's (Alpha) reliability coefficient, just like the probability ranges between zero and one where a coefficient of zero shows there is no consistency while a coefficient of one shows that there is complete consistency. The closer alpha (α) is to one, the greater the internal consistency of theThe items (Rattray & Jones, 2007). For the research instrument to be reliable, the Cronbach's (Alpha) coefficient should have at least a value of 0.700 and the acceptable minimum of 0.600 (Hair Jr, Black, Babin, Anderson &Tatham, 2006).

On performing reliability test of the research instrument a reliability coefficient of 0.788 was realized showing that the instrument was reliable as it surpasses the least value of 0.700 and a minimum acceptable value of 0.600. These propose that the tool had the requisite level of internal consistency.

Table 3.3: Reliability coefficient

The table below shows the reliability coefficient of the dependent, independent and moderating variables

Variable	N of the items	Reliability coefficient
Project performance	33	0.695
Project planning and project performance	66	0.809
Project resource mobilization and project performance	66	0.740
Project execution and project performance	55	0.739
Project implementation process and project performance	121	0.857
Project implementation process, legal framework and project performance	154	0.888
Composite Cronbach's α (alpha) reliability coefficient		**0.788**

N is the number of the items

3.6 Data Collection Procedures

Data was obtained from primary and secondary sources. The focus was primary data obtained through a self-administered structured questionnaire from Indigenous Chicken farmers. Data collection will be done with the help of research assistants. Preceding engagement of research team to collect data, the researcher trained them on research ethics and the objects in the research instruments to enable clarity of any queries that might arise from the respondents. Time schedule to be followed was agreed on with the research team. The research team was provided with a letter permitting them to collect data on behalf of the researcher. Data collection from key informants was collected from the organizations involved in partnering with Agricultural Sector Development Support Programme sponsored Indigenous Chicken projects. This was spearheaded by researcher using an interview guide. Data on content analysis was done by the researcher in the project office as the documents to be analysed are in the project office. Data from key informants and content analysis was used for validation of the quantitative data.

3.7 Data analysis techniques

After data collection, data was cleaned and coded to make categorizing easier during analysis. However Mugenda and Mugenda (2003) indicate that raw data obtained from the field must be cleaned, coded, before being keyed into the computer and analyzed. Data analysis was done using descriptive and inferential methods. Before analysis the qualitative data, it will be winnowed so as to focus on some data that is related to the study and disregard others (Guest, MacQueen & Namey, 2012).

Non-parametric data which is qualitative was analyzed descriptively by use of percentages, frequency, measures of central tendency and measures of distribution. Further quantitative data was analysed descriptively by use means, standard deviation and range of scores (Creswell, 2014). This was made possible because the data used Likert Scale which was assumed to be equidistant by applied research hence allowing use of parametric method of data analysis (Lantz, 2013). The use of equidistance has been advanced where a weighting criteria of responses is shown as Strongly Disagree (SD) $1<SD<1.8$; Disagree (D) $1.8<D<2.6$; Neutral (N) $2.6< N<3.4$; Agree (A) $3.4<A<4.2$; and Strongly Agree (SA) $4.2<SA<5.0$ which gives an equidistant of 0.8 that was used during data interpretation in this study (Carifio & Rocco 2007). This weighting

criterion was used to check the level of agreement for respondents of theThe items for each indicator.

In parametric data, Pearson's Product Moment Correlation Coefficient (r) and Stepwise Regression analysis was used. Pearson's Product Moment Correlation Coefficient (r) was used to analyze the linear relationship between the project implementation process variables and the performance of Indigenous Chicken projects. A coefficient r and a magnitude indicated the strength and direction of the relationships. 'r' values of between $+0.10<r<0.29$ was a weak correlation, $0.30<r<0$-49 was moderate correlation and $+0.5 < r <1$ was a strong relationship. Likewise Zientek and Thompson, (2009) indicated that one advantage of 'r' is that it is the fundamental metric common to all types of correlational analyzes in the general linear model. To analyze the influence of the legal framework moderating the relationship between the project implementation process and performance of Indigenous Chicken project, Stepwise Regression (R2) analysis was used. Argument by Hatcher (2013) indicated that Stepwise Regression (R2) involves mathematical modeling whereby the project implementation process variables are deliberately chosen.

Hypotheses were tested by use of F-tests. F-Tests was preferred as it was used to test confidence intervals and hypotheses among multiple variables (Davis & Mukamal, 2006) where in this case the study has three variables; independent variable which is the project implementation process, moderating variable which is the legal framework and the dependent variable which is performance of projects. Given a sample, F(r) is the Fishers transformation of r and n of the sample, then given the assumption F(r) follows a normal distribution, the sample pairs are linear, independent and identically distributed; it is homoscedastic meaning no outliers, no multicollinearity and follows a bivariate normal distribution. Thus an approximately r- value can be obtained from a normal probability table where P values < 0.05, H_o was rejected and H_A was not rejected. For large sample where $n> 30$ as is the case with this study, then F-values can be obtained using Fisher transformation and the hypotheses will be tested normally by use of F-test (Davis and Mukamal, 2006).

Study variables indicators are as shown in Table 3.4.

Table 3.4: Variables indicators

The table shows the variable indicators of the study

Variables		Indicator
Dependent Variable	Performance of Projects (Y)	Number of indigenous chicken, timeliness of project delivery and quality in terms of Indigenous Chicken farmers' satisfaction.
Independent Variable	Project implementation processes ($X_{4,}$)	Project planning (X_1), project resource mobilization (X_2), project execution (X_3)
Moderating Variable	legal framework (X_5)	Legal framework (X_5),

The following correlation and regression models will guide the data analysis where:

Y – Outcome or Dependent Variable

β_0 – Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$– Beta Coefficients

X_1, X_2, X_3, X_4, X_5 – Predictor Variables

ε – Error Term

Aim of correlation analysis was to measure the closeness of linear relationship between the defined variables (Mukaka 2012). Correlation analysis also included further investigation into defining the pattern of the existing relationship using regression analysis with the following formulae: $y = \beta_0 + \beta_1 \times X_1 + \varepsilon$. The linear regression was used to analyze the single independent variable influencing the performance of projects. For research objective one, two and three, hypothesis (H_0, H_0 and H_0) were formulated and corresponding correlation model developed as the relationship to be tested is linear. Objective four and five has several variables hence the correlation model will be multi-linear.

3.7.1 Regression Models for Research Objective one

For research objective one, a hypothesis was formulated and corresponding correlation model developed since the relationship to be tested is linear.

H_0: Project planning does not significantly influence performance of projects.

This is illustrated as follows in this form $y = \beta_0 + \beta_1 (X_1) + \varepsilon$: below are the models for

Performance of projects = f (project planning) $y = \beta_0 + \beta_1 (X_1) + \varepsilon$

Performance of projects = constant term + regression coefficient (project planning) + Std error;

$Y = \beta_0 + \beta_1(X_1) + \varepsilon$

Y = Project performance

X_1 = Project planning

β_1= regression coefficient of the variable X_1 respectively

ε = Std. error

3.7.2 Regression Models for Research Objective two

For research objective two, a hypothesis was formulated and corresponding correlation model developed since the relationship to be tested is linear.

H_0: Project resource mobilization does not significantly influence performance of projects.

This is illustrated as follows in this form $y = \beta_0 + \beta_2 (X_2) + \varepsilon$: below are the models for

Performance of projects = f (project resource mobilization): $y = \beta_0 + \beta_2(X_2) + \varepsilon$

Performance of projects = constant term + regression coefficient (project resource mobilization) + Std error.

$Y = \beta_0 + \beta_2(X_2) + \varepsilon$

Y = Project performance

X_2 = Project resource mobilization

β_2= regression coefficient of the variable X_2 respectively

ε = Std. error

3.7.3 Regression Models for Research Objective three

For research objective three, a hypothesis was formulated and corresponding correlation model developed since the relationship to be tested is linear.

H_0: Project execution does not significantly influence performance of projects.

This is illustrated as follows in this form $y = \beta_0 + \beta_3(X_3) + \varepsilon$: below are the models for

Performance of projects = f (project execution): $y = \beta_0 + \beta_3(X_3) + \varepsilon$

Performance of projects = constant term + regression coefficient (project execution) + Std error;

$Y = \beta_0 + \beta_3(X_3) + \varepsilon$

Y = Project performance

X_3 = Project execution

β_3= regression coefficient of the variable X_3 respectively

ε = Std. error

3.7.4 Regression Models for Research Objective Four

The influence of project implementations process of farmers on performance of projects was analyzed with multivariable regression model, the dependent variable is described as a linear function of the independent variables X_i, as follows: $Y = \beta_0 + \beta_4 \times X_4$. The model permits the computation of a regression coefficient β_i for each independent variable X_i.

For research objective four, a hypothesis (H_0) was formulated and corresponding correlation model developed since the relationship to be tested is linear.

H_0: Project implementation process does not significantly influence performance of projects.

Performance of projects = f (Project implementation process)

$Y= \beta_0 + \beta_4(X_4)+ \varepsilon$

Y = Project performance

X_4 = Project implementation process

β_4= regression coefficient of the variable X_4 respectively

ε = Std. error

3.7.5 Regression Models for Research Objective five

For research objective five, a hypothesis was formulated and corresponding correlation models developed since the relationship to be tested is non-linear.

H_0: The strength of performance of projects does not depend on the moderating influence of legal framework and project implementation process.

Performance of projects = f [(Project implementation processes) (legal framework)]

$Y= \beta_{0+} \beta_4 X_4 +\beta_5 X_5 +\beta_4 \beta_5 \times X_4 X_5 +\varepsilon$

Y = Project performance

X_4 = Project implementation process

X_5 = Legal framework

β_4, β_5 = regression coefficient of the variable X_4, X_5 respectively

α is the constant term whereas ε = std. error.

3.7.6 Tests of Hypotheses

Test of various hypotheses was done to be able to make empirical conclusions.

Table 3.5 - Statistical tests of hypotheses

The table shows the summary of statistical tests of the hypotheses, research objectives, research hypotheses and type of analysis to be carried out in this study.

Objective of the research	Hypothesis (H_0)	Analysis type	Results interpretation
To establish how project planning influences performance of projects.	H_0: Project planning has no significant influence on performance of projects	Pearson's Correlation using linear regression	P value interpretation $P < 0.05$, Ho is rejected and H_A is not rejected. Relationships strength of r values $+0.10<r<0.29$ is a weak correlation; $0.30<r<0.49$ is moderate correlation; $+ 0.5 < r < 1$ is a strong relationship. If variable under consideration does not lie within the final regression model, Ho was accepted and R^2 values was considered for determination of the strength of the relationship.
To examine how project resource mobilization influences performance of projects.	H_0: Project resource mobilization has no significant influence on performance of projects.		
To determine how project execution influences performance of projects.	H_0: Project execution has no significant influence on performance of projects.		
To establish the influence of project implementation process influences performance of projects.	H_0: Project implementation process has no significant influence on performance of projects.		
To assess the extent of how legal framework moderates on the relationship project implementation processes and the performance of projects.	H_0: The strength of performance of Indigenous Chicken projects in Machakos County does not depend on moderating influence of legal framework and project implementation process.	Pearson's Correlation using stepwise regression	

3.8 Ethical considerations

During this data collection the enumerators was cautioned to observe the norms of the respondents so as not to cause anonymity. The respondent was informed of the reason of the research being undertaken and assured of the confidentiality of their responses. To ensure the respondent does not recognise the response, the questionnaires was coded with numbers but not names (Creswell, 2009).

Respondents agreed to give comprehensive, accurate information voluntarily and should withdraw freely (Hammersley & Atkinson, 2007; Potter 2006). This was done by first getting an authority through a research permit. Consultation with stakeholders from the directorate of livestock to get permission; after, discussion was done with community members who were used to help reach the respondent; the researcher familiarized with the norms for the community and at the same time sought consent from the respondents where for the none learned ones this will be none written which will be done through audio recording but for learned ones written communication was used.

The respondents' time was respected through was designing a questionnaire that it took 10- 15 minutes. The respondents were thanked for their participation and their contribution in the study. It is unethical for a researcher to fail to thank the participants during data collection, (Creswell, 2011). Further, the researcher is committed to make compensations in the event of any damages to the organizations under study or respondents, especially reputational related, arising as a result of this research.

3.9 Operationalization of study variables

Operationalized variables as shown in the conceptual framework and hypothesized in the identified hypotheses are described. The dependent variable is performance of Indigenous Chicken projects which was measured in terms of production of the number of Indigenous Chicken in terms of productivity, timeliness in Indigenous Chicken project delivery and quality in terms of Indigenous Chicken farmers' satisfaction. The independent variables are project implementation process while moderating variables is measured with legal framework.

3.9 Operational definition of the variables

Table 3.6: Operational definition of the variables

The table shows the operational definition of the variables

Research objective	Type of variable		Indicator	Measure	Level of scale	Research approach	Type of analysis	Technic for analysis
	Dependent Variable	Independent Variable						
	Performance of projects		Average numbers of IC per batch	Numbers produced	Ordinal	Mixed mode	Non-Parametric	Descriptive analysis
							Parametric	Pearson's Correlation
			level of timeliness in project delivery	Activities done	Ratio		Parametric	Using Regression
			Rate of implementer satisfactions	Services received	Ratio			
To establish how project planning influence performance of projects		Project planning	Participation of stakeholders	involvement in planning	Ordinal	Mixed mode	Non-Parametric	Descriptive analysis
			Availability of plan	Plans in place			Parametric	Pearson's Correlation
					Interval		Parametric	Using Regression
			Communication method of plan	Methods	Ordinal			
To examine how project resource mobilization influence performance of projects		Project Resource mobilization	Availability resources	Resource in place	Interval		Parametric	Pearson's Correlation
								Using regression
			Accessibility of resources	Affordability	Ordinal		Non-Parametric	Descriptive analysis
			Usage of resources	Number using	Ordinal			Regression
To determine the how project execution influence		Project Execution	Group execution	Planned of activities	Ratio	Mixed mode	Parametric and Non-Parametric	Descriptive analysis
			Activities execution	Activities done	Ordinal			Pearson's Correlation

performance of projects			Level of execution	Extent of activities	Nominal			Using Regression
To establish influence of project implementation process on performance of projects		Project implementation processes	Process implementation	Availability of plans usage of resources Level of execution	Ratio	Mixed mode	Parametric and Non-Parametric	Descriptive analysis Pearson's Correlation Using regression
To assess the extent to which legal framework moderate on the influence of project implementation processes and performance of projects		Legal framework	Group formation Training and health services Financial services provision	Groups formed Trainings done Availability of finances	Ratio	Quantitative	Parametric	Stepwise regression

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter shows data analysis, presentation, interpretation and discussion. The first section shows the response rate of the questionnaires administered. First, the research response rate have been computed and presented. Second, the findings on the five key objective areas of the study are presented and interpreted. The first objective of this study was to establish how project planning influences performance of Indigenous Chicken in Machakos County; The second objective of this study was to examine the influence of project resource mobilization on performance of Indigenous Chicken in Machakos County; The third objective of this study was to determine the influence of project execution on performance of Indigenous Chicken in Machakos County. The fourth objective of this study was to establish influence project implementation process on performance of Indigenous Chicken in Machakos County; The fifth objective of this study was to assess how legal framework moderates on the relationship between project implementation process and performance of Indigenous Chicken in Machakos County. Lastly, the analysis and interpretation of five hypotheses formulated on study objectives were described. The results of statistical analysis have been deduced in terms of the study purpose and in respect to other studies which have been conducted in the same area of study. This was the method undertaken in this study.

4.2 Questionnaire response rate

The Indigenous Chicken project implementers who participated in the study were 146. The 146 respondents were selected from 40 Indigenous Chicken projects sampled in the target population of 80 Indigenous Chicken projects sponsored by Agricultural Sector Development Projects in Machakos County. Questionnaires were distributed to 146 Indigenous Chicken project implementers who in this study were the respondents. However the questionnaire response rate after self-administered to the respondents was 138. The distribution of the return rate of the questionnaires is shown in Table 4.1.

Table 4.1: Questionnaire response rate

The table indicates the number of the questionnaires distributed to the project implementers per sub County and the response rate

Sub-county	Questionnaire distribution	Questionnaire response	Rate (%)
Machakos	26	25	18
Kathiani	14	14	10
Mavoko	15	13	9.4
Kangundo	15	15	10.9
Matungulu	17	17	12.3
Mwala	23	21	15
Yatta	17	15	10.9
Masinga	19	18	13
Totals	**146**	**138**	**95**

The result in Table 4.1 revealed that the response rate was 138 out of 146 and gave a 95% response. On response rate of self-administered questionnaire Christley (2016) identified that there is no consistency of what response rate should be used in survey research with authors pointing out that it should be 50% (Bailey, 1987), 60% (Schutt, 1999) and 75% (Babbie,1990) but identified that journals have enforced a lower limit rate of 80% (Fincham, 2008). Therefore, with a response rate of 95%, in this study the survey should not be disregarded but should be accepted and findings analysed.

4.3 Demographics of respondents

The respondents gave their demographics concerning gender, age, education level, yearly income levels and average number of eggs laid per hen per batch. The data was analysed using tables and frequencies in percentages. The results realized from demographics are shown in Table 4.2 – Table 4.6.

4.3.1 Distribution of respondents by gender

The data sought was on whether the male and female respondent participated in the study. The information indicated if either gender implemented the Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme as no preference was done to select either male or female implementers. The responses were as shown in Table 4.2

Table 4.2: Distribution of respondents by gender

Table 4.2 shows the results of Indigenous Chicken projects implementers distributed by gender

Gender	Frequency	Percent
Male	53	38.4
Female	85	61.6
Total	**138**	**100.0**

The results in Table 4.2 showed that majority of the Indigenous Chicken projects implementers were female at 61.6% while as males were 38.4% respondents. This indicates that there is social inclusion of both genders in implementing of projects as indicated. This could have resulted due to low start capital required for the Indigenous Chicken project by the project implementers. At the same time, the women do not need a big part of the land to start up the Indigenous Chicken projects taking that most of them do not own land. Similarly the male implementers feel that Indigenous Chicken are a small livestock and can only be owned by females.

4.3.2 Distribution of respondents by age

Data sought was on the different age bracket of the respondents. The information shows the age category that implements Indigenous Chicken projects. The age groups were grouped into three categories: 18- 35 years; 36 - 45years and above 45 years. The responses were as shown in the table 4.3.

Table 4.3 Distribution of respondent by age

Table 4.3 indicates the distribution of the Indigenous Chicken projects implementers by age

Age (years)	Frequency	Percent
18-35	41	29.7
36-45	41	29.7
Above 45	56	40.6
Total	**138**	**100.0**

The results in Table 4.3 revealed that the majority of respondents doing Indigenous Chicken projects were above 45 years at 40.6%. The rest of the respondents were at 29.7% for 18- 35 years and 36 - 45years. These results indicates that Indigenous Chicken projects implementers of above 45 years knew the importance of doing Indigenous Chicken in terms of food security and poverty eradication unlike implementers of 18-35 years and 36-45years who could be valuing formal employment more than farming by undertaking Indigenous Chicken projects. Similarly 45years Indigenous Chicken projects implementers understands what resources are

required and even how to access them in order to improve performance of the Indigenous Chicken projects. Further the 45years Indigenous Chicken projects implementers' access these financial resources as they are in merry go round where they do table banking. Lastly these 45years Indigenous Chicken projects implementers' can buy incubators, brooders, drugs and at the same time build houses for the indigenous chicken.

4.3.3 Distribution of respondents by level of education

Data sought was to show the education level of the respondents. The education levels were grouped into four categories: non – formal; primary; Secondary and post-secondary. The respondents were informed to tick the level of education they had reached. The responses were as shown in the Table 4.4.

Table 4.4 Distribution of respondent by level of education

Table 4.4 displays the distribution of Indigenous Chicken projects implementers' by education levels starting from non – formal, primary, Secondary and post-secondary.

Education level	Frequency	Percent
Non- formal education	3	2.2
Primary	44	31.9
Secondary	78	56.5
Post- secondary	13	9.4
Total	**138**	**100.0**

The outcome in Table 4.4 revealed that the highest number of Indigenous Chicken projects implementers' at 56.5% had Secondary education, 31.9% had primary education, 9.4% had post-secondary and the lowest number of respondents at 2.2% had non – formal education. The importance of studying the Indigenous Chicken projects implementers' education was because the implementer with some formal education would be able to understand and articulate the trainings done and also be able to implement as required. Similarly the Indigenous Chicken projects implementers' with secondary education could not have gotten formal employments hence majoring in Indigenous Chicken keeping.

4.3.4 Distribution of respondents by yearly income levels

Data sought was on the different yearly income of the respondents for the last 12 months. The information would ascertain whether the different age groups were normally distributed. The income levels were grouped into six categories: Below 10,000/=; 10,001- 20,000/=; 20,001-

30,000/=; 30,001-40,000; 40,001- 50,000/= and above 50,000/=. The respondents were informed to tick their income levels for the last 12 months. The responses were as shown in the table 4.5.

Table 4.5: Distribution of respondent income level

Table 4.5 presents the distribution of Indigenous Chicken projects implementers' income received from Indigenous Chicken projects

Income levels (Kshs)	Frequency	Percent
Below 10000	63	45.7
10001 – 20000	53	38.4
20001- 30000	11	8.0
30001 – 40000	8	5.8
40001 -50000	2	1.4
Above 50000	1	.7
Total	**138**	**100.0**

The findings of Table 4.5 showed an annual income from Indigenous Chicken by the respondents where 45.7% got annual income of below 10,000/=, 38.4% got 10,001- 20,000/=, 8.0% got 20,001- 30,000/=, 5.8% got 30,001- 40,000, 1.4% got 40,001- 50,000/= and 0.7% got an annual income of above 50,000/=. Majority of the respondents got annual income of below 10,000/=. These levels of incomes received by the majority of Indigenous Chicken projects implementers' has an implication of performance of Indigenous Chicken projects where either the implementers did not adhere to good management of Indigenous Chicken project or have delayed practicing the good project management practises. Therefore this reveals that since they have not undertaken the Indigenous Chicken management practises, the number of birds produced was few, an indication of few numbers of indigenous chickens sold.

4.3.5 Distribution of respondents' response on number of eggs lay per batch per hen

Data sought was on the respondents' response on number of eggs lay per hen per batch. This information would ascertain whether the implementers had undertaken the good management practises. The number of eggs laid per batch was grouped into four categories: 1-4 eggs; 5-8 eggs; 9-12 eggs and 13- 16eggs. The responses were as shown in the Table 4.6.

Table 4.6: Respondents response on number of eggs lay per batch per hen

Table 4.6 revealed the distribution of the number of eggs lay per batch per hen as responded to by the Indigenous Chicken projects implementers'

Eggs laid per batch	Frequency	Percent
1-4eggs	6	4.3
5-8eggs	12	8.7
9-12eggs	69	50.0
13-16eggs	51	37.0
Total	**138**	**100.0**

The results in Table 4.6 showed that 50% of the respondents had their Chicken laying 9-12 eggs per batch, 37% of the respondents had their Chicken laying 13-16 eggs per batch, 8.7% of the respondents had their Chicken laying 5-8 eggs and 4.3% had their Chicken laying 1-4 eggs. These results revealed that majority of the implementers at 50.0% had followed the feeding management practices of Indigenous Chicken well hence their hen laid on average 9-12 eggs and at the same time had hen laying areas as a result could be able to follow up on the number of eggs laid. The number of eggs laid on average 9-12 is an indication of improved performance.

4.4 Test for statistical assumption and treatment of Likert – type data

Before undertaking regression on the second part of the questionnaire which had Likert scale questions, test of statistical assumptions was done. This test of statistical assumptions included test of normality, test of multi-collinearity, test of homoscedasticity/ heteroscedasticity, control for type I/ type II error and Likert type data analysis. This statistical assumption allows that before doing linear regression multicollinearity and homoscedasticity should be eliminated whereas normalization of variables must be done. The finding of test of statistical assumptions is shown in Tables 4.7- Table 4.9.

4.4.1 Test for Normality

Research has shown that normality can be a problem when the sample size is small where $n< 50$. To ensure that data is normally distributed, the sample taken was more than 50. In this study, to check if the data was collected from a normal population Kolmogorov-Smirnov test statistic (KS-test) and Shapiro-Wilk test (SW-test) were done (Corder and Foreman, 2009). Further Field (2009) indicates that to test for normality, the probability value should be greater than 0.05 showing that the population is not significantly different from a normal data, and not normal if

the probability is less than 0.05. Similarly Corder and Foreman (2009) identified that if the test is non-significant that is p >0.05 then distribution of the sample is not significantly different from a normal distribution hence it is probably normal and if, however, the test is significant that is p < 0.05 then the distribution in question is significantly different from a normal distribution hence it is non-normal. The choice of KS-test and SW - test was because the two methods can be used in a data sets >50. The results showed that KS-Test and SW-Test significant value is greater than 0.05. The results of Kolmogorov-Smirnov test statistic and Shapiro-Wilk test are shown in Table 4.7.

Table 4.7: Test of normality using Kolmogorov-Smirnov test statistic and Shapiro-Wilk test

Table 4.7 shows the results of test of normality using KS-Test and SW-Test of the variables

Variable	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance	0.087	138	0.23	0.968	138	0.22
Planning	0.156	138	0.1	0.896	138	0.650
Resource mobilization	0.125	138	0.076	0.949	138	0.072
Execution	0.093	138	0.129	0.966	138	0.094
Legal framework	0.078	138	0.200*	0.980	138	0.557

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

The finding of Table 4.7 of KS-Test and SW-Test showed that all the significant figures of KS-Test and SW-Test for all the variables of project performance, project planning, project resource mobilization, project execution, and legal framework are greater than 0.05 which shows that the population is normally distributed. Therefore the data can be analysed using regression.

4.3.2 Test for multi-collinearity

Collinearity in this study was assessed through use of tolerance and Variance Inflation Factor (VIF) values taken through running of linear regression of the same outcome and predictors. To find that there is multicollinearity Field (2009) indicates that a tolerance value less than 0.1 almost certainly indicates a serious collinearity problem and a Variance Inflation Factor (VIF) value greater than 10 is a cause for concern. To ensure that the assumption of multicollinearity is not dishonored Asteriou and Hall (2011) indicated that tolerance (1/VIF) values should be analysed. The results of test of multicollinearity are shown in Table 4.8.

Table 4.8: Test of multi- collinearity

Table 4.8 shows results of multi-collinearity test of the indicators

Variable	Collinearity statistics	
	Tolerance	VIF
Planning	.636	1.571
Resource mobilization	.640	1.563
Execution	.673	1.486
Legal framework	.757	1.321

The findings of Table 4.8 showed that the results of tolerance gave values greater than 0.1 and the VIF values were less than 10 for all variables of project planning, project resource mobilization, project execution and legal framework. This showed that the data of the population does not have multi collinearity. Therefore regression can be undertaken in data analysis.

4.3.3 Test for Homoscedasticity and Heteroscedasticity of study variables

Test of homoscedasticity of the study variables was done. These study variables were performance of Indigenous Chicken projects, legal framework project implementation process namely Project planning, project resource mobilization and project execution. For homoscedasticity to be observed Hair JR, Black, Babin, and Anderson (2009) indicated that, dependent variables needs to exhibit equal levels of variance across the range of predictor variable being explained, that is they should not concentrate in only a limited range of independent values. Random variables are homoscedastic if they exhibit same finite variance also known as homogeneity of variance (Hamsici & Martinez, 2007). In their research Gastwirth, Gel and Miao (2009) indicate that Levenes' approach is powerful tool for checking the homogeneity of variances. To test this homogeneity or homoscedastic, Levene statistics was used where the significance value from the table is less than 0.05 (sig < 0.05) the homogeneity of variance has been violated since homogeneity is different in different groups and if the significance value is greater than 0.05 (sig > 0.05) then the homogeneity is similar in different groups. The table showing the results of homogeneity is shown in Table 4. 9

Table 4.9: Test of homogeneity of variance

Table 4.9 presents the results of the study variable homogeneity generated through use of Levene test. The study variables are performance of Indigenous Chicken projects, project legal framework and project implementation process namely Project planning, project resource mobilization, project execution.

Variables		Levene Statistic	df1	df2	Sig.
Performance	Based on Mean	1.340	1	136	.249
	Based on Median	1.204	1	136	.275
	Based on Median and with adjusted df	1.204	1	133.463	.275
	Based on trimmed mean	1.299	1	136	.256
Planning	Based on Mean	.542	1	136	.463
	Based on Median	.508	1	136	.477
	Based on Median and with adjusted df	.508	1	132.136	.477
	Based on trimmed mean	.569	1	136	.452
Mobilization	Based on Mean	.923	1	136	.338
	Based on Median	1.035	1	136	.311
	Based on Median and with adjusted df	1.035	1	127.311	.311
	Based on trimmed mean	1.031	1	136	.312
Execution	Based on Mean	.530	1	136	.468
	Based on Median	.545	1	136	.462
	Based on Median and with adjusted df	.545	1	133.445	.462
	Based on trimmed mean	.509	1	136	.477
Legal framework	Based on Mean	1.646	1	136	.202
	Based on Median	1.573	1	136	.212
	Based on Median and with adjusted df	1.573	1	125.311	.212
	Based on trimmed mean	1.644	1	136	.202

The results in Table 4.9 revealed that homogeneity is obeyed as the significance value is greater than 0.05 in all the significant figures of project performance, Project planning, project resource mobilization, project execution and legal framework based on median and mean.

4.3.4 Control for type I and type II error

For one to do statistical testing, hypotheses should be set (Kim, 2015) which are null and alternate. During data analysis this hypotheses have to be either accepted or rejected indicating that either type I or type II errors may occur. A statistically significant result that occurs when the null hypothesis is true is called a type I error which need to be controlled by given rates (Benjamin, 2010). Type II error is not rejecting the null hypothesis when in fact the alternate

hypothesis is true. Type I errors occur when a true null hypothesis is rejected and Type II errors occur when a false null hypothesis fails to be rejected (Taylor, 2017).

Argument by Kim, (2015) indicates that the two errors can be reduced through use of a large sample. To manage the two errors to a lower level in this study, the sample size was increased to 146 because a large sample size decreases the standard error (standard deviation/√sample size) which gives reasonable low levels of both type I error (α) and type II error (β). Tests that use conventional 0.05 alpha levels, a Type I error are allowed to occur up to 5% of the time (Frane, 2015). In this study to deal with type I error, 95% confidence interval was used where an error of 5% will be allowed to happen.

4.3.5 Treatment of Likert type data

The self-administered questionnaire had five sections of Likert type items. These items were designed in such a way that some the items were positive and others were negatively stated. These items were measured using the level of agreement or disagreement depending on the subjective or objective criteria of the respondent. These used a 5 point scale with five possible degrees of agreement, that ranged from strongly disagree – 1; disagree – 2; Neutral -3; agree – 4 and strongly agree -5 (Pearse, 2011). Each section of Likert scale had 11The items which is sufficient to measure each construct (Frauke, Presser & Tourangeau 2008).

The use of Likert Scale in this study was due to the fact that Likert data is assumed to be equidistant by applied research hence allowing use of parametric method of data analysis (Lantz, 2013). The use of equidistance has been advanced where a weighting criteria of responses is shown as Strongly Disagree (SD) 1<SD<1.8; Disagree (D) 1.8<D<2.6; Neutral (N) 2.6< N<3.4; Agree (A) 3.4<A<4.2; and Strongly Agree (SA) 4.2<SA<5.0 which gives an equidistant of 0.8 that was used during data interpretation in this study (Carifio & Rocco 2007). These weighting criteria will be used to check the level of agreement for respondents of theThe items for each indicator. Some of theThe items of the indicators were stated positively while others were stated negatively.

4.5 Performance of Indigenous Chicken projects in Machakos

The dependent variable for this study was performance of Indigenous Chicken projects in Machakos County, Kenya. The performance of Indigenous Chicken projects was measured with

indicators of average number of Indigenous Chicken per batch produced, rate of timeliness in project delivery and rate of Indigenous Chicken farmers' satisfaction. However data was collected to measure those aspects of beneficial outcome which looks at production, timeliness of project delivery and quality in terms of farmers' satisfaction using a questionnaire with closed and open questions.

Performance of Indigenous Chicken projects was measured using the 5 point Likert's scale, in which project implementers were supposed to show preferred choice in relation to statements formulated to measure their attitude towards performance of projects. The choices ranged from strongly agree, agree, neutral, disagree and strongly disagree for positively stated items and vice versa for the negatively stated items. Best score was 5 and worst score was 1where value of 5 represents SA – Strongly Agree; value of 4 represents A – Agree; value of 3 represents N – Neutral; value of 2 represents D – Disagree; while value of 1 represents SD – Strongly Disagree. By using descriptive statistic, means and standard deviation of theThe items for number produced per batch, timeliness of project activities delivery and level of satisfaction of the Indigenous Chicken project implementers were generated as shown in Tables 4.10- Table 4.12 respectively.

Table 4.10: Production of Chicken per batch in performance of Indigenous Chicken projects

This table shows the responses of the Indigenous Chicken projects implementers on production of Indigenous Chicken numbers per batch. The result was presented in mean and standard deviation.

6a	Items	MEAN	S.D.	Level of agreement
6ai	Rarely do I get fewer than 13	3.5435	1.43532	Agree
6aii	Mostly incubates 12 eggs	3.5362	1.26814	Agree
6aiii	Hatches average 10 chicks	3.3116	1.24865	Neutral
6aiv	Chicks survive during brooding	2.6087	1.29251	Neutral
6av	All brooded chicks mature to chicken	3.1232	1.38529	Neutral
6avi	No chicks loss due to diseases during brooding	2.4275	1.51338	Disagree
6avii	Rarely do i lose Chicken through theft	3.3116	1.48865	Neutral
6aviii	Chicken eaten by wild animals	3.3261	1.45071	Neutral
6aix	Consumption of 1chicken per month	3.8623	1.21542	Agree
6ax	Rarely sells Chicken per batch	3.0870	1.35500	Neutral
6axi	Chicken getting to 1 1/2 kg by fifth month	3.2754	1.35500	Neutral

Results in Table 4.10 on production of Indigenous Chicken revealed different responses based on mean and standard deviation. The item on rarely do implementers get fewer than 13eggs had a mean of 3.5435 and standard deviation of 1.43532. This showed that the respondents agreed to have rarely gotten fewer than 13 eggs. This reveals that the project management practises has improved performance hence the project implementers rarely gets fewer than 13 eggs. The item on whether implementers mostly incubate 12 eggs had a mean of 3.5362 and standard deviation of 1.26814. These results showed that respondents agreed to mostly incubating 12 eggs per batch. These responses pointed out that the implementers of Indigenous Chicken projects heeded into the best management practices passed by the stakeholders during incubation. The item on Chicken hatches an average of 10chicks had a mean of 3.3116 and standard deviation of 1.24865. These results revealed that they were neutral on their response which showed that half of the Indigenous Chicken project implementers hatched 10 chicks whereas some did not hatch 10 chicks which points out poor performance for some Indigenous Chicken project implementers. The item on if chicks survived during brooding had a mean of 2.6087 and a standard deviation of 1.2925. The results showed that the respondents were neutral on their response. This could have been as a result of some of the Indigenous Chicken project implementers not having brood their chicks as required and living them to move around with their mother hen which would reduce the survival of chicks hence causing poor performance.

Item on whether all brooded chicks mature to Chicken had a mean of 3.1232 and standard deviation of 1.38529. This showed that the respondents were neutral on their response. This is an indication that some of the Indigenous Chicken project implementers have improved the project management practises. The item on implementers do not experience chick loss due to diseases during brooding had a mean of 2.4275 and standard deviation of 1.51338. This response showed that the respondents disagreed that they have no chick loss during brooding due to disease meaning that they loss their chicks due to disease during brooding. These results revealed that the Indigenous Chicken project implementers have improved performance of indigenous chicken.The item on whether rarely do I lose Chicken through theft had a mean of 3.3116 and a standard deviation of 1.4886. This results indicates that the respondent were neutral in their response showing that some of them lose while others do not lose chicken, a pointer that some of the Indigenous Chicken have not sheltered their Indigenous Chicken well which could contribute to poor performance.

Item on if chickens are eaten by wild animals had a mean of 3.3261 and standard deviation of 1.4507. This result indicates that the respondent had a neutral response an indication some Indigenous Chicken project implementers' loss their Chickens to wild animals while as others do not. This results points out that the ones who lose their Chickens to wild animals do not have good Chicken houses. This pointed out that some Indigenous Chicken project implementers have not implemented the management practises as required which lead to poor performance for some Indigenous Chicken project implementers. The item on if implementers consume 1 Chicken per month had a mean of 3.8623 and a standard deviation of 1.21542. The result indicates that respondents agreed to eating 1 Chicken per month which revealed that the numbers of Chicken produced had increased a sign of improved performance. The item on that rarely do implementers sells Chicken per batch had a mean of 3.0870 and a standard deviation of 1.35500. This result indicates that the respondents were neutral in their response which showed that though the numbers had increased, the numbers were still low for some Indigenous Chicken project implementers. The item on that Chicken getting to 1 ½ kg by fifth month had a mean of 3.2754 and a standard deviation of 1.35500. This result indicates that the respondents were neutral in their response. This result revealed that some Indigenous Chicken project implementers do not observe breeding where they are supposed to change their cocks between 6-12 months and selection of big birds which brought about poor performance.

The results of descriptive analysis showed that Composite Mean Score for production numbers was 3.41937 Composite S. D. = 1.36437. These results indicated that the project implementers agreed to improved performance of Indigenous Chicken projects based on production numbers of indigenous chicken. Next is the descriptive analysis of timeliness of project activities delivery as presented in Table 4.11.

Table 4.11: Timeliness of project activities delivery in performance of Indigenous Chicken projects

Table 4.11shows the responses of the Indigenous Chicken projects implementers on timeliness of project activity delivery. The result was presented in mean and standard deviation.

6b	Items	MEAN	S.D.	Level of agreement
6bi	Delay in plan development	3.5942	1.25354	Agree
6bii	Failure to deliver Chicken rearing trainings	3.2609	1.40543	Neutral
6biii	Early group formation facilitated training	3.7971	1.31338	Agree
6biv	Delayed linkages with stakeholders with brooders	3.6159	1.16094	Agree
6bv	Acquiring brooders early resulted to chicks survival	3.7029	1.18635	Agree
6bvi	Failure to vaccinate my chick early lead to low survival of chicks	3.3696	1.36738	Neutral
6bvii	Delayed feeding with chick mash led to chicks poor growth	3.5290	1.20335	Agree
6bviii	Timely availability of NCD lead to death of my chicken	3.0217	1.45224	Neutral
6bix	Timely vaccination of my Chicken increased their survival	3.4928	1.36829	Agree
6bx	Group disorganization lead to failure to vaccinate my chicken	2.5145	1.35752	Disagree
6bxi	Death due to disease of my Chicken was caused by delay of health officers	2.2971	1.44186	Disagree

The findings of Table 4.11 showed the results of the issue on timeliness of project activities delivery based on mean and standard deviation. The item on if there was delay in plan development had a mean of 3.5942 and standard deviation of 1.25354. These finding indicated that the respondents agreed that there was delay in development of plan which is a pointer of project management activities being delayed which in turn influenced performance of indigenous chicken. The item on whether there was failure to deliver Chicken rearing trainings on time had a mean of 3.2609 and a standard deviation of 1.40543. These showed that the respondents were neutral in their response. This result revealed that some project implementers received training on time whereas others did not. Therefore these points out that those who were trained early undertook the management practises whereas those who were trained late either delayed the implementation of management practises or did not implement hence leading to poor performance for some Indigenous Chicken project implementers. The item on if early group formation facilitated training had a mean of 3.7971 and a standard deviation of 1.31338. These result indicated that the respondents agreed that early formation of groups facilitated their

trainings. This result pointed out that the groups were formed as required in the plan to allow for training. The item on whether delayed linkages with stakeholder with brooders affected chick production had a mean of 3.6159 and a standard deviation of 1.16094. These findings indicated that the project implementers agreed that there was a delayed linkage with stakeholders' where results pointed out that they could not acquire materials for brooding.

Item on if acquiring chick brooders early resulted to chick survival had a mean of 3.7029 and a standard deviation of 1.18635. These finding indicated that the respondents agreed that the survival of their Chicken was as result of acquiring the brooders which could have led to the high survival of the chicks during brooding period. The item on failure to vaccinate chick early lead to low survival of chicks had a mean of 3.3696 and standard deviation of 1.36738. These showed that the respondents were neutral an indication of some project implementers of Indigenous Chicken projects vaccinated their chicks early whereas others did not leading to poor performance for some Indigenous Chicken project implementers. The item on if delayed feeding with chick mash led to the poor growth of chicks' had a mean of 3.5290 and a standard deviation of 1.20335. These showed that the respondents agreed poor growth being caused by a delay in feeding with chick mash. The reason being project implementers at times feed their chicks with maize flour which does not have all the nutrients hence causing poor growth instead of the chick mash which has all the nutrients which could have affected the performance of the Indigenous Chicken for some project implementers. The item on whether timely unavailability of NCD (New Castle Disease) vaccine lead to death of my Chicken had a mean of 3.0217 and standard deviation of 1.45224. The response of the Indigenous Chicken project implementers showed that they were neutral. This result revealed that to some project implementers it was not available whereas for others it was timely available which had an indication of loss of their Indigenous Chicken especially for the ones who did not get the New Castle Disease vaccine in time hence causing some poor performance for Indigenous Chicken projects.

Item on that timely vaccination of my Chicken increased their survival had a mean of 3.4928 and a standard deviation of 1.36829. The findings indicated that they agreed with the timely vaccination of their Chicken which points out to improved performance due to high survival of chicken. The item on whether timely group organization lead to failure to vaccinate my Chicken had a mean of 2.5145 and a standard deviation of 1.35752. These findings indicated that the

respondents disagreed to group disorganization causing failure to vaccinate their chicken. The results revealed that it is not necessarily that the Indigenous Chicken project implementers vaccinate their Chicken in a group but are doing it individually. The item on if death due to disease of my Chicken was caused by delay of health officers had a mean of 2.2971 and a standard deviation of 1.44186. The respondents disagreed to delay of health officers as a cause of their Chicken death due to disease. This response points out that the health officers are available when required. Therefore the health officers were not a cause of poor performance of Indigenous Chicken projects as they were available when required.

The timeliness of project activity delivery gave a Composite Mean Score of 3.49051 and Composite S. D. = 1.31912. These results revealed that from the responses the Indigenous Chicken project implementers agreed on timely delivery of project activities. Next is the presentation of results of descriptive analysis on the level of satisfaction of project implementers.

Table 4.12: level of satisfaction in performance of Indigenous Chicken projects

Table 4.12 presents the responses of the Indigenous Chicken projects implementers on satisfaction of the implementers. The result was presented in mean and standard deviation.

6c	Items	MEAN	S.D.	Level of agreement
6ci	Participation in choosing of venue	3.8043	1.25482	Agree
6cii	Convenient venues encouraged high attendance	4.1449	.93239	Agree
6ciii	Good management practises delivery on Chicken rearing	4.0217	1.17434	Agree
6civ	Easily implementable Chicken rearing management practises	3.9058	1.04559	Agree
6cv	Appropriate equipment of brooding	3.6739	0.96025	Agree
6cvi	Affordable prices of acquiring equipment of feeding and drinking water	3.65	1.092	Agree
6cvii	Knowledge of making their own brooders with local materials	3.7681	1.13530	Agree
6cviii	Portable brooders	3.9493	1.19807	Agree
6cix	Availability of services of officers when needed	4.0000	1.22027	Agree
6cx	Group formation as it facilitated service delivery	3.6594	1.24100	Agree
6cxi	Linkage to market our chicken	2.9855	1.56600	Neutral

The findings of Table 4.12 showed the results of issues on satisfaction of implementers based on mean and standard deviation. he item on if Indigenous Chicken project implementers participated in choosing venue for training had a mean of 3.8043 and a standard deviation of 1.25482. These showed that the respondents agreed to have been involved in choosing the venue

for training. The item on if, convenient venues encouraged high attendance had a mean of 4.1449 and a standard deviation of 0.93239. These results indicated that the respondents agreed that the venue was convenient hence most of them attended the trainings to receive management practises which would lead to improved performance. The item on good management practises delivery of Chickens rearing had a mean of 4.0217 and a standard deviation of 1.17434. These showed that the respondents agreed to be satisfied with the delivery method of the management practises of rearing chicken. This result points out that they easily understood hence was easy to implement. Therefore these led to improved performances of Indigenous Chicken projects as the implementers were satisfied with the delivery of management practises. The item on about easily implementable Chicken rearing management practises had a mean of 3.9058 and a standard deviation of 1.04559. These results indicated that the respondents agreed that practises were satisfactory because they were easily implementable.

The item on whether the brooding equipment was appropriate had a mean of 3.6739 and a standard deviation of 0.96025. The results indicated that the respondents agreed that they were satisfied with brooders that they were sensitized on. These results points out that the brooders are appropriate, convenient and affordable. The item on acquiring equipment of feeding and drinking water were of affordable prices had a mean of 3.65 and a standard deviation of 1.092. These results showed that the respondents agreed to being satisfied with the prices of the feeders and drinkers as this made them affordable. This result points out that the Indigenous Chicken project implementers could acquire them to improve on the project management practises. The item on if, implementers had knowledge of making own brooders with local materials. The item had a mean of 3.7681and a standard deviation of 1.13530. This result indicates that the respondents agreed that the knowledge on making brooders with local material was satisfactory. This response points out that the Indigenous Chicken project implementers can make their own brooders using locally available materials hence reducing loss of chicks and as a result improved performance. The item on whether brooders were portable had a mean of 3.9493 and standard deviation of 1.19807. The results showed that the respondents agreed that they were satisfied with the portable brooders. These results indicate that the brooder can be moved depending on weather conditions and the chicks are not rained on.

Item on services of officers were available when needed had a mean of 3.9493 and a standard deviation of 1.22027. The results indicated that the respondents agreed to be satisfied with the availability of services offered by the technical officers. The item on about group formation as it facilitated service delivery had a mean of 3.6594 and a standard deviation of 1.24100. The results showed that the respondents agreed to be satisfied with the group formation. This was important as many Indigenous Chicken project implementers could be reached when in a group. The item on linkage to market of Chicken was done had a mean of 2.9855 and a standard deviation of 1.56600. The results showed that the respondents were neutral. This revealed that some Indigenous Chicken project implementers were linked to market whereas others were not. The results indicated that Indigenous Chicken projects implementers' level of satisfaction had Composite Mean Score of 3.7784 and Composite Standard Deviation of 1.16546. This finding indicated that the Indigenous Chicken projects implementers were satisfied with all the services that were offered. However, overall the results revealed that the respondents who were the Indigenous Chicken projects implementers indicated that performance of Indigenous Chicken projects had improved with a composite mean of 3.4944. Similarly the stakeholders partnering with Agricultural Sector Development Support Programme indicated that performance improved which they highlighted to measure with reduced deaths rate, number of Indigenous Chicken and size of Indigenous Chicken to have improved.

However the stakeholders also indicated that the Indigenous Chicken projects implementers were satisfied with the performance as their level of satisfaction ranged from fair to good. The outcomes from interviews with the stakeholders corresponded with those from the descriptive analysis on improved performance of Indigenous Chicken projects that revealed that out of 12 eggs incubated, 10 hatched. Similarly the study showed that all chicks grew to mature Chicken though they were neutral on their response. However in addition, Indigenous Chicken projects implementers' agreed that they could consume at least a Chicken per month. This concurs with the results of the stakeholders partnering with Agricultural Sector Development Support Programme where the results revealed that the performance to been improved through the number of indigenous chicken. The Indigenous Chicken projects implementers agreed that the project activities delivery was timely with a composite mean of 3.49051. Though the Indigenous Chicken project implementers agreed to timely delivery of activities, it was hard to relate that to the interview of the stakeholders who partnered with Agricultural Sector Development Support

Programme where each stakeholder was delivering a specific part of the project plan. This was revealed from the interview with stakeholders where the Social services mainly dealt with group formation and group dynamics; directorate of veterinary, Livestock dealt with management practises of indigenous chicken; Hand in Hand trained on business plans and finances; Kenya Poultry Farmers Association (KEPOFA) dealt with lobbying for good policies of Indigenous Chicken projects which would give an enabling environment for implementation. Whereas USAID, World Vision gave resources for executing the Indigenous Chicken project to the implementers. This also concurs with the duration the stakeholders worked with the project implementers that ranged from 1 to 4 years depending on the stakeholder.

4.5.1 Discussion on performance of project

Performance of projects was the dependent variable in this study. The performance of this study which was discussed under number of Chicken produced, timeliness of activities delivery and level of satisfaction by the implementers of the Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme, results indicated that performance was improved. The improvement of performance of Indigenous Chicken projects was the context of this study which was guided by performance theory. From the performance theory reviewed, Bauman (1986) indicated that performance theory should focus on context of project where in this study the context was performance of projects whereas the concept was Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme. However on context factors Woollett (2000) and Campbell, *et al*., (1993) indicated that project practises should come up with help in achieving performance and asserted practises are different with different project. This is grounded by the response from project implementers where they agreed that timely vaccination, equipment/ brooders and knowledge on management practises of Indigenous Chicken were available to improve on performance.

Further Bauman, (1986) indicated that performance theory recognizes that not all projects are equal and full performance involves a level of competence that produces project implementation processes, though measures of performance are to be discovered in each project. This was echoed by the Indigenous Chicken project implementers where they responded that the delivery of the management practises were satisfactory hence improved performance. Likewise Bauman (1986) indicated that each project should have measures of performance where in this study

performance was measured with production numbers, timeliness in activity delivery and level of satisfaction of implementers on all activities that was undertaken by formulating the items in each sub indicator which the respondent agreed to improve performance. Argument by Costell (2008) on performance theory asserted that performance does not look at action itself but by judgmental and evaluative processes. It is from the argument by Costell (2008) that the eleven the items in the sub-indicators of performance were descriptively analysed to see how it impacted on the respondents' performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme.

The literature reviewed on performance showed different ways of influencing performance. Literature reviewed by Rondón (2013) and Enshassi, *et al.*, (2009) showed that the Indigenous Chicken project delivery could be delayed as a result of changes in project plan, shortage of material resources and availability of project team. Findings indicated that the respondents agreed to timely delivery of project which would in turn influence performance. Further Covin, *et al.,* (2006) and Enshassi, *et al*., (2009) indicated customer satisfaction to be achieved through information coordination, reliability of service, site conditions, quality and availability of service providers. This was supported by findings where the respondents agreed to level of satisfaction from the services received. On timely project activity delivery Katamei *et al.,* (2015) asserted communication method should be efficient and effective is important to improve performance of projects. From the findings of this study the respondents agreed that the delivery of the project activity was timely and impacted on to performance. Further on level of satisfaction, Kisera and Muturi (2015) indicated that groups conducted activities like merry go round to raise money and also facilitated them to receive training. The study findings on group formation showed that the respondents agreed to have gotten satisfaction as they were able to get services from different stakeholders as a result of groups formed. The study also showed that the respondents agreed to be satisfied with the availability of officers' services as they were in a group.

The study quantitively has shown that the respondents agreed that they improved production of Indigenous Chicken especially in the number of eggs gotten, chicks hatching, survival of the chicks during the eight weeks and disease management. At the same time the respondents agreed on being satisfied to all the services offered in training of Chicken rearing, being involved in choosing the venues. It can be concluded that production, project activities delivery and level of

satisfaction during the implementation of the Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme was achieved.

4.6 Project planning and performance of Indigenous Chicken projects

The study sought to establish how project planning influenced performance of Indigenous Chicken projects in Machakos County, Kenya. In order to establish the influence of project planning to performance of Indigenous Chicken projects in Machakos, one objective was formulated which stated "To establish how project planning influences performance of Indigenous Chicken projects in Machakos County. Under these objective of project planning, three issues namely participation in plan development, availability of plans and communication of plans were studied. Data was analysed descriptively and through inferential method. In the inferential method Pearson Product moment correlation coefficient and F-test was used. The influence of each of these issues of project planning were interacted with the three issues on performance of Indigenous Chicken projects namely production, timeliness of project delivery and quality in terms of farmers' satisfaction.

To measure Project planning 5 point Likert's scale items were formulated on the three issues of project planning namely participation in plan development, availability of plans and communication of plans in which the Indigenous Chicken projects implementers were supposed to show preferred choice in relation to their attitude towards the items. The choices ranged from strongly agree, agree, neutral, disagree and strongly disagree for positively stated items and vice versa for the negatively stated items. These choices had scores where the best score was 5 and worst score was 1. Respondents who were Indigenous Chicken project implementers' were kindly requested to indicate by ticking the appropriate statement using a scale of 5 to 1 where 5 represented SA for Strongly Agree; 4 represented A for Agree; 3 represented N for Neutral; 2 represented D for Disagree; while 1 represented SD for Strongly Disagree. First descriptive statistic, in terms of means and standard deviation of the items for participation in plan development, availability of plans and communication of plans were generated as they appear in Tables 4.13- Table 4.15.

Table 4.13: Descriptive analysis of participation in plan development

Table 4.13 shows the responses of Indigenous Chicken projects implementers on participation in plan development.

7a	ITEM	Mean	S. D	Level of agreement
7ai	Involving farmers in identifying training needs is not important	1.9638	1.26381	Disagree
7aii	The gaps to be addressed was identified before intervention	3.3478	1.23603	Neutral
7aiii	Identifying needs should be participatory	4.1884	.84188	Agree
7aiv	Developing of training needs was done voluntarily	3.7391	1.08946	Agree
7av	There was no consultation done on areas i would be trained on	2.7319	1.37517	Neutral
7avi	The training areas are set by officers	2.9130	1.40634	Neutral
7avii	Areas to be trained was chosen by us	3.4638	1.23902	Agree
7aviii	Was not involved in development of training areas	2.7826	1.42828	Neutral
7aix	The areas of capacity intervention are not achievable	2.8261	1.36116	Neutral
7ax	Participation in getting relevant stakeholders in capacity support	3.5725	1.25499	Agree
7axi	There was no involvement in identifying the resources to be used by us	3.0000	1.39864	Neutral

The results in Table 4.13 revealed the responses of scores under the issue participation of stakeholders in developing project plans in terms of means and standard deviation. The item on whether involving farmers in identifying training needs is not important had a mean of 1.9638 and a standard deviation of 1.26381. The result indicates that the respondents disagreed that involving the Indigenous Chicken project implementers in identifying the needs is important. This is a pointer that the Indigenous Chicken project implementers should be involved because they know the gaps that need to be addressed for them to improve the performance. The item on if, gaps to be addressed were identified before intervention had a mean of 3.3478 and a standard deviation 1.23603. The results indicated that the respondents were neutral in their response. These results revealed that some of the Indigenous Chicken project implementers identified the gaps whereas others did not which could have affected the performance of Indigenous Chicken projects. The item on identifying needs should be participatory had a mean of 4.1884 and a standard deviation 0.84188. The result indicated that the respondents agreed that there should be participation in need identification so that the area that hinders performance of Indigenous Chicken project is addressed. The item on developing of training needs was done voluntarily had a mean of 3.7391 and a standard deviation of 1.08946. The results showed that the respondents agreed to the needs being done voluntarily. This result showed that only what ails the Indigenous

Chicken project implementers are put in plan to be addressed hence was implemented and as a result performance was improved.

Item on that there was no consultation done on areas to be trained on had a mean of 2.7319 and a standard deviation of 1.37517. The results indicated that the respondent were neutral on their response in this item. This showed that some of the Indigenous Chicken project implementers had consultation on areas to be trained while others did not. The results reveal that for those who did not consult on areas that should be addressed could have had their performance not improved as the areas that ails them was not addressed. The item on whether training areas are set by officers had a mean of 2.9130 and a standard deviation of 1.40634. The results indicated that the respondents were neutral on their response in this item. This is an indication that some Indigenous Chicken project implementers area of training was done by officers hence the real need ailing the Indigenous Chicken project implementers might not have been addressed. The item on areas to be trained was chosen by implementers had a mean of 3.4638 and a standard deviation 1.23902. This result indicated that the respondents agreed that they chose the area to be trained on hence a pointer that performance was improved. The item on implementers were not involved in development of training areas had a mean of 2.7826 and a standard deviation 1.42828. The result indicates that the respondents were neutral in their response in this item. These results showed that some of the Indigenous Chicken project implementers were involved in development of training areas. These results revealed why some of the Indigenous Chicken project implementers did not improve performance.

Item on the areas of capacity intervention were achievable had a mean of 2.8261 and a standard deviation 1.36116. The result indicated that the respondents were neutral in their response in this item. This result revealed that some Indigenous Chicken project implementers were not trained in all the areas that were identified. Therefore result indicates that if the plan was partially implemented it would have an impact on performance. The item on whether there was participation in getting relevant stakeholders in capacity support had a mean of 3.5725 and a standard deviation 1.25499. This finding indicated that the respondents agreed to participate in getting the stakeholders to offer capacity. This result indicated that the Indigenous Chicken project implementers were able to get the resources required that was used to improve performance. The item on there was involvement in identifying the resources to be used by

implementers had a mean of 3.0000 and a standard deviation 1.39864. The finding indicated that the respondents were neutral in their response in this item. These results points out that some Indigenous Chicken project implementers identified the resources to be used while others did not. The issue of participation in plan development had a Composite Mean Score of 3.139 and Composite Standard Deviation of 1.26316 which indicates that the Indigenous Chicken project implementers were neutral in their response on participation in plan development. Next is the presentation of descriptive analysis of availability of plans as presented in Table 4.14.

Table 4.14: Descriptive analysis of influence of availability of plans in project planning on performance of project

This table revealed the responses of Indigenous Chicken projects implementers on availability of plans to the Indigenous Chicken projects implementers.

7b	Item	Mean	S.D.	Level of agreement
7bi	The Indigenous Chicken improvement brief was availed to me	4.0072	1.14940	Agree
7bii	Low attendance of meeting that gave the plans	2.8986	1.38969	Neutral
7biii	The availed plans to me showed the resources required for rearing chicken	3.6739	1.23314	Agree
7biv	Project implementation team was introduced to us	3.7029	1.14247	Agree
7bv	Plan showed Indigenous Chicken groups were to be formed	3.7971	1.15360	Agree
7bvi	Plans showed timelines of forming groups	3.5870	1.20660	Agree
7bvii	Plan showed the group should be registered	3.8841	1.11442	Agree
7bviii	Plan showed importance of group dynamics	3.9130	0.99984	Agree
7bix	Plan showed link groups with key stakeholders	3.5725	1.14553	Agree
7bx	Plans of technical capacity building on Indigenous Chicken was availed	3.5435	1.31315	Agree
7bxi	Plans to take farmers for tour was availed	3.5217	1.40498	Agree

The results in Table 4.14 revealed the response on availability of plans during planning phase based on means and standard deviation. The item on whether Indigenous Chicken improvement plan was availed to the implementers had a mean of 4.0072 and a standard deviation of 1.14940. The results indicated that the respondents agreed to the response in the plans being availed. These result revealed that the plan availed would give an insight of what was to be implemented to improve performance of projects of the Indigenous Chicken project implementers. The item on attendance of Indigenous Chicken project implementers to the meeting that gave the project plan was very low had a mean of 2.8986 and a standard deviation of 1.38969. The result indicates that the respondents were neutral in their response. This result revealed that some of the

Indigenous Chicken project implementers attended the meeting in big numbers but for others it was low hence these could have an impact on performance of Indigenous Chicken project. The item on if the availed plans to implementers showed the resources required for rearing Chicken had a mean of 3.6739 and a standard deviation of 1.23314. The findings indicated that the respondents agreed to the response. The results revealed that the Indigenous Chicken project implementers were availed with what they required to improve performance of Indigenous Chicken projects. The item on the project implementation team was introduced to the implementers had a mean of 3.7029 and a standard deviation of 1.14247. The result indicated that the respondents agreed to the response of the implementation team being introduced to them. These results revealed that the Indigenous Chicken project implementers had knowledge of who to visit when they had issues to be addressed that hindered performance of Indigenous Chicken projects.

Item on if, plan showed that Indigenous Chicken groups were to be formed had a mean of 3.7971 and a standard deviation of 1.15360. The finding indicated that the respondents agreed to have gotten plans of forming groups. The item on if plans showed timelines of forming groups had a mean of 3.5870 and a standard deviation of 1.20660. The result indicates that the respondents agreed to the plan showing timelines of forming group. This result revealed that the Indigenous Chicken project implementers formed the groups in time hence facilitated them to get project management practices which helped improve performance in times of receiving services. The item on plan showed that group should be registered. The item had a mean of 3.8841 and a standard deviation of 1.11442. The findings indicated that the respondents agreed to get plans to register group. The item on that plan of group dynamics training was to be done had a mean of 3.9130 and a standard deviation of 0.99984. The result indicates that respondents agreed to have gotten the plans of group dynamics to be done.

Item on plan showed groups were to be linked with key stakeholders had a mean of 3.5725 and a standard deviation of 1.14553. The findings indicated that the respondents agreed to have gotten plans of them being linked to stakeholders. This result revealed that they were able to get relevant resources required that improved performance. The item on if plans of technical capacity building on Indigenous Chicken was availed had a mean of 3.5435 and a standard deviation of 1.31315. The result indicated that the respondents agreed to have gotten plans of

technical training. These result revealed that the Indigenous Chicken project implementers knew when they would be trained on hence planned to be available for the training to enable them receive management practises which improved performance of Indigenous Chicken projects. The item on if plans to take farmers for tour was availed had a mean of 3.5217 and a standard deviation of 1.40498. The findings indicated that the respondents agreed to have gotten plans of being taken for a tour. The result revealed that some of the Indigenous Chicken project implementers were taken for a tour to Kiambu, Makueni, Embu and Kirinyaga which gave them an insight of improved performance.

The responses on descriptive analysis of availability of plans, gave Composite Mean Score of 3.64559 and Composite standard deviation of 1.2048. These results showed that the Indigenous Chicken projects implementers agreed to improve performance as plans were availed. Next is the presentation of descriptive analysis on communication of plans as shown in Table 4.15.

Table 4.15: Descriptive analysis of influence of communication of plans on performance of project

Table 4.15 presents the responses of Indigenous Chicken projects implementers on communication method of plans.

7c	ITEMS	Mean	S.D	Level of agreement
7ci	The information to form groups was passed in a baraza	3.7246	1.17621	Agree
7cii	Use of different methods to inform of group formation would have increased recruitment	3.1957	1.38215	Neutral
7ciii	Message to train group members was done through phone message	3.0072	1.36962	Neutral
7civ	Did not receive message as i did not have a phone	2.6739	1.39427	Neutral
7cv	Took it upon myself to deliver messages to one another	3.8478	0.98085	Agree
7cvi	Leant on Chicken rearing equipment in an exhibition	3.0507	1.33631	Neutral
7cvii	Did not attend the agriculture exhibition as it was done in the County headquarters	3.1739	1.30083	Neutral
7cviii	Information on equipment to be used is relayed during trainings	3.8986	1.11584	Agree
7cix	Stakeholders organize field days to familiarize farmers with upcoming innovations	3.9565	0.98803	Agree
7cx	Stakeholders demonstrate on the use of the equipment for rearing Chicken to us	3.6159	1.16721	Agree
7cxi	Farm visits are done to help us implement the activities of the plan	3.7754	1.12709	Agree

The outcomes in Table 4.15 displayed the issue of communication methods of plans based on mean and standard deviation. The item on that the information to form groups was passed in a baraza had a mean of 3.7246 and a standard deviation of 1.17621.These result indicates that the respondent agreed to have received information to form groups in a baraza. The item on use of different methods to inform of group formation would have increased recruitment had a mean of 3.1957 and a standard deviation of 1.38215. The results indicated that the respondents were neutral on their response. These results revealed that some Indigenous Chicken project implementers are comfortable with baraza but others would prefer different methods used to communicate information. The item on that message to train group members was done through phone message had a mean of 3.0072 and a standard deviation of 1.36962. The results indicated that the respondents were neutral on their response on not receiving message through phone message. This is an indication that some project implementers have phones whereas others do not have phones prompting different methods to be used for communication of important information as regards to the Indigenous Chicken projects. In this case not receiving the communication shows that the Indigenous Chicken project implementers might get the information on the intervention to be undertaken and this would affect performance of the indigenous chicken. The item on that implementers did not receive message as they lacked phones had a mean of 2.6739 and a standard deviation of 1.39427. This result indicates that the respondents were neutral on the response. These result revealed that different communication methods should be used to ensure everybody gets the information on the next intervention to be undertaken on Indigenous Chicken management practises.

Item on whether members took it upon themselves to deliver messages to one another had a mean of 3.8478 and a standard deviation of 0.98085. These result indicated that the respondents agreed to having taken upon themselves to deliver the message as it would assist more Indigenous Chicken project implementers to be reached for them to receive the project management practices. The item on if implementers learnt on Chicken rearing equipment in an exhibition had a mean of 3.0507 and a standard deviation of 1.33631. The result indicates that the respondents were neutral on their response on learning of equipment in an exhibition. These result revealed that some of the project implementers learnt of the new technology in the exhibition which would improve the performance of the Indigenous Chicken projects. The item on implementers did not attend the agriculture exhibition as it was done in the County

headquarters had a mean of 3.1739 and a standard deviation of 1.30083. These finding indicated that the respondents were neutral on their response. This is an indication that most of these agricultural exhibitions should be done in the sub Counties and even at the ward level to enable the information reach many Indigenous Chicken project implementers as that would play a big part in performance of Indigenous Chicken project improvement.The item on information on equipment to be used was relayed during trainings had a mean of 3.8986 and a standard deviation of 1.11584. The results showed that the respondents agreed to have gotten the information as it was relayed in trainings.

Item on whether stakeholders organized field days to familiarize implementers with upcoming innovations had a mean of 3.9565 and a standard deviation of 0.98803. These result indicated that the respondents agreed to stakeholders' communicating new innovations on brooding, rearing which improved performance. The item on stakeholders demonstrated on the use of the equipment for rearing Chicken had a mean of 3.6159 and a standard deviation of 1.16721. The result indicates that the respondents agreed to the response on demonstration for use of equipment in rearing indigenous chicken. This result ensures that the Indigenous Chicken project implementers got the knowledge to use the equipment which improved performance as more Chicken survived. The item on that farm visits are done to help in implementing of the activities of the plans had a mean of 3.7754 and a standard deviation of 1.12709. The result indicated that the respondents agreed that farm visits were done hence supported the project implementers in management practises that were not fully understood which further led to improvement of performance. However, the composite mean of communication method was 3.4473 and composite standard deviation of 1.2126. These results showed that the project implementers agreed that the plans were communicated to the project implementers hence had an influence in performance of Indigenous Chicken projects.

Overall the composite mean score for project planning gotten from the composite means of participation in plan development, availability of plans and communication of plans was 3.4106 which indicated that the Indigenous Chicken projects implementers' agreed that plans were developed, communicated and were availed to the project implementers. Though the Indigenous Chicken project implementers agreed to having participated in plan development, with the

communication of plans and plans being available, it does not show how the issues in project planning influenced performance of Indigenous Chicken projects.

Therefore to get the influence, the relationship between project planning and performance of Indigenous Chicken was done. Testing of this relationship involved establishing how project planning indicators influenced performance of Indigenous Chicken projects in Machakos County, as reported by Indigenous Chicken project implementers. The indicators for project planning that were used to test the relationship were participation in plan development, availability of plans and communication of plans. Composite scores of participation in plan development, communication methods of plans and availability of plans in project planning was correlated with the composite scores of performance of Indigenous Chicken projects (the dependent variable of the study) which was measured by three key indicators of performance namely production numbers, timeliness in project delivery and Indigenous Chicken farmers satisfaction. The summary of the findings of the relationship between project planning indicators and performance of Indigenous Chicken projects indicators is shown in Table 4.16.

Table 4.16: Relationship between planning indicators and performance of Indigenous Chicken projects indicators

Table 4.16 presents data on the relationship of project planning indicators and performance of Indigenous Chicken project indicators.

Indicators		Production	Timeliness of activity delivery	Implementers satisfaction
Pearson correlation	Performance of project	1.000	1.000	1.000
	Participation in plan development	.166	.130	.098
	Availability of plans	.334	.441	.003
	Communication of plans	.237	.340	.681
Sig. (1-tailed)	Performance of projects	.	.	.
	Participation in plan development	.026	.064	.127
	Availability of plans	.000	.000	.416
	Communication of plans	.003	.000	.488
	Participation in plan development	138	138	138
	Availability of plans	138	138	138
	Communication of plans	138	138	138

The results presented in Table 4.16 showed the relationship of project planning indicators and performance of Indigenous Chicken indicators. However to test the relationship, Pearson's Product Moment Correlation coefficients was used where Mukaka (2012) indicated the strength of relationship to range between -1 and +1, where the coefficient is positive, the variables are directly related and the stronger the correlation the closer it is +1. Further Siegle (2015) asserts that a weak correlation, "r" ranges from + 0.10 to + 0.29; in a moderate correlation, "r" ranges between + 0.30 and + 0.49; while in a strong correlation, "r" ranges from + 0.5 and + 1.0. Therefore for $r < 0.1$, result indicates that there is no correlation between the two variables under investigation.

Therefore the results indicated that participation in plan development had a weak positive correlation with production numbers in performance of Indigenous Chicken projects with $r = 0.166$ and p-value of 0.026, an indication of the relationship being statistically significant. Likewise availability of plans had a moderate positive correlation with production numbers in performance of Indigenous Chicken projects with $r = 0.334$ and p- value of .000. Lastly communication of plans was shown to have a weak positive correlation with production numbers in performance of Indigenous Chicken projects where $r=0.237$ and p-value of 0.003. Further the results showed that participation in plan development had a weak positive correlation on timely activity delivery in performance of Indigenous Chicken projects with $r = 0.130$ and p-value 0.064 likewise availability of plans had a moderate positive correlation with timely activity delivery in performance of Indigenous Chicken projects with $r = 0.441$ and p-value 0.000. Lastly communication of plans was shown to had a moderate positive correlation with timely activity delivery in performance of Indigenous Chicken projects with $r=0.340$ and p-value of 0.000.

Likewise the results also showed that participation in plan development had no correlation with satisfaction of project implementers in performance of Indigenous Chicken projects with $r = 0.098$ and p-value of 0.127. Similarly availability of plans had no correlation with satisfaction of project implementers in performance of Indigenous Chicken projects with $r = 0.003$ and p-value of 0.416. Lastly communication of plans was shown to have a significant strong positive correlation with satisfaction of project implementers in performance of Indigenous Chicken projects with $r=0.681$and p-value of 0.488. The correlation was significant at $P < 0.05$.Though participation in plan development, availability of plans and communication of plans had a

positive correlation with satisfaction of project implementers in performance of Indigenous Chicken projects; it does not influence the performance as it is not statistically significant. Further results of Table 4.16 pointed out that participation in plan development, availability of plans and communication of plans are more important to performance in Indigenous Chicken projects in regards to production and timeliness in project activities delivery. This was revealed where availability of plans and communication of plans were fairly timely as both gave a moderate positive correlation on timeliness of activity delivery. But participation in plan development, availability of plans and communication of plans did not have a statistically significant correlation on performance of Indigenous Chicken projects based on satisfaction of project implementers. The results have revealed that communication methods of plans gave more satisfaction to the Indigenous Chicken project implementers than participation in development of plans and the availability of plans where it gave a strong positive correlation on project implementers satisfaction with r=0.681.

To further investigate the strength of project planning indicators in influencing performance of Indigenous Chicken projects, regression analysis was conducted on the indicators of project planning and performance of indigenous chicken. As a result, regression prediction models were developed for each indicator of project planning namely participation in development of plan, communication methods of plans and availability of plans, which were correlated to performance of Indigenous Chicken projects. The regression model used was described as P_P to denote performance of Indigenous Chicken projects whereas X_{11}, X_{12}, X_{13} depicts participation in plan development, availability and communication of plans respectively. The results of regression analysis are indicated in Tables 4.17

Table 4.17: Regression Prediction Model for project planning indicators and performance of Indigenous Chicken projects

Table 4.17 shows results of regression prediction model of project planning indicators on performance of Indigenous Chicken projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.355[a]	.126	.107	.37071	.126	6.459	3	134	.000

Model ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.663	3	.888	6.459	.000[b]
	Residual	18.415	134	.137		
	Total	21.078	137			

Regression model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(constant)	2.382	.275		8.654	.000	1.837	2.926
Participation in plan development	.123	.082	.136	1.508	.134	-.038	.285
Availability of plans	.216	.069	.353	3.143	.002	.080	.352
Communication of plans	-.037	.075	-.059	-.486	.627	-.186	.113

The results in Table 4.17 indicated that two of the project planning indicators namely participation in plan development and availability, have a positive weak correlation on performance of Indigenous Chicken projects. Similarly communication of plans has a negative correlation on performance of Indigenous Chicken projects. From the results realized by the regression model, the equation for estimating performance of Indigenous Chicken projects in relation to production numbers was developed:

P_P, $=2.382 + 0.136\ X_{11} + 0.353X_{12} - 0.059X_{13}$

Where P_P= Performance of Indigenous Chicken projects

X_{11}= Composite score for participation in plan development

X_{12}= Composite score for availability for plans

X_{13}= Composite core for communication of plans

The model has a multiple regression coefficient of r = 0.355 and an F value of 6.459 whose critical level is 0.000**.** Hence, the model is moderate influence in estimating performance of indigenous chicken. However, the value of r^2 is 0.126**,** an indication that all the three indicators of project planning would contribute about 12.6 percent to performance of Indigenous Chicken projects. Though, results indicates that, out of the total contribution made by project planning, availability of plans is the most important performance as it contributed a beta value of 0.353 as compared to 0.136 and -0.059**,** for participation in plan development and communication methods of plans respectively. However communication method of plans had a negative beta value of -0.059 which revealed that 1 unit increase in communication methods of plans caused a decrease of 5.9% in performance of Indigenous Chicken projects. Therefore the regression model has revealed that communication methods in plan is a poor indicator in determining performance hence another indicator should be identified to be combined together with the other two indicators of participation in plan development and availability of plans in Indigenous Chicken so as to come up with a better model in project planning of predicting performance of Indigenous Chicken projects.

To further test the relationship of project planning variable on performance of Indigenous Chicken projects the following hypothesis were formulated and tested:

H_0: Project planning has no significant influence on performance of Indigenous Chicken projects

H_1: Project planning has significant influence on performance of Indigenous Chicken projects

The information that was used to test this hypotheses for project planning has no significant influence on performance of Indigenous Chicken projects were collected (appendix 2) by transformation ofThe items in participation in plan development, communication of plans and availability of plans to composite mean score. The data was analysed and the results obtained are as shown in Table 4.18.

Table 4.18: Relationship between project planning and performance of Indigenous Chicken
Table 4.18 shows results of the relationship between performances of Indigenous Chicken projects

Indicators		Performance of projects
Pearson correlation	Performance of projects	1.000
	Planning	.319
sig. (1-tailed)	Performance of projects	.
	Planning	.000
N	Performance of projects	138
	Planning	138

The results presented in Table 4.18 indicated that project planning had a moderate positive correlation with performance of Indigenous Chicken projects with r = 0.319, p=0.000. The correlation was significant at $P < 0.05$. Result has revealed that project planning is a moderate correlation model in predicting performance of Indigenous Chicken projects. Though findings have revealed that the model is moderate in predicting performance of Indigenous Chicken projects, it does not show by how much project planning contributes to performance of Indigenous Chicken projects. The contribution of project planning to performance of Indigenous Chicken projects by formulating the research questions stated "how does project planning influence performance of projects in Machakos County, Kenya?" was formulated. The results are shown in the regression model of Table 4.19.

Table 4.19: Regression prediction model of project planning on performance of Indigenous Chicken projects

Table 4.19 presents the outcomes of the regression model of project planning on performance of Indigenous Chicken projects.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.319[a]	.102	.095	.37305	.102	15.455	1	136	.000

Model ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.151	1	2.151	15.455	.000[b]
	Residual	18.927	136	.139		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	2.491	.241		10.338	.000	2.014	2.967
Project Planning	.275	.070	.319	3.931	.001	.137	.414

a. Predictors: (Constant), Planning

The outcome of Table 4.19 revealed that project planning has a positive correlation of r=0.319 on performance of Indigenous Chicken projects. Since between project planning and performance of Indigenous Chicken project r = 0.319, then there is moderate correlation between project planning and performance of project. Further $r^2 = 0.102$ was realized which indicated that project planning contributed 10.2% on performance of Indigenous Chicken projects. This result pointed out that project planning does not contribute 100% to performance of Indigenous Chicken projects, an indication that there are other variables that would contribute to performance of Indigenous Chicken projects. To get the level of significance, the hypothesis stated "project planning has no significant influence on performance of projects was tested at 95% confidence interval as presented in Table 4.19 where a level of significance of p-value of 0.000 and F (1, 136) = 15.455 were realized. The regression analysis showed that the relationship was statistically significant where $p < 0.05$. Hence the hypothesis that stated "Project planning has no significant influence on performance of projects", was rejected. A relationship therefore exists between project planning and performance of project. The null hypothesis was therefore

rejected and it was concluded that there was significant relationship between project planning and performance of project. Though the relationship is significant, it does not show the strength of that relationship. Therefore to further investigate the strength of project planning on performance of Indigenous Chicken projects, a regression prediction model was developed: the regression model used was described as Y denoting performance of Indigenous Chicken projects; X_1 denoting project planning

$Y = \text{Constant} + \beta_1 + \varepsilon = 2.491 + 0.275X_1$

Y = Project performance

X_1 = Project planning

β_1 = regression coefficient of the variable X_1 respectively

ε = Std. error

From the regression model of project planning the finding shows that a unit percent (%) increase in project planning (X_1) would bring about an increase of 27.5 % in performance of projects (y).

The result has shown that one method of data analysis cannot show how project planning influenced performance of Indigenous Chicken which was revealed by the descriptive data analysis responses that showed that Indigenous Chicken project implementers agreed to have participated in Indigenous Chicken plan development, the plan was communicated to them and the plan was available. However that information was inadequate in determining the influence of either project planning indicators on performance of Indigenous Chicken projects indicators or influence of project planning variable on performance of Indigenous Chicken projects. Further on doing correlation of the project planning indicators on the composite mean scores results pointed out that the Indigenous Chicken project implementers had no satisfaction with participation in Indigenous Chicken plan development and availability of Indigenous Chicken plans had no correlation with performance of Indigenous Chicken as $r<0.1$. Similarly, the Indigenous Chicken project implementers were more adequately satisfied with the communication method where $r=0.681$ which is a positive strong correlation. Further results revealed that all the three issues did not have statistically significant correlation on Indigenous Chicken projects implementers' satisfaction hence other indicators should be looked in to. On timeliness delivery of project activity, availability of plans and communication of plan were adequately done within time.

Likewise the result pointed out that development of project plans were inadequately done where the time frame of that activity was not followed. Similarly, result indicates that production level was affected by the plan that was developed and communicated which was revealed by the weak positive correlation of r=0.166 and r=0.237 respectively. This could have resulted either because the plan was not adhered to the letter or some Indigenous Chicken project implementers never got the plan. However the availability of plans adequately influenced production where r=0.334. From analysis of the data, the relationship of project planning indicator on performance of Indigenous Chicken project indicators and relationship of project planning variable on performance of indigenous chicken, some observation was done. This observation revealed that both model gave a moderate prediction on performance of Indigenous Chicken projects. However the model that compared the relationship of project planning indicators on performance of Indigenous Chicken projects gave a slightly higher correlation than the one that used project planning variable. Similarly from the regression prediction model of project planning indicators on performance of Indigenous Chicken projects, the availability of Indigenous Chicken plans gave a higher beta factor which showed the importance of availability of plans to Indigenous Chicken project implementers in influencing performance of the Indigenous Chicken projects. This was backed by the results from the stakeholders partnering with the Indigenous Chicken projects. It was attributed by the plans being done in partnership where 5 of the stakeholders were involved in development of the plans which some of them were involved in achieving.

4.6.1 Discussion on project planning

The research objective 1 was to establish how project planning influences performance of projects in Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County, Kenya. Under this research objective one hypothesis was formulated. This hypothesis stated that "project planning has significant influence on performance of projects". From the implementation theory, study reviewed showed that robust set of conceptual tools that help in planning are done during the implementation process which is important in performance of projects (May, 2013). The implementation theory showed that planning gives action to be undertaken during execution hence influences performance of projects (Bratman, 2015). This was grounded by the finding where the stakeholders communicated the new information to be used during execution. This study by May (2013) and Bratman (2015) was supported by the findings where the respondents agreed that the training

areas was chosen during planning by the implementers in a voluntarily and in a participatory manner.

Critics of project management like Atwell (2016) showed that 39% of the projects fail due to lack of planning and 33% fail due to lack of involvement. In the literature reviewed, plans included technical, human, scope and communication (Lemma, 2014). Argument by Slootman (2007) showed involvement, communication to influence performance of projects. TheThe items of the instrument were formulated from the areas highlighted in planning as important in performance of projects. Though the literature reviewed showed involvement or participation in planning to influence performance, the respondents agreed in their response on participation in planning. The findings of the study also indicated that the respondents agreed that communication of the plans to be very important as it gave them what they are supposed to use to improve performance of Indigenous Chicken projects like the new innovations in rearing of Indigenous Chicken and also demonstrations of the use of the equipment. The composite mean score showed that the respondents agreed that planning influenced performance of projects. Therefore, according to this study planning has an influence in performance of projects though not significantly.

4.7 Project resource mobilization and performance of Indigenous Chicken projects

The study sought to examine how project resource mobilization influenced performance of Indigenous Chicken projects in Machakos County, Kenya. In order to establish the influence of project resource mobilization to performance of Indigenous Chicken projects in Machakos, one objective was formulated which stated "To examine how project resource mobilization influences performance of Indigenous Chicken projects in Machakos County. Under these objective of project resource mobilization, three issues namely availability of resources, accessibility of resources and usage of resources were studied. In this section therefore, data was analysed descriptively and through inferential method. In the inferential method Pearson Product moment correlation coefficient and F-test was used. The influence of each of these issues of project resource mobilization were interacted with the three issues on performance of Indigenous Chicken projects namely production, timeliness of project delivery and quality in terms of farmers' satisfaction.

To measure Project resource mobilization 5 point Likert's scale items were formulated on the three issues of availability of resources, accessibility of resources and usage of resources in which the Indigenous Chicken projects implementers were supposed to show preferred choice in relation to their attitude towards the items. The choices ranged from strongly agree, agree, neutral, disagree and strongly disagree for positively stated items and vice versa for the negatively stated items. These choices had scores where the best score was 5 and worst score was 1. Respondents who were Indigenous Chicken project implementers' were kindly requested to indicate by ticking the appropriate statement using a scale of 5 to 1 where 5 represented SA for Strongly Agree; 4 represented A for Agree; 3 represented N for Neutral; 2 represented D for Disagree; while 1 represented SD for Strongly Disagree. First descriptive statistic, in terms of means and standard deviation of theThe items for availability of resources, accessibility of resources and usage of resources were generated as they appear in Tables Table 4.20- Table 4.22.

Table 4.20: Descriptive analysis on availability of resource

The table shows the results of the findings of availability of resources in resource mobilization

8a	items	Mean	Std. Deviation	Level of agreement
8ai	Shops to buy drugs to control Chicken diseases are far from where i live	2.9275	1.54087	Neutral
8aii	When drugs are available they are packed in large quantities that i cannot afford	2.4855	1.37886	Disagree
8aiii	Amounts to be used are not specified for my few chicken	3.1739	1.42405	Neutral
8aiv	Disinfectant to put in my Chicken house foot bath is not available when i need it	3.5145	1.47106	Agree
8av	Available chick brooders are small to shelter my chicks	2.7899	1.35330	Neutral
8avi	Vaccination services of Chicken are not available when i require it	2.8623	1.34649	Neutral
8avii	Source of New Castle Disease Vaccine is not known to me	2.8188	1.47602	Neutral
8aviii	Sensitization on what vaccines to acquire was done	3.9493	1.19807	Agree
8aix	There no credible shops selling Vaccines, drugs, brooders near me	2.9928	1.42704	Neutral
8ax	Have no cool box to carry vaccine when i buy it	3.5217	1.32476	Agree
8axi	Stakeholders have linked me to personnel to support me	3.3261	1.36784	Neutral

The findings of Table 4.20 showed the results of factors of issue in availability of resources based on means and standard deviation. The item on shops for buying drugs to control Chicken diseases are not far from where implementer lives had a mean of 2.9275 and a standard deviation of 1.54087. The finding indicated that the respondents were neutral in their response. These result revealed that some Indigenous Chicken project implementers are far from the shops whereas others are near. The item on when drugs are available they are packed in large quantities that cannot be afforded by Indigenous Chicken project implementers had a mean of 2.4855 and a standard deviation of 1.37886. The finding indicated that the respondents disagreed that drugs are packed in large quantities. This is an indication that the drugs are packed in different sizes that are affordable to the Indigenous Chicken project implementers hence drugs were bought to treat the Indigenous Chicken when there was need thereby improving performance. The item on drug specification to be used are not specified for my few Chicken had a mean of 3.1739 and a standard deviation of 1.42405. The finding indicated that the respondents were neutral in their response. This result showed that the number of Indigenous Chicken kept by the Indigenous Chicken project implementers are fewer than 50 hence the implementers has a problem of measuring the quantity of drug to give to the indigenous chicken. The item on disinfectant to put in Chicken house foot bath was available when needed had a mean of 3.5145 and a standard deviation of 1.47106. The finding indicated that the respondents agreed to the disinfectant to put in foot baths not being available.

Item on that available chick brooders are small to shelter implementers' chicks had a mean of 2.7899 and a standard deviation of 1.35330. The finding indicated that the respondents were neutral in their response on the size of the brooders. This result revealed that there are those Indigenous Chicken project implementers who hatched more chicks at a go hence the available brooders are small and for those Indigenous Chicken implementers with few chicks found the available brooders satisfactory. The item on vaccination services of Chicken were available when required had a mean of 2.8623 and a standard deviation of 1.34649. The finding indicated that the respondents were neutral on the response of vaccination services availability. These result pointed out that some Indigenous Chicken project implementers do not get the vaccination services while others got the vaccination services. The item on whether source of New Castle Disease Vaccine is known had a mean of 2.8188 and a standard deviation of 1.47602. The result indicated that the respondents were neutral in their response on source of New Castle Disease

vaccine not being known to them. This result revealed that some Indigenous Chicken project implementers did not vaccinate their Chicken as they did not know where to get the New Castle Disease Vaccine.

Item on sensitization on what vaccine to acquire was done had a mean of 3.9493 and a standard deviation of 1.19807. The finding indicated that the respondents agreed that they were sensitized on what vaccine to buy. The result revealed that every Indigenous Chicken project implementers understands fully that they need to vaccinate their Chicken to avoid loss through death hence improved performance. The item on credibility of shops selling Vaccines, drugs, brooders are near where implementers live had a mean of 2.9928 and a standard deviation of 1.42704. The finding indicated that the respondents were neutral in their response on the credibility of the shops with the equipment they require. These result revealed that some of the Indigenous Chicken project implementers had no faith in the drugs, vaccines from their agro-vets in their neighborhood. The item on implementers have no cool box to carry vaccine when bought had a mean of 3.5217 and a standard deviation of 1.32476. The finding indicated that the respondents agreed that they had no cool boxes to carry the vaccines once they bought it. This result revealed that the Indigenous Chicken project implementers' needs support from stakeholders as that would affect viability of the vaccine. The item on stakeholders had linked implementers to personnel to support them had a mean of 3.3261 and standard deviation of 1.36784. The finding indicated that the respondents were neutral in the response of the stakeholders linking them to personnel to support them. This is a pointer that some Indigenous Chicken project implementers were linked to stakeholders whereas others were not.

Descriptive analysis of availability of resources realized a composite mean of 3.4238 and Composite standard deviation of 1.39167. The results revealed that the Indigenous Chicken project implementers agreed to the resources being available. Next the descriptive analysis of accessibility of resources was done. The information is presented in Table 4.21.

Table 4.21: Descriptive analysis on accessibility of resource

The table shows the responses of the Indigenous Chicken project implementers on accessibility of resources

8b	ITEM	Mean	S.D.	Level of agreement
8bi	There is accessibility of different sizes of brooders required	3.7029	1.26381	Agree
8bii	Brooders are made of different materials as i would require	3.7029	1.13607	Agree
8biii	Cost of brooders hinders me to access them	3.6304	1.26188	Agree
8biv	Brooders are made to last many years	3.1884	1.30440	Neutral
8bv	The brooders fits my locality	3.2754	1.36038	Neutral
8bvi	Shops with vaccines, wire mesh are far away	2.7246	1.38695	Neutral
8bvii	My group members have started their own agro vet near where i stay	2.1087	1.19418	Disagree
8bviii	Handling of New Castle Disease Vaccine has contributed to low accessibility	3.1739	1.38771	Neutral
8bix	Groups vaccination helps us deal with issue of packaging	3.2246	1.39874	Neutral
8bx	Wire mesh are cut into sizes i require	3.6667	1.25758	Agree
8bxi	At times we buy wire mesh as a group and cut into pieces as we did the contribution	2.7101	1.30805	Neutral

The Table 4.21 presented the responses of the issue of accessibility of resources during resource mobilization stage based on mean and standard deviation. The item on that there was accessibility of different sizes of brooders required had a mean of 3.7029 and a standard deviation of 1.26381.The result indicated that the respondents agreed to access different sizes of the brooders. This result revealed that no Indigenous Chicken project implementers lost the chicks because of not brooding as most of them could access brooder hence improved performance. The item on brooders are made of different materials as required had a mean of 3.7029 and a standard deviation 1.13607. The findings indicated that the respondents agreed to the brooders being of different sizes. This result revealed no Indigenous Chicken project implementers would loss chicks because they never got the size of brooder they required. The item on cost of brooders hinders implementers to access them had a mean of 3.6304 and a standard deviation 1.26188. The findings indicated that the respondents agreed to the cost hindering them to access the brooders. This result revealed why most Indigenous Chicken project implementers did use brooders or lost chicks during brooding period was because cost hindered their use though the brooders were of different sizes and accessible thereby affecting performance. The item on brooders are made to last many years had a mean of 3.1884 and a

standard deviation 1.30440. The findings indicated that the respondents were neural in the response on brooders are made to last many years. This result revealed that brooders are made of different materials ranging from wires, tree twigs, sisal fibres and hence the Indigenous Chicken project implementers would buy what they can afford or available in their locality, a reason why some implementers would lose their chicks causing poor performance.

Item on the brooders are appropriate to the locality had a mean of 3.2754 and a standard deviation 1.36038. The finding indicated that the respondents were neutral on the response that brooders fit their locality. This result revealed that some Indigenous Chicken project implementers find them appropriate whereas others do not. The item on shops with vaccines, wire mesh are far away had a mean of 2.7246 and a standard deviation 1.38695. The finding indicated that the respondents were neutral in their response on shops with wire mesh, vaccines are far away. The item on implementers' group members have started their own agro vet in the locality had a mean of 2.1087 and a standard deviation 1.19418. The finding indicated that the respondents disagreed that they own agro vet. This result revealed that the of Indigenous Chicken project implementers group have not organized themselves enough to start an agro vet. The item on management of New Castle Disease Vaccine has contributed to low accessibility had a mean of 3.1739 and a standard deviation 1.38771. The finding indicated that the respondents were neutral in their response. This result reveals that some of the Indigenous Chicken project implementers still fear handling it as it is thermal stable hence did not vaccinate the Chicken in time which could have led to death of their Indigenous Chicken hence reduced performance.

Item on group vaccination helps implementers deal with issue of packaging had a mean of 3.2246 and a standard deviation of 1.39874. The finding indicated that the respondents were neutral in their response of group vaccination helping them deal with issue of packaging. These result pointed out that some Indigenous Chicken project implementers do group vaccination whereas others do not an indication that some project implementers could have lost their Chicken to New Castle Disease. The item on wire mesh are cut into required sizes had a mean of 3.6667 and a standard deviation 1.39874. The finding indicated that the respondent agreed on the response that wire mesh is cut into pieces they can afford. The item on at times Indigenous Chicken project implementers bought wire mesh as a group and cut into pieces as per their

contribution had a mean of 2.7101 and standard deviation of 1.30805. The findings indicated that the respondents were neutral in their response that they buy the wire mesh as a group. This response has shown that some Indigenous Chicken project members pull resources together and buy the wire mesh.

On descriptive analysis of accessibility of resources, the analysis realized a Composite Mean Score of 3.4917 and Composite standard deviation of 1.2963. This result indicates that the project implementers agreed that the resources were accessible. Next the descriptive analysis of usage of resources was done. The analysed information on responses is presented on Table 4.22 and later interpreted.

Table 4.22: Descriptive analysis on usage of resource

The table presents the responses of Indigenous Chicken project implementers on usage of resources

8c	ITEM	Mean	S.D.	Level of agreement
8ci	Fully knows why i should put my chicks in a brooder	3.3478	1.49770	Neutral
8cii	It is laborious for me to put chicks in a brooder	2.7464	1.26757	Neutral
8ciii	Low use of chick mash is because i do not have money	3.1957	1.38742	Neutral
8civ	At times i do not use brooder as i feel chicks will feel cold	2.8043	1.28925	Neutral
8cv	My hen is not tethered to prevent it from go far	3.1812	1.38414	Neutral
8cvi	My chicks are put in a brooder for eight weeks	3.0942	1.30629	Neutral
8cvii	My Chicken are vaccinated with New Castle Disease Vaccine	3.7971	1.20316	Agree
8cviii	Rarely do i lose my Chicken during NCD outbreak which happens twice a year	3.1522	1.39290	Neutral
8cix	I have low knowledge on how to handle NCD	3.2174	1.25993	Neutral
8cx	At times i use Aloe Vera and Sisal juice to control NCD	3.0290	1.35594	Neutral
8cxi	Sometimes the smallest NCD package of 100 doses is not available	3.4275	1.44428	Agree

The results in Table 4.22 revealed the responses on the issue of usage of resources based on mean and standard deviation. The item on implementers fully know why they should put chicks in a brooder had a mean of 3.3478 and a standard deviation of 1.49770. The findings indicated that the respondents were neutral on knowing why they should put their chicks in the brooders. These results revealed that some Indigenous Chicken project implementers do not have knowledge of putting the chicks into a brooder. The item on it is laborious to put chicks in a brooder. The item had a mean of 2.7464 and a standard deviation of 1.26757.The finding indicated that the respondents were neutral in their response on it is laborious to put chicks in a brooder. The result has pointed out that some Indigenous Chicken project implementers perceive it as extra burden while rearing Indigenous Chicken and hence would prefer the mother hen to run around with the chicks which leads to loss of chicks thereby performance goes down. The item on low use of chick mash is because implementers do not have money had a mean of

3.1957 and a standard deviation of 1.38742. The finding indicated that the respondents were neutral in the low use of chick mash as they do not have money. This result has revealed that some project implementers did not feed chick mash to their chicks hence affected the growth of the chicks leading to poor performance of the Indigenous Chicken projects.

Item on at times implementers do not use brooder as chicks feel cold had a mean of 2.8043 and standard deviation of 1.28925. The finding indicates that the respondents were neutral in their response of not putting their chicks in the brooder as they would feel cold. The result revealed that the Indigenous Chicken project implementers do not fully understand how a chick brooder works and hence could not have used them hence reduced the performance of the Indigenous Chicken projects through death, predation or loss of chicks. The item on implementers tether their hen to prevent it from going far had a mean of 3.1812 and a standard deviation of 1.38414. The finding indicated that the respondents were neutral in their response on the hen is not tethered to prevent chicks from going far. This result revealed that some Indigenous Chicken project implementers are still tethering the mother hen which is not a good management practice as the chicks are exposed to dangers of predation hence reducing the number of chicks. The item on implementers put chicks in a brooder for eight weeks had a mean of 3.0942 and a standard deviation of 1.30629. The finding indicated that the respondents were neutral in the response of chicks being put in the brooder for eight weeks. These result pointed out that some Indigenous Chicken project implementers' puts their chicks in brooders whereas others do not. Therefore for those who kept their chicks in brooders the survival was high, which was a pointer of improved performance. The item on implementers vaccinate Chicken with New Castle Disease (NCD) Vaccine had a mean of 3.7971 and a standard deviation of 1.20316. The finding indicated that the respondents agreed to having vaccinated their Chicken with NCD Vaccine hence no loss of Chicken experienced through NCD.

The item on they rarely lose Chicken during NCD outbreak which happens twice a year had a mean of 3.1522 and a standard deviation of 1.39290. The finding indicated the respondents were neutral in their response of rarely losing Chicken through NCD that happens twice a year. This results revealed that some Indigenous Chicken project implementers loses Chicken due to NCD which could be as a result of wrong timing during vaccination or poor handling of the NCD vaccine as the project implementers had earlier agreed to have vaccinated their Indigenous

Chicken which could have reduced performance of projects. The item on implementers have low knowledge on handling of NCD vaccine had a mean of 3.2174 and a standard deviation of 1.25993. The findings indicated that the respondents were neutral on the response of low knowledge of handling the NCD vaccine. The result revealed that there is a gap and the Indigenous Chicken project implementers need to be capacity build more on handling of the NCD vaccine. The item on implementers use Aloe Vera and Sisal juice to control NCD had a mean of 3.0290 and a standard deviation of 1.35594. The findings indicated that the respondents were neutral on use of the aloe vera and sisal juice. The result revealed that some Indigenous Chicken project implementers are still using the traditional method of treating their Indigenous Chicken while others are using NCD vaccine. The item on availability of the smallest NCD package of 100 doses had a mean of 3.4275 and a standard deviation of 1.44428. The findings indicated that the respondents agreed that the package of 100doses is not always available. This result reveals that lack of smallest dosage affected performance as the Indigenous Chicken project implementers could not vaccinate their Indigenous Chicken on time hence causing death of the Indigenous Chicken leading to poor performance.

From the descriptive analysis, usage of resources gave composite Mean Score of 3.4811 and composite standard deviation of 1.3444. These indicated that the project implementers agreed to having used the Indigenous Chicken resources. However the overall mean score of the three indicators of resource mobilization was 3.4106 which showed that the project implementers agreed to the Indigenous Chicken projects resources being available, accessible and also used.

Though the Indigenous Chicken projects implementers agreed that the resources were availed, they were accessible and they used them, it does not show how the issues in project resource mobilization influenced performance of Indigenous Chicken projects. Therefore to get the influence, the relationship between project resource mobilization indicators and performance of Indigenous Chicken project indicators was done. Testing of this relationship involved establishing how project resource mobilization indicators influence performance of Indigenous Chicken projects in Machakos County, as reported by Indigenous Chicken project implementers. The indicators for project resource mobilization that were used to test the relationship were availability of resources, accessibility of resources and usage of resources. Composite scores of availability of resources, accessibility of resources and usage of resources in project resource

mobilization was correlated with the composite scores of performance of Indigenous Chicken projects (the dependent variable of the study) which was measured by three key indicators of performance namely production numbers, timeliness in project delivery and Indigenous Chicken farmers satisfaction. These were gotten through transformation ofThe items of the indicators to a composite score. The summary of the findings of the relationship between project resource mobilization indicators and performance of Indigenous Chicken projects indicators is shown in Table 4.23.

Table 4.23: Relationship between project resource mobilization indicators and performance of Indigenous Chicken projects

Table 4.23 presents information on relationship between project resource mobilization indicators and performance of Indigenous Chicken projects indicators.

		Production numbers	Timeliness of activity delivery	Implementers satisfaction
Pearson correlation	Performance of projects	1.000	1.000	1.000
	Availability of resources	.141	.052	.125
	Accessibility of resources	.193	.035	.243
	Usage of resources	.092	.096	.105
Sig. (1-tailed)	Performance of projects	.	.	.
	Availability of resources	.049	.274	.072
	Accessibility of resources	.012	.340	.002
	Usage of resources	.142	.130	.110
N	Availability of resources	138	138	138
	Accessibility of resources	138	138	138
	Usage of resources	138	138	138

The results presented in Table 4.23 shows the relationship between resource mobilization indicators and performance of Indigenous Chicken projects indicators. However to test the relationship, the Pearson's Product Moment Correlation coefficients was used where Mukaka (2012) indicates the strength of relationship ranges between -1 and +1 where the coefficient is positive, the variables are directly related and the stronger the correlation the closer it is +1. Further Siegle (2015) asserts that a weak correlation, "r" ranges from + 0.10 to + 0.29; in a moderate correlation, "r" ranges between + 0.30 and + 0.49; while in a strong correlation, "r" ranges from + 0.5 and + 1.0. Therefore for $r < 0.1$, result indicates that there is no correlation between the two variables under investigation. Therefore the results showed the correlation results of the indicators of project resource mobilization and performance of Indigenous Chicken project indicators. These results revealed that the two indicators of project resource mobilization

namely availability of resources and accessibility of resources had a weak positive correlation with production numbers in performance of Indigenous Chicken projects where r = 0.141 and r=0.193 respectively. However, usage of resources had no correlation with production numbers in performance of Indigenous Chicken projects with r=0.092, p= 0.142. This indicated that though the correlation was positive only availability of resources and accessibility of resources gave a statistically significant correlation where p-value for availability of resources was p= 0.049 likewise accessibility of resources p=0.012 where the correlation was statistically significant at $P < 0.05$.

Further the results showed that availability of resources, accessibility of resources and usage of resources had no correlation with timeliness of activity delivery in performance of Indigenous Chicken projects where r=0.052, r=0.035 and r=0.096 respectively. The analysis indicated that though the project implementers agreed to the resources being available, accessible and also used, result revealed that the resources were not delivered or available in time which could have resulted to the Indigenous Chicken project implementers not accessing them on time not using them on time. This is in agreement with Sathe (2012) where he asserted that timely availability of resources could affect performance of indigenous chicken. This was confirmed by the correlation results where availability of resources, accessibility of resources and usage of resources revealed that there was no correlation on performance of Indigenous Chicken projects based on timeliness of activity delivery as $r<0.1$. However, these results of no correlation in availability, accessibility and usage of resources could have caused low production in performance of Indigenous Chicken which was depicted by weak correlation.

Further results revealed that availability of resources, accessibility of resources and usage of resources had a weak positive correlation to level of satisfaction of project implementers in performance of Indigenous Chicken projects with r= 0.125; r= 0.243 and r=0.105 respectively. These results indicated that Indigenous Chicken project implementers seemed to be slightly satisfied with the availability, accessibility and also in using of the resources which was revealed by the results where the r= 0.125, r=0.243 and r= 0.105 respectively. These results are in line with the finding from the stakeholders partnering with project that the implementers' satisfaction was fairly well to good. The outcomes of the satisfaction levels and timely delivery of project activities could have affected the production numbers in performance of Indigenous Chicken

projects as the availability and accessibility only weakly influenced production numbers with r=0.141 and r= 0.193 respectively whereas there was no correlation in the usage of the resources with production numbers based on performance of Indigenous Chicken projects as r= 0.092.

Therefore to further investigate the strength of project resource mobilization indicators namely availability of resources, accessibility of resources and usage of resources in influencing performance of Indigenous Chicken projects, regression analysis was conducted on the indicators of project resource mobilization and those of performance of indigenous chicken. As a result, regression prediction models were developed for each variable, found to be correlated to performance of Indigenous Chicken projects. The regression model used was described as P_P to denote performance of Indigenous Chicken projects whereas X_{21}, X_{22}, X_{23} depicts availability of resources, accessibility of resources and usage of resources respectively. The results of regression analysis are indicated in Tables 4.24

Table 4.24: Regression Prediction Model for project resource mobilization indicators and performance of Indigenous Chicken projects

Table 4.24 shows results of regression prediction model of project resource mobilization indicators

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.206[a]	.042	.021	.38811	.042	1.978	3	134	.120

Model ANOVA		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	1.092	.894	3	.298	1.978
	Residual	19.986	20.184	134	.151	
	Total	21.078	21.078	137		

Regression Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(constant)	2.846	.269		10.582	.000	2.314	3.378
Availability of resources	.053	.065	.084	.824	.412	-.075	.182
Accessibility of resources	.141	.080	.165	1.752	.082	-.018	.300
Usage of resources	-.011	.078	-.014	-.135	.893	-.166	.144

Results in Table 4.24 realized the regression model from which the equation for estimating performance of Indigenous Chicken projects was developed:

P_P, =2.846 + 0.084 X_{21}+ 0.165X_{22} - 0.014X_{23}

Where P_P= Performance of Indigenous Chicken projects (production numbers)

X_{21}= Composite score for availability of resources

X_{22}= Composite score for accessibility of resources

X_{23}= Composite core for usage of resources

The model has a multiple regression coefficient of r = 0.206 and an F value of 1.978 whose critical level is 0.000**.** This indicated that it is a weak model for predicting performance of Indigenous Chicken projects. However, the value of r^2 is 0.042**,** indicates that the indicators of project resource mobilization namely availability of resources, accessibility of resources and usage of resources contributes about 4.2 percent of performance of Indigenous Chicken projects. This result indicates that performance of Indigenous Chicken is not only improved through resource mobilization indicators namely availability of resources, accessibility of resources and usage of resources but there are other indicators that should be identified. Hence, the model is weak in estimating performance of indigenous chicken. However, results indicates that, out of the total contribution made project resource mobilization, accessibility of resources is the most important performance factor as it contributed a beta value of 0.165 as compared to 0.084 for availability of resources and -0.014 for usage of resources. Similarly the results have revealed that beta value for usage of resources was negative showing that a unit increase of usage of resources caused a decrease of performance of Indigenous Chicken projects of 1.4%. To further test the relationship of project resource mobilization variable on performance of Indigenous Chicken projects the following hypothesis were formulated and tested:

H_0: Project resource mobilization has no significant influence on performance of Indigenous Chicken projects

H_1: Project resource mobilization has significant influence on performance of Indigenous Chicken projects

The information that was used to test this hypotheses for project resource mobilization has no significant influence on performance of Indigenous Chicken projects were collected using the items 7 (appendix 2) by transformation of the items in availability of resources, accessibility of resources and usage of resources to composite mean score. The data was analysed as displayed in

Table 4.25 to show the correlation result of resource mobilization to performance of indigenous chicken.

Table 4.25: Relationship between resource mobilization and performance of Indigenous Chicken projects

Table 4.25 shows the results of relationship between the resource mobilization variable and performance of Indigenous Chicken project

Indicators		Production numbers
Pearson correlation	Performance of projects	1.000
	Mobilization	.177
sig. (1-tailed)	Performance of project	.
	Mobilization	.038
N	Performance of project	138
	Mobilization	138

The results presented in Table 4.25 showed that project resource mobilization had a weak positive correlation on performance of Indigenous Chicken projects with r = 0.177. Though results have revealed that the model is weak in predicting performance of Indigenous Chicken projects, it does not show the contribution of project resource mobilization to performance of Indigenous Chicken projects. To further get the contribution of project resource mobilization to performance of Indigenous Chicken projects the research questions stated "how does project resource mobilization influence performance of projects in Machakos County, Kenya?" was formulated. The results are shown in the regression model of Table 4.26.

Table 4.26: Regression prediction model of project resource mobilization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.177[a]	.031	.024	.38745	.031	4.412	1	136	.038

Model ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.662	1	.662	4.412	.038[b]
	Residual	20.416	136	.150		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	2.904	.252	0	11.502	.000	2.405	2.967
Project resource mobilization	.166	.079	.177	2.101	.038	.010	.322

The findings of Table 4.26 showed that project resource mobilization had a positive correlation on performance of Indigenous Chicken project with r = 0.177. This result revealed that it is a weak correlation in influencing performance of Indigenous Chicken projects. Further to get the contribution of project resource mobilization, r^2 was used where r^2 = 0.031. The value of r^2= 0.031 indicated that project resource mobilization contributed 3.1% on performance of Indigenous Chicken projects. This contribution is slightly lower with 1% when compared with when the indicators of project resource mobilization namely availability resources, accessibility of resources and usage of Indigenous Chicken resources were used. Further the results indicated that a level of significance of p-value of 0.038 and F (1, 136) = 4.412 was realized where the relationship was significant at $p < 0.05$. This result was used in identifying whether the null hypothesis stated "Project resource mobilization has no significant influence on performance of projects", would be rejected or not rejected. A p-value of 0.038< 0.05 revealed that the hypothesis stated "Project resource mobilization has no significant influence on performance of projects" was rejected. A relationship therefore exists between project resource mobilization and performance of Indigenous Chicken project. Though result on correlation indicated that project resource mobilization was a weak model in predicting performance of Indigenous Chicken projects, the null hypothesis was rejected and hence it was a statistically significant relationship between project resource mobilization and performance of project. Further to get strength of project resource mobilization from the results of the regression model the equation for estimating performance was developed. In this equation Y denoted performance, β_0 is a constant, β_2 is the coefficient of resource mobilization variable whereas X_2 is the resource mobilization variable and ε is standard error.

$Y= \beta_0 + \beta_2(X_2) + \varepsilon= 2.904+ 0.177X_2$

Y = Project performance

X_2 = Project resource mobilization

β_2= regression coefficient of the variable X_2 respectively

ε = Std. error

The result on regression revealed that project resource mobilization contributes a beta value of 0.177 hence it is an important performance factor in Indigenous Chicken projects. From the analysis of the data in objective two, the result revealed that the composite mean score of 3.656 was realized. This pointed out that the Indigenous Chicken project implementers agreed that the

resources were available, were accessible and were used them. Further analysis indicated that though the project implementers agreed to the resources being available, accessible and also used, result revealed that the resources were not delivered or available in time which could have resulted to the Indigenous Chicken project implementers not accessing them on time leading to the same Indigenous Chicken project implementers not using them. This was confirmed by the correlation results where availability of resources, accessibility of resources and usage of resources revealed that there was no correlation on performance of Indigenous Chicken projects based on timeliness of activity delivery as $r<0.1$. Therefore the problem of the timeliness need to be investigated so that it can be identified what could have caused the availability of resources not to be timely, also why Indigenous Chicken project implementers could not timely access the resources and finally why they could not timely use the resources. Similarly the Indigenous Chicken project implementers seemed to be slightly satisfied with the availability, accessibility and also in using of the resources which was revealed by the results where the $r= 0.125$, $r=0.243$ and $r= 0.105$ respectively. However it is important if the reason of low satisfaction is studied.

The outcomes of the satisfaction levels and timely delivery of project activities could have influenced the production numbers in performance of Indigenous Chicken projects as the availability and accessibility only weakly influenced production numbers with $r=0.141$ and $r= 0.193$ respectively whereas there was no correlation in the usage of the resources with production numbers based on performance of Indigenous Chicken projects as $r= 0.092$. Further when the project resource mobilization variable was correlated with performance of Indigenous Chicken projects the result revealed that it was a weak model in predicting performance as $r=0.177$. This show that other variables need to be identified as project resource mobilization only contributed 3.1% to performance of Indigenous Chicken projects. From this outcome it can be indicated that there are other variables that would influence performance of Indigenous Chicken more.

4.7.1 Discussion on project resource mobilization

The research objective 2 of this study was to examine the influence of project resource mobilization on performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County, Kenya. Under this research objective, one hypothesis was formulated. The hypothesis stated that “project resource mobilization has significant influence on performance of Indigenous Chicken projects in Machakos County

Kenya". The implementation theory showed that an analytical rules to be used where resources have to be allocated (Kakhbod, 2013). This study was grounded by the findings where respondents agreed that they have to acquire brooders', New Castle Disease vaccine and wire mesh to rear indigenous chicken.

Critics of project management like Atwell (2016) showed that 39% of the projects fail due to lack of resources. The literature reviewed showed that community and individual should dedicate resources to project implementation so as to influence performance of projects (Lemma, 2014). However the findings of this study showed that the respondents indicated that they were neutral on group vaccination and also neutral on contribution of money to buy some resources together like wire mesh which would have economics of scales. Further Bal, *et al*., (2013) indicated that the stakeholders who have same objective with the project being implemented are identified and they should be engaged through systematic ways (Aapaoja &Haapasalo, 2014). The findings was grounded by results of the stakeholders responses where those that had the same objectives as the Agricultural Sector Development Support Programme supported the implementers of Indigenous Chicken projects. The findings further showed that the respondents were neutral on their response on linkages to stakeholders who can support them. At the same time the results indicated that respondents agreed to the stakeholders sensitizing them on New Castle Disease Vaccine. It is from the linkages and support with the stakeholders that the result indicates that respondent agreed to the usage of New Castle Disease Vaccine which has improved performance of Indigenous Chicken projects.

4.8 Project execution on performance of Indigenous Chicken project

This part of the study sought to determine how project execution influenced performance of Indigenous Chicken projects in Machakos County, Kenya. In order to establish the influence of project execution to performance of Indigenous Chicken projects in Machakos, one objective was formulated which stated "To determine how project execution influences performance of Indigenous Chicken projects in Machakos County. Under these objective of project execution, three issues namely group activities, execution of activities and level of execution were studied. In this section therefore, data was analysed descriptively and through inferential method. In the inferential method Pearson Product moment correlation coefficient and F-test was used. The influence of each of these issues of project execution were interacted with the three issues on

performance of Indigenous Chicken projects namely production, timeliness of project delivery and quality in terms of farmers' satisfaction.

To measure Project execution 5 point Likert's scale items were formulated on the three issues of group activities, execution of activities and level of execution in which the Indigenous Chicken projects implementers were supposed to show preferred choice in relation to their attitude towards the items. The choices ranged from strongly agree, agree, neutral, disagree and strongly disagree for positively stated items and vice versa for the negatively stated items. These choices had scores where the best score was 5 and worst score was 1. Respondents who were Indigenous Chicken project implementers' were kindly requested to indicate by ticking the appropriate statement using a scale of 5 to 1 where 5 represented SA for Strongly Agree; 4 represented A for Agree; 3 represented N for Neutral; 2 represented D for Disagree; while 1 represented SD for Strongly Disagree. First descriptive statistic, in terms of means and standard deviation of the items for group activities, and execution of activities were generated as they appear in Tables 4.27- Table 4.28.

Table 4.27: Descriptive analysis of group activities plan

The table below shows analysis of influence of group activities.

9a	Item	Mean	S. D.	Level of agreement
9ai	Group meets to identify chicken activities rearing	4.1014	1.04839	Agree
9aii	My groups does not agree on the breeds of Indigenous Chicken to keep	2.6377	1.23774	Neutral
9aiii	The group does contribution to financial kit	3.0217	1.24670	Neutral
9aiv	The group raises money to buy equipment	3.5000	1.16048	Agree
9av	A loan was acquired from contribution to buy a brooder	2.4855	1.24534	Disagree
9avi	My locally made brooder was done by members	2.4783	1.24524	Disagree
9avii	members do not buy Chicken rearing equipment from money they get from groups financial kit	3.2174	1.32213	Neutral
9aviii	Group members meet to encourage one another in Chicken rearing	3.9855	1.03927	Agree
9aix	Support one another by sharing Chicken rearing experiences through group visits	4.0507	.93841	Agree
9ax	Group vaccinations are encouraged	3.5942	1.28800	Agree
9axi	My group members are unwilling to join in group vaccination	2.6159	1.39510	Neutral

The results of Table 4.27 showed the factors of the issue of group activities based on means and standard deviation. The item on met group frequently to identify activities for rearing Chicken

had mean of 4.1014 and standard deviation of 1.04839. The finding indicated that the respondents agreed that they meet to come up with the group activities that improved performance. The item on groups do not agree on the breeds of Indigenous Chicken to keep had a mean of 2.6377 and a standard deviation of 1.23774. The finding indicated that the respondents were neutral on choosing the breed they should keep. These results revealed that the Indigenous Chicken project implementers' keeps different breeds of indigenous chicken. The item on the group does contribution to financial kit had a mean of 3.0217 and a standard deviation of 1.24670. The finding indicated that the respondents were neutral on group contributing to a financial kit. This result revealed that not all groups contribute to a financial kit, but some did. These financial kits improve performance especially where project implementers either lend the money to one another to buy the resources required in rearing of indigenous chicken.

Item on group had come up with ways to raise money to buy equipment. The item had a mean of 3.5000 and a standard deviation of 1.16048. The finding indicated the respondents agreed to have ways of raising money to buy equipment. The result revealed that the project implementers raised money either through merry go round or table banking which they used to buy resources like chick mash, brooders, wire mesh to improve performance. The item on loan was acquired from groups' contribution to buy a brooder had a mean of 2.4855 and a standard deviation of 1.24534. The findings indicated that the respondents disagreed that they got money from group to buy brooders. This result revealed that more groups of Indigenous Chicken project implementers did not have a financial kit to acquire the resources for improving performance. The item on implementers locally made brooder was done by the group members had a mean of 2.4783 and a standard deviation of 1.24524. The finding indicated that the respondents disagreed that the locally made brooder was made by group members. This result revealed that group members have not done much to improve performance especially on materials for rearing the indigenous chicken. The item on group members do not buy Chicken rearing equipment from money they get from groups financial kit had a mean of 3.2174 and a standard deviation of 1.32213. The finding indicated that the respondents were neutral on the response of buying equipment from the group financial kit. This result revealed that some Indigenous Chicken project implementers bought resources for improving management

practises from the financial kit whereas others used other modes of funding to improve performance.

Item on Group members meet to encourage one another in Chickens rearing had a mean of 3.9855 and a standard deviation of 1.03927. The finding indicated that the respondents agreed that group members meet to encourage one another in Chickens rearing. This result revealed that this encouragement improved performance especially where the project implementer could not have understood the project management practice, the group members assisted in transforming the training to action. The item on implementers support one another in sharing Chicken rearing experiences through group visits had a mean of 4.0507 and a standard deviation of 93841. The finding indicated that the respondents agreed they support one another through sharing experiences in Chicken rearing which uplifted the performance of Indigenous Chicken of members. This result revealed that the sharing of experiences motivated the group members to undertake project management practises hence improved performance. The item on group vaccinations are encouraged had a mean of 3.5942 and a standard deviation of 1.28800. The finding indicated that the respondents agreed to encourage group vaccination. These result revealed that this group vaccination improved performance as there are those Indigenous Chicken project implementers who cannot handle NCD vaccine or cannot be able to administer hence group vaccination enabled the groups to do it well and at the right time. The item on group members are willing to join in group vaccination had a mean of 2.6159 and a standard deviation of 1.39510. The findings indicated that the respondents were neutral on the response of group members being unwilling to join group vaccination. These results revealed that there are those who are doing group vaccination whereas others did not do group vaccination.

The descriptive analysis of group execution activities plan gave a composite mean score of 3.3768 and composite standard deviation of 1.2361. These showed that the project implementers were neutral on their response on group execution activities. Next descriptive analysis of execution of activities is presented on Table 4.28 and later interpreted.

Table 4.28: Descriptive analysis of influence of execution on performance of project
The table below shows the analysis of influence execution of activities

9b	Item	Mean	S.D.	Level of agreement
9bi	Always i select Indigenous Chicken that grows faster and bigger	4.0870	.94736	Agree
9bii	My cock is not changed between 6 and 12 months	2.9420	1.40265	Neutral
9biii	Rarely do i maintain a ratio of 1 cock for every 10 hens	3.4565	1.27937	Agree
9biv	Housing of my Indigenous Chicken is a requirement	4.2464	.88632	Agree
9bv	My Chicken house constructed is not done appropriately	3.2319	1.32516	Neutral
9bvi	Always i take care of eggs as required	3.9203	1.14025	Agree
9bvii	Rarely do i do daytime chick sheltering up to 8 weeks	2.7826	1.34945	Neutral
9bviii	At times i find it difficult to feed my chicks on chick mash	2.6232	1.33566	Neutral
9bix	My Indigenous Chicken are vaccinated against New Castle Disease twice or more per year	3.2899	1.23928	Neutral
9bx	Not always do i do Chicken disease management when they are infected	2.8696	1.38725	Neutral
9bxi	My Chicken rearing activities records are well kept in rearing of chicken	3.6957	1.30473	Agree

The findings of Table 4.28 showed the results of factors of the issue of execution of activities based on means and standard deviation. The item on implementers always select Indigenous Chicken that grows faster and bigger had a mean of 4.0870 and a standard deviation of 0.94736. This result revealed that the Indigenous Chicken project implementers took up the project management practices in breeding for improved performance. The item on implementers change cock between 6 and 12 months had a mean of 2.9420 and a standard deviation of 1.40265. The finding indicated that the respondents were neutral on the response of not changing their cocks between 6 and 12 months. This result revealed that some of Indigenous Chicken project implementers changed their cocks between 6 and 12 months hence improved the performance of the indigenous chicken, but for those who did not change reduced the performance of the Indigenous Chicken through inbreeding. The item on implementers' maintain a ratio of 1 cock for every 10 hens had a mean of 3.4565 and a standard deviation of 1.27937. The finding in indicated that the respondents agreed to rarely maintaining the ratio of 1 cock for every 10 hens.

These result reveals that some Indigenous Chicken project implementers do not maintain that, a reason that some of the eggs laid are not fertilized hence they cannot hatch leading to poor performance.

Item on implementers' knowledge on housing of Indigenous Chicken is a requirement had a mean of 4.2464 and a standard deviation of 0.88632. The findings indicated that the respondents strongly agreed that a Chicken house is a requirement. These result revealed that at least every Indigenous Chicken project implementer has a Chicken house. The item on Chicken house was constructed appropriately had a mean of 3.2319 and a standard deviation of 1.32516. The result ofThe item indicated that the respondents were neutral in their response on Chicken house not done appropriately. Therefore the result indicate that some Indigenous Chicken project implementers have houses that are not safe for the Chicken rearing in terms of predation or theft leading to poor performance. The item on implementers always take care of eggs as required had a mean of 3.9203 and a standard deviation of 1.14025. The finding revealed that the respondents agreed to taking care of their eggs. This response showed that at least every Indigenous Chicken project implementer takes care of their eggs a reason that at least most of the implementers Chicken laid 12 eggs leading to an average of 10 eggs hatching showing improved performance. The item on daytime chick sheltering up to 8 weeks is done had a mean of 2.7826 and a standard deviation of 1.34945. The finding indicated that the respondents were neutral in the response to daytime chick sheltering up to eight weeks. This result revealed that not every Indigenous Chicken project implementer shelters their chicks before the eight weeks of age leading to loss, an indication of poor performance.

Item on implementers find it at times difficult to feed chicks on chick mash had a mean of 2.6232 and standard deviation of 1.33566. The finding indicated that the respondents were neutral in their response of feeding their chicks with chick mash. The result revealed that not all Indigenous Chicken project implementers feed their chicks with chick mash an indication that there is low survival of the chicks leading to poor performance. The item on implementers vaccinated Indigenous Chicken against New Castle Disease twice or more per year had a mean of 3.2899 and a standard deviation of 1.23928. The findings indicated that the respondents were neutral in their response on vaccinating their Chicken twice a year. This result revealed that some of the Indigenous Chicken project implementers did not vaccinate their Chicken which could

have caused poor performance due to death. The item on implementers always undertake Chicken disease management when they are infected had a mean of 2.8696 and a standard deviation of 1.38725. The finding showed that respondents were neutral in their response of not doing disease management. These result revealed that not all Indigenous Chicken project implementers treat their Indigenous Chicken when they fall sick which led to death of their Chicken hence showing poor performance. The item on Chicken implementers keep records of Chicken rearing activities had a mean of 3.6957 and a standard deviation of 1.30473. The finding indicated that the respondents agreed to keeping records on Indigenous Chicken activities. This practice showed the direction the performance of Indigenous Chicken projects is taking. However the composite Mean Score of execution of activities was 3.4444 and a composite standard deviation of 1.19698 were realized. These indicated that the project implementers agreed to have executed activities for improving Indigenous Chicken projects. However the overall composite mean score for project execution was 3.4084. These indicated that the project implementers agreed to have undertaken project execution.

Though the Indigenous Chicken projects implementers agreed that they executed group activities and Indigenous Chicken management practises, it does not show how the issues in project execution influenced performance of Indigenous Chicken projects. Therefore to get the influence, the relationship between project execution and performance of Indigenous Chicken was done. Testing of this relationship involved determining how project execution indicators influenced performance of Indigenous Chicken projects in Machakos County, as reported by Indigenous Chicken project implementers. The indicators for project execution that were used to test the relationship were execution of group activities and execution of Indigenous Chicken management activities. Composite scores of execution of group activities and execution of Indigenous Chicken management activities in project execution was correlated with the composite scores of performance of Indigenous Chicken projects which was measured by three key indicators of performance namely production numbers, timeliness in project delivery and Indigenous Chicken farmers satisfaction. The summary of the findings of the relationship between project execution indicators and performance of Indigenous Chicken projects indicators is indicated in Table 4.29.

Table 4.29: Relationship between project execution indicators and performance of Indigenous Chicken projects indicators

		Production numbers	Timeliness of activity delivery	Implementers satisfaction
Pearson correlation	Performance	1.000	1.000	1.000
	Group activities plan	.413	.115	.469
	Execution of activities	.231	.097	.309
Sig.(1 tail)	Group activities plan	.000	.089	.000
	Execution of activities	.003	.129	.000
N	Performance	138	138	138
	Group activities plan	138	138	138
	Execution of activities	138	138	138

The result presented in Table 4.29 was on relationship of project execution indicators and performance of Indigenous Chicken indicators. However to test the relationship, the Pearson's Product Moment Correlation coefficients was used where Mukaka (2012) indicates that the strength of relationship ranges between -1 and +1 where the coefficient is positive, the variables are directly related and the stronger the correlation the closer it is to +1. Further Siegle (2015) asserts that a weak correlation, "r" ranges from + 0.10 to + 0.29; in a moderate correlation, "r" ranges between + 0.30 and + 0.49; while in a strong correlation, "r" ranges from + 0.5 and + 1.0. Therefore for $r < 0.1$, result indicates that there is no correlation between the two variables under investigation.

Based on results revealed in Table 4.29, group activities plan had a moderate positive correlation with production numbers in performance of Indigenous Chicken projects with $r = 0.413$, $p=0.000$. Likewise execution of activities had a weak positive correlation with production numbers in performance of Indigenous Chicken projects with $r = 0.231$, $p=0.003$. Further results indicated that group activities plan had a weak positive correlation to timeliness of activity delivery in performance of Indigenous Chicken projects at $r=0.115$, $p= 0.089$ whereas execution of activities had no correlation on timeliness of activity delivery based on performance of Indigenous Chicken projects with $r=0.097$, $p=0.129$. Further the results showed that both group activities plan and execution of activities had a moderate positive correlation to satisfaction of project implementers in performance of Indigenous Chicken projects at $r=0.469$, $p=0.000$ and $r=0.309$, $p=0.000$ respectively.

Result revealed that group execution plan and execution of activities both are important to production and satisfaction of project implementers in performance of Indigenous Chicken

projects. But both group execution plan and execution of activities did not statistically significantly influence timeliness of delivery of project activities. To further investigate the strength of project execution in influencing performance of Indigenous Chicken projects, regression analysis was conducted on the indicators of project execution and performance of indigenous chicken. As a result, regression prediction models were developed for each variable, found to be correlated to performance of Indigenous Chicken projects. The regression model used was described as P_P to denote performance of Indigenous Chicken projects whereas X_{31}, X_{32}, depicts group execution plans and execution of activities respectively. The results of regression analysis are presented in Tables 4.30

Table 4.30: Regression Prediction Model for project execution indicators and performance of Indigenous Chicken projects

Table 4.34 shows results of regression prediction model of project execution indicators

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.425[a]	.180	.168	.35776	.180	14.839	2	135	.000

Model ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.799	2	1.899	14.839	.000[b]
	Residual	17.279	135	.128		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(constant)	2.053	.270		7.590	.000	1.518	2.588
Group activities plan	.336	.074	.378	4.573	.000	.191	.482
Execution of activities	.085	.067	.104	1.256	.211	-.049	.218

The results in Table 4.30 showed that two of project execution indicators (group execution plan and execution of activities), have a moderate model in predicting performance of Indigenous Chicken projects with r=0.425. From the results realized by the regression model, the equation for estimating performance of Indigenous Chicken projects was developed:

P_P, =2.053 + 0.378 X_1+ 0.104X_2

Where P_P= Performance of Indigenous Chicken projects (production numbers)

X_{31}= Composite score for group execution activities

X_{32}= Composite score for execution of activities

The model had a multiple regression coefficient of r = 0.425 and an F value of 14.839 whose critical level is 0.000**.** This indicated that it is a moderate model for predicting performance of Indigenous Chicken projects. However, the value of r^2 is 0.180**,** which indicates that the indicators of project execution would contribute about 18 percent of performance of Indigenous Chicken projects. However, results indicates that, out of the total contribution made for project execution, execution of group activities plans is the most important performance factor as it contributed a beta value of 0.378 as compared to 0.104 for execution of activities respectively. To further test the relationship of project execution variable on performance of Indigenous Chicken projects the following hypothesis were formulated and tested:

H_0: Project execution has no significant influence on performance of Indigenous Chicken projects

H_1: Project execution has significant influence on performance of Indigenous Chicken projects

The information that was used to test this hypotheses for project execution has no significant influence on performance of Indigenous Chicken projects were collected usingThe items 7 (appendix 2) by transformation ofThe items in execution of group activities plan and execution of Indigenous Chicken management activities to composite mean score. The data was analysed as displayed in Table 4.31.

Table 4.31: Relationship between project execution and performance of Indigenous Chicken projects

The table shows the results of relationship between project execution variable and performance of Indigenous Chicken projects

	Indicators	**Performance of projects**
Pearson Correlation	Performance	1.000
	Project execution	.389
Sig. (1-tailed)	Performance	.
	Project execution	.000
N	performance	138
	Project execution	138

The results of table 4.31 showed that that project execution had a moderate positive correlation on performance of Indigenous Chicken projects with r = 0.389, p=0.000. To be able to know the strength of project execution variable on performance of projects regression analysis was conducted. The results are presented in Table 4.32.

Table 4.32: Regression prediction model for project execution

The table presents the regression prediction model result of project execution variable and performance of Indigenous Chicken projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.389[a]	.151	.145	.36270	.151	24.224	1	136	.000

Model	ANOVA	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.187	1	3.187	24.224	.000[b]
	Residual	17.891	136	.132		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.091	0.274		7.643	.000	1.550	2.633
Project execution	0.404	0.082	0.389	4.922	.000	.242	.567

Based on information in Table 4.32 results has shown project execution variable to be a moderate model in predicting performance of Indigenous Chicken with r=0.389. The regression model gave r^2=0.151 which revealed that project execution variable contributed 15.1% to performance of Indigenous Chicken projects. Further results revealed that a level of significance of p-value of 0.000 and F (1, 136) = 24.224 were realized. The regression analysis showed that the relationship was statistically significant at $p < 0.05$. This result was used in identifying whether the null hypothesis stated "Project execution has no significant influence on performance of projects", would be rejected or not rejected. From the results, the null hypothesis that stated "Project execution has no significant influence on performance of projects" was rejected. A relationship therefore exists between project execution and performance of Indigenous Chicken projects. Therefore the relationship between project execution and

performance of Indigenous Chicken project was statistically significant. From the results realized of the regression model the equation estimating the performance of Indigenous Chicken in relation to project execution variable was developed.

The equation had a Y which denotes performance, constant term and the variable of project execution (X_3) times a coefficient (β_3) and Std error (ε).

$Y= \beta_0 + \beta_3(X_3)+ \varepsilon= 2.091+0.389\ X_3$

Y = Project performance

X_3 = Project execution

β_3= regression coefficient of the variable X_3 respectively

ε = Std. error

By replacing the beta value and the constant term, the correlation model was as follows: $Y=2.091+0.389X_3$. From the regression model of project execution the results indicates that a unit percent (%) increase in project execution (X_3) would bring about an increase of 38.9 % in performance of projects (y). This regression model has illustrated that project execution variable is an important factor in performance of Indigenous Chicken projects. The statistical analysis results both descriptive and inferential has brought out that influence in the Indigenous Chicken projects. In descriptive analysis of project execution variable, a composite mean score of 3.7106 was realized which indicated that the Indigenous Chicken project implementers agreed that group activities were executed and at the same time the Indigenous Chicken project implementers undertook the Indigenous Chicken management activities. However this descriptive analysis does not point out how the indicators of project execution influences performance of Indigenous Chicken projects hence there is use of inferential statistics.

Further the inferential statistics results on project execution indicators on timeliness of activity delivery in performance of Indigenous Chicken projects demonstrated that the undertaking of Indigenous Chicken practices was not timely. This was demonstrated by the results that revealed there was no correlation between execution of management activities and timeliness in activity delivery in performance of indigenous chicken. This could be an indication that the Indigenous Chicken project implementers undertakes the management practices when it is deemed necessary for them to do so either due to capacity to acquire resources to implement the activities or lacks the technical knowhow. Similarly the Indigenous Chicken project implementers seemed to be fairly satisfied with the group activities which ranged from getting loans from the group financial

kit, group vaccination to assisting one another make brooders with locally available materials. Further the Indigenous Chicken project implementers were fairly satisfied with the Indigenous Chicken management practises like breed selection, housing their Chicken to taking care of eggs. This information on satisfaction level was further backed by the project implementers where they got paraffin incubators from the world Vision who is a stakeholder partnering with the Agricultural Sector Development Support Programme. This was revealed in the results where it showed that execution of group activities and execution of activities gave a moderate positive correlation with the project implementers' satisfaction in performance of Indigenous Chicken projects.

4.8.1 Discussion on project execution

The third objective of this study was to determine the influence of project execution on performance of Indigenous Chicken sponsored by Agricultural Sector Development Support Programme in Machakos County, Kenya. Under this objective, one hypothesis was formulated. The hypothesis was project execution has significant influence on performance of Indigenous Chicken projects in Machakos County Kenya. From the implementation theory reviewed in this study, it showed that execution comes in to translate plans to action (Koskela & Howell, 2008). This study by Koskela and Howell (2008) is in agreement with the findings where respondents have agreed that from the training they selected Indigenous Chicken breed that grow faster and bigger, took care of eggs, did record keeping.

From literature reviewed Mirza and Ehsan (2016) indicated availability of plan, resources allocation and user participation to influence project execution. Further Kim, *et al*., (2015) indicated that there is a relationship between planning and execution. On availability of the plans the results indicates that the respondents agreed that they meet to plan Chicken rearing activities. On resource allocation result indicated that the respondents agreed to come up with table banking for raising money whereas on users participation the results indicates that the respondents agreed to have selected Indigenous Chicken that grew faster and bigger. At the same time the respondents agreed to have taken care of their eggs. The argument by Lawal and Okhankhuele (2014) indicated motivation to influence project execution. From the findings of the study the respondents agreed that they support one another by sharing Chicken rearing experiences through group visits. Therefore project execution is important for project management.

4.9 Project implementation process and performance of Indigenous Chicken projects

The study sought to establish how project implementation process influenced performance of Indigenous Chicken projects in Machakos County, Kenya. In order to establish the influence of project implementation process to performance of Indigenous Chicken projects in Machakos, one objective was formulated which stated "To establish how project implementation process influences performance of Indigenous Chicken projects in Machakos County. Under this objective of project implementation process, three issues namely planning, resource mobilization and execution were studied. In this section therefore, data was analysed descriptively and through inferential method. In the inferential method Pearson Product moment correlation coefficient and F-test was used. The influence of each of these issues of project implementation process were interacted with the three issues on performance of Indigenous Chicken projects namely production, timeliness of project delivery and quality in terms of farmers' satisfaction.

To measure Project implementation process all theThe items of planning, resource mobilization and execution were separately transformed to composite mean as displayed in Table 4.33. First descriptive statistic, in terms of means and standard deviation of theThe items for group activities, and execution of activities were generated as they appear in Tables 4.33.

Table 4.33: Descriptive analysis of project implementation process

The tables below shows the results of project implementation process

10	**ITEM**	**Mean**	**S.D.**	**Level of agreement**
10i	Project planning	3.4106	.45517	Agreed
10ii	Project resource mobilization	3.4561	.41865	Agreed
10iii	Project execution	3.4084	.37734	Agreed

The findings of Table 4.33 showed the results of project planning, project resource mobilization and project execution based on composite means and composite standard deviations. The item on that project planning had a mean of 3.4106 and a standard deviation of 0.45517. The finding indicated that the respondents agreed to project planning improved performance. The item on that project resource mobilization indicated had a composite mean of 3.4561 and a standard deviation of 0.41865. These findings indicated that the respondents agreed that resources improved performance. Lastly the item on project execution had a composite mean of 3.4084 and a standard deviation of 0.37734. These findings indicated that project execution improved performance of projects. According to the responses from the Indigenous Chicken project

implementers, results revealed that they agreed to planning, mobilization of resources and execution of project activities.

However the level of influence of the project planning, project resource mobilization and project execution is not shown in the responses of the Indigenous Chicken project implementers. Therefore to get the influence, the relationship between project implementation indicators and performance of Indigenous Chicken project indicators was done. Testing of this relationship involved establishing how project implementation process indicators influence performance of Indigenous Chicken projects in Machakos County, as reported by Indigenous Chicken project implementers. The indicators for project implementation process that were used to test the relationship were project planning, project resource mobilization and project execution. Further composite scores of project planning, project resource mobilization and project execution in project implementation process was correlated with the composite scores of performance of Indigenous Chicken projects which was measured by three key indicators of performance namely production numbers, timeliness in project delivery and Indigenous Chicken farmers satisfaction. The summary of the findings of the relationship between project implementation indicators and performance of Indigenous Chicken projects indicators is shown in Table 4.34.

Table 4.34: Relationship between implementation process indicators and performance of Indigenous Chicken projects indicators

The table shows the results of the relationship of project implementation process indicators and performance of Indigenous Chicken indicators

		Production	Timeliness activity delivery	Implementers satisfaction
Pearson correlation	Performance	1.000	1.000	1.000
	Planning	.207	.024	.406
	Mobilization	.090	.077	.193
	Execution	.184	.129	.470
Sig. (1 tail)	Planning	.007	.392	.000
	mobilization	.146	.184	.012
	Execution	.016	.065	.000
N	Planning	138	138	138
	Mobilization	138	138	138
	Execution	138	138	138

The results presented in Table 4.34 displays the relationship between project implementation process indicators and performance of Indigenous Chicken projects indicators. However to test the relationship, the Pearson's Product Moment Correlation coefficients was used where Mukaka

(2012) indicates the strength of relationship ranges between -1 and +1 where the coefficient is positive, the variables are directly related and the stronger the correlation the closer it is +1. Further Siegle (2015) asserts that a weak correlation, "r" ranges from + 0.10 to + 0.29; in a moderate correlation, "r" ranges between + 0.30 and + 0.49; while in a strong correlation, "r" ranges from + 0.5 and + 1.0. Therefore for $r < 0.1$, result indicates that there is no correlation between the two variables under investigation. Result revealed that planning had a weak positive correlation with production numbers in performance of Indigenous Chicken projects with $r = 0.207$, $p=0.007$ whereas mobilization had no correlation with production numbers in performance of Indigenous Chicken projects with $r = 0.090$, $p=0.146$ and lastly execution was shown to have a weak positive correlation with production numbers in performance of Indigenous Chicken projects with $r=0.184$, $p=0.016$ all of which are indicators of performance of Indigenous Chicken projects. Further the results showed that planning had no correlation with timeliness of activity delivery in performance of Indigenous Chicken projects with $r=0.024$. Likewise mobilization had no correlation with timeliness of activity delivery in performance of Indigenous Chicken projects with $r=0.077$. Project execution had a weak positive correlation with timeliness of activity delivery in performance of Indigenous Chicken projects with $r=0.129$, but it did not statistically significantly influence the timeliness of activity delivery as $p=0.065$.

Similarly the results showed that planning had a statistically significant moderate positive correlation with satisfaction of project implementers in performance of Indigenous Chicken projects with $r=0.406$, $p=0.000$. Likewise mobilization had a weak positive correlation with satisfaction of project implementers in performance of Indigenous Chicken projects where $r=0.193$, $p=0.012$. Project execution had a moderate positive correlation with satisfaction of project implementers in performance of Indigenous Chicken projects with $r=0.470$, $p=0.000$. The correlation was statistically significant at $P < 0.05$. From the findings of Table 4.34 planning, resource mobilization and execution are important as they statistically significantly influenced performance in terms of production and satisfaction of project implementers but did not statistically significantly influence satisfaction of project implementers in performance of Indigenous Chicken projects.

To further investigate the strength of project implementation process in influencing performance of Indigenous Chicken projects, regression analysis was conducted on the indicators of project

implementation process and those of performance of indigenous chicken. As a result, regression prediction models were developed for each variable, found to be correlated to performance of Indigenous Chicken projects. The regression model used was described as P_P to denote performance of Indigenous Chicken projects whereas X_1, X_2, X_3 depicts project planning, project resource mobilization and project execution respectively. The results of regression analysis are indicated in Tables 4.35

Table 4.35: Regression Prediction Model for project implementation process indicators and performance of Indigenous Chicken projects

Table 4.35 shows results of regression prediction model of project implementation process indicators on performance of Indigenous Chicken projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.344[a]	.118	.098	.37245	.118	5.983	3	134	.001

Model ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.490	3	.830	5.983	.001[b]
	Residual	18.588	134	.139		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(constant)	2.289	.298		7.687	.000	1.700	2.877
Planning	.242	.081	.281	3.001	.003	.083	.402
Mobilization	-.025	.094	-.027	-.266	.790	-.210	.160
Execution	.117	.076	.143	1.526	.129	-.035	.268

The results indicated in Table 4.35 showed that three of project implementation process indicators (project planning, project mobilization and project execution), had a positive moderate correlation on performance of Indigenous Chicken projects. From the results realized by the regression model, the equation for estimating performance of Indigenous Chicken projects in relation to performance of project was developed:

P_P, $=2.289 + 0.281X_1 - 0.027X_2 + 0.143X_3$

Where P_P= Performance of Indigenous Chicken projects

X_1= Composite score for planning

X_2= Composite score for mobilization

X_3= Composite score for execution

The model has a multiple regression coefficient of r = 0.344 and an F value of 5.983 whose critical level is 0.001**.** This indicated that it is a moderate model for predicting performance of Indigenous Chicken projects. However, the value of r^2 is 0.118**,** which revealed that the indicators of project implementation process would contribute 11.8 percent of performance of Indigenous Chicken projects. Hence, the model is moderate in estimating performance of indigenous chicken. Further, results indicates that, out of the total contribution made to project implementation process, planning is the most important performance factor as it contributed a beta value of 0.281 as compared to -0.027 and 0.143**,** for mobilization and execution respectively. The negative beta value in resource mobilization indicates that the beta factor of -0.027 revealed that a unit increase in resource mobilization causes a decrease in performance of Indigenous Chicken projects of 2.7%. Therefore the results revealed that there are other indicators of project implementation process which should be combined with the planning and execution so as to have the contribution of the indicators to 100%. To further test the relationship of project implementation process variable on performance of Indigenous Chicken projects, the following hypothesis were formulated and tested:

H_0: Project implementation process has no significant influence on performance of Indigenous Chicken projects

H_1: Project implementation process has significant influence on performance of Indigenous Chicken projects

The information that was used to test this hypotheses for project implementation process has no significant influence on performance of Indigenous Chicken projects were collected using items from appendix 2 by transformation of items in planning, resource mobilization and execution to composite mean score. The data was analysed as displayed in Table 4.36.

Table 4.36: Relationship between project implementation process and performance of Indigenous Chicken projects

The table shows the results of the relationship between project implementation process and performance of Indigenous Chicken

	Indicators	Performance of projects
Pearson Correlation	Performance of projects	1.000
	Project implementation process	.362
Sig. (1-tailed)	Performance of projects	.
	Project implementation process	.000
N	Performance of projects	138
	Project implementation process	138

The results of Table 4.36 showed that project implementation process had a significantly moderate positive correlation with in performance of Indigenous Chicken projects with r = 0.362, p=0.000. The correlation was significant at $P < 0.05$.To further investigate the strength of project implementation process as a variable on regression analysis was conducted. As a result, regression prediction model for the project implementation process variable was correlated to performance of Indigenous Chicken projects. The regression model was described as Y to denote performance of Indigenous Chicken projects, X_4 as project implementation process. The results of the regression analysis are revealed in Table 4.37.

Table 4.37: Regression prediction model of project implementation process

Table 4.37 shows results of regression prediction model of project implementation process indicators

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.362[a]	.131	.125	.36697	.131	20.523	1	136	.000

Model	ANOVA	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.764	1	2.764	20.523	.000[b]
	Residual	18.314	136	.135		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.042	.308		6.629	.000	1.315	2.524
Project implementation process	0.421	.093	.362	4.530	.000	.163	.551

Predictors: (Constant), project implementation process

The results in Table 4.37 showed project implementation process to have a moderate positive correlation on performance of project where r = 0.362. The regression model gave r^2 = 0.131 which indicated that project implementation process contributed 13.1% to performance of Indigenous Chicken projects. Further results in Table 4.37 revealed that a level of significance of p-value of 0.000 and F (1, 136) = 20.523 were realized. The regression analysis showed that the relationship was statistically significant at $p < 0.05$. This result was used in identifying whether the null hypothesis stated "Project implementation process has no significant influence on performance of projects", would be rejected or not rejected. Hence the null hypothesis that stated "Project implementation process has no significant influence on performance of projects" was rejected as the p-value was 0.000. A relationship therefore exists between project implementation process and performance of project as the null hypothesis was rejected.

From the results realized by the regression model, the equation estimating performance was developed where Y was used to denote performance of indigenous chicken; X_4 denoted project implementation process variable.

$Y = \beta_0 + \beta_4(X_4) + \varepsilon = 2.042 + 0.421X_4$

Y = Project performance

X_4 = Project implementation process

β_4= regression coefficient of the variable X_4 respectively

ε = Std. error

However the regression equation showed the constant term and the coefficient of the variable of project implementation process. By replacing the beta value and the constant term, the correlation model was developed:

$Y = \beta_{0+} \beta_4 X_4 + \varepsilon = 2.042 + 0.421 X_4$.

From the correlation model of project implementation process the finding showed that a unit percent (%) increase in project implementation process (X_4) would bring about an increase of 42.1 % in performance of projects (y).

Descriptive analysis indicated that the Indigenous Chicken project implementers agreed that the implementation process was followed during the project time with a composite mean of 3.5924. However the response does not gauge the influence the project implementation process indicators had on performance of Indigenous Chicken projects indicators had. Therefore the inferential result was considered in getting the influence of the project implementation process and the attitudes of Indigenous Chicken project implementers. The results revealed that planning and resource mobilization were not timely which was revealed by the results that indicated that there was no correlation in planning and mobilization on performance of Indigenous Chicken projects based in timeliness of activity delivery. At the same only some few activities in execution were done on time which was confirmed by a weak positive correlation on execution on performance of Indigenous Chicken projects. Similarly the Indigenous Chicken project implementers' were satisfied with the activities of the plan delivered and the activities executed. These were backed by the results that showed a moderate positive correlation of planning and execution on Indigenous Chicken project implementers' satisfaction. Further the results revealed that the production numbers were not maximally achieved as the execution was inadequately done and the plans were thinly followed during execution. This was indicated by the results which gave weak positive correlation. The results also revealed that the resources for production of Indigenous Chicken were not at all mobilized which was illustrated by r=0.090 which indicated that there was no correlation.

Though the analysis were done on the indicators of project implementation process on performance of Indigenous Chicken projects indicators, further analysis was done on project implementation process as an independent variable on performance of Indigenous Chicken projects as a dependent variable. The results indicated that project implementation process gave a positive moderate correlation on performance of Indigenous Chicken projects. This was a pointer of project implementation process being adequately done since the outcomes of the regression model pointed out that it contributed 13.1% on performance of Indigenous Chicken as $r^2 = 0.131$. Therefore there is need for other indicators to be identified which would increase the performance of the Indigenous Chicken projects to 100%.

4.9.1 Discussion on project implementation process

The fourth objective of this study was to establish the influence of project implementation process on performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County, Kenya. Under this objective, one hypothesis was formulated. The hypothesis was project implementation process has significant influence on performance of Indigenous Chicken projects in Machakos County Kenya. From the implementation theory reviewed showed that development of implementation theory was to address the failure of most project implementation processes to meet equilibrium performances that satisfy a given criteria (Maskin & Sj'str6m, 2002). This is echoed by having the processes of project planning, project resource mobilization and project execution which from the findings has shown the respondents agreed that the three combined improved performance from the composite mean of 3.5924. These processes have further shown to significantly influence performance where project implementation process contributed to 42.8% to the performance of projects.

From literature reviewed under implementation process, Javed, *et al.,* (2012) indicated that planning, resources, people to execute are required in achieving the goal which grounds the fact that to improve performance of projects, planning, resource, utilization of resources which is done in execution and well-coordinated people is practiced in group formation as most services can be given if people are in group. This study by Javed, *et al.,* (2012) is in agreement with the findings where respondents agreed that project planning, project resource mobilization and execution to improve performance.

A study by Holowka (2015) findings suggested that successful implementation process required a three phase model in planning, communication and management. This study is echoed by the findings where respondents agreed to improve performance through project planning.

4.10 Legal framework on the relationship between project implementation process and performance of Indigenous Chicken projects

The study sought to assess the influence of legal framework on the relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County, Kenya. In order to assess the influence of legal framework on the relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County, one objective was formulated which stated " To assess the influence of legal framework on the relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County. Under this objective of legal frame work, three issues namely group formations, training/ health services and financial services were studied. In this section therefore, data on group formation, training/ health services and financial services was analysed descriptively and through inferential method. In the inferential method Pearson Product moment correlation coefficient and F-test was used. The influence of each of these three issues of legal frame work namely group formation, training/ health services and financial services were interacted with the three issues on performance of Indigenous Chicken projects namely production, timeliness of project delivery and quality in terms of farmers' satisfaction.

To measure legal framework, 5 point Likert's scale items were formulated on the three issues of group formation, training/ health services and financial services in which the Indigenous Chicken projects implementers were supposed to show preferred choice in relation to the attitude towards the items. The choices ranged from strongly agree, agree, neutral, disagree and strongly disagree for positively stated items and vice versa for the negatively stated items. These choices had scores where the best score was 5 and worst score was 1. Respondents who were Indigenous Chicken project implementers' were kindly requested to indicate by ticking the appropriate statement using a scale of 5 to 1 where 5 represented SA for Strongly Agree; 4 represented A for Agree; 3 represented N for Neutral; 2 represented D for Disagree; while 1 represented SD for Strongly Disagree. First descriptive statistic, in terms of means and standard deviation of theThe

items for group formation, training/ health services and financial services were generated as they appear in Tables 4.38- Table 4.40.

Table 4.38: Descriptive analysis of group formation

Table 4.38 shows the descriptive analysis of group formation

11a	Item	Mean	S. D	Level of agreement
11ai	I actively belong to a group of indigenous chicken	3.8406	1.36829	Agree
11aii	Our Indigenous Chicken group has few group members	3.6087	1.18034	Agree
11aiii	I do not understand the importance of the group	2.8986	1.46138	Neutral
11aiv	Sensitization was done on importance of Indigenous Chicken group	3.8551	1.27037	Agree
11av	Sensitization of being in a group of Indigenous Chicken	3.7681	1.20395	Agree
11avi	Areas of training, health management, material sourcing were highlighted as areas of benefiting me if am in group	3.7971	1.31892	Agree
11avii	My self-help group is registered with social services	4.1159	1.26763	Agree
11aviii	Our group has an up to date certificate as it has been active	3.9710	1.36131	Agree
11aix	Requirement of registering the group is not known to us	2.6594	1.54965	Neutral
11ax	Our group has rules that keeps us together	3.8333	1.27630	Agree
11axi	Some of our group members do not follow the rules	2.9638	1.57262	Neutral

The findings of Table 4.46 showed the results of factors of the issue of group formation based on means and standard deviation. The item on implementers actively belongs to a group of Indigenous Chicken had a mean of 3.8406 and a standard deviation of 1.36829. The finding indicated that the respondents agreed to be active in the groups they belonged in. This result revealed that belonging to a group improved performance as the Indigenous Chicken project implementers would get services like training, linkage to stakeholders which improves the management practises leading to improved performance of Indigenous Chicken projects. The item on Indigenous Chicken group has few group members had a mean of 3.6087 and a standard deviation of 1.18034. These indicated that the respondents agreed that the group members in their group are few. This result revealed that numbers of group members are adequate if 15 to 25 which allows for trainings and any other services to be given. The item on Indigenous Chicken project implementers understand the importance of a group had a mean of 2.8986 and a standard

deviation of 1.46138. The result indicated that the respondents were neutral in their response. These result revealed that Indigenous Chicken project implementers do not understand the importance of a group whereas others understand giving a reason why they have cohesive groups as it facilitates the services of trainings to be given leading to improvement of management practices as a result performance thereby improving performance.

Item on whether sensitization was done on importance of Indigenous Chicken group had a mean of 3.8551 and a standard deviation of 1.27037. The result indicates that the respondents agreed that they were sensitized of importance of an Indigenous Chicken group which encouraged several group members to join Indigenous Chicken groups. The item on sensitization was done on importance of being in a group of Indigenous Chicken had a mean of 3.7681 and a standard deviation of 1.20395. The result indicated that the respondents agreed that sensitization on importance of being in a group was done which was to receive project management practices so as to improve performance of Indigenous Chicken projects. The item on whether Indigenous Chicken trainings, health management, material sourcing were highlighted as areas of benefiting if an implementer was in group had a mean of 3.7971 and a standard deviation of 1.31892. The findings indicated that the respondents agreed that the areas to benefit them were done. The result revealed that the material was used in rearing of indigenous chicken. The item on if my self-help group is registered with social services had a mean of 4.1159 and a standard deviation of 1.26763. The findings indicated that the respondents agreed on their self-help group being registered with the social services. This result revealed that being registered showed that stakeholders would take them serious and give support plus project management practises which improved performance. The item on group has an up to dated certificate as a sign of being active had a mean of 3.9710 and a standard deviation of 1.36131. The finding indicated that the respondents agreed to renew their certificate every year. This result showed the seriousness of the group by renewing the certificate which enabled these groups to get finances from financial organisation to improve Chicken rearing Vis a Vis improved performance.

Item on implementers knew the requirement of registering the group had a mean of 2.6594 and a standard deviation of 1.54965. The finding indicated that the respondents were neutral in their response on knowing what is required to register a group. These results revealed that since some of the Indigenous Chicken project implementers do not have information on how to register the

group hence capacity building is required to these Indigenous Chicken project implementers thereby affecting performance of projects. The item on groups have rules that keep members together had a mean of 3.8333 and a standard deviation of 1.27630. The findings indicated that the respondents agreed to have rules that govern the group. The results revealed that rules ensured that the group members received project management practices. The item on group members do not follow the rules had a mean of 2.9638 and a standard deviation of 1.57262. The finding indicated that the respondents were neutral on group members not following the rules. The result revealed why the performance of the Indigenous Chicken project was poor which was attributed to not following the rules which ensured that the Indigenous Chicken project implementers received project management practices.

Composite Mean Score of group formation is 2.6594 and composite standard deviation of 1.34825 was realized. These indicated that the project implementers were neural on their response on formation of Indigenous Chicken projects group. This result revealed that half of the project implementers were receptive on formation of groups whereas half were not. Next is the descriptive analysis on training and health services as shown in Table 4.39.

Table 4.39: Descriptive analysis on training and health services

Table 4.39 shows the responses on training and health services by the respondents

11b	item	Mean	S.D.	Level of agreement
11bi	Technical officers are available for training when required	3.8406	1.16673	Agree
11bii	Training of rearing Chicken are rarely done	3.2681	1.33750	Neutral
11biii	Attendance of trainings are always low	3.2391	1.30442	Neutral
11biv	Some areas of Chicken management was not trained	3.1232	1.31501	Neutral
11bv	Trainings has given me knowledge to rear Chicken well	4.0362	1.36382	Agree
11bvi	Since i am trained on rearing Indigenous Chicken i assist others	3.6522	1.26521	Agree
11bvii	All what i learnt i do not practice	2.8116	1.38053	Neutral
11bviii	Chicken health services are gotten in the nearest government offices	3.4420	1.44494	Agree
11bix	Veterinarian only provide health services	2.5725	1.34483	Neutral
11bx	Government personnel do not charge me for health and training services	3.1449	1.57327	Neutral
11bxi	At times i do not treat my chicken	3.2899	1.36271	Neutral

The findings of Table 4.39 showed the results of factors of training and health services provision based on means and standard deviation. The item on technical officers' are available to train implementers when required. The item had a mean of 3.8406 and a standard deviation of 1.16673. The findings indicated that the respondent agreed that the technical officers were available to train them on project management practises which improved performance. The item on training Chickens rearing are done. The item had a mean of 3.2681 and a standard deviation of 1.33750. The result indicated that the respondents were neutral in their response on training of rearing Indigenous Chicken are rarely done. These result revealed that some Indigenous Chicken project implementers were trained whereas others were not trained either they did not go for trainings or did not get the information of when the trainings were being done which could affect performance. The item on training attendance was low had a mean of 3.2391 and a standard deviation of 1.30442. The findings indicated that the respondents were neutral in low attendance of trainings. These result pointed out that for some Indigenous Chicken groups the attendance was low while for others it was not low. The reason given being that the trainings are being done when the Indigenous Chicken project implementers were busy elsewhere or they did not get the

information about trainings. This could have affected the performance of the Indigenous Chicken projects.

The item on all areas of Indigenous Chicken management was trained had a mean of 3.1232 and a Standard deviation of 1.31501. The findings indicated that the respondents were neutral in their response on some areas of Indigenous Chicken were not trained. This result revealed that some project implementers did not receive trainings in some areas where either they did not attend trainings as planned or the stakeholders did not honour in giving the trainings as required hence affecting performance of Indigenous Chicken projects. The item on trainings had given implementers knowledge to rear Chicken well had a mean of 4.0362 and a standard deviation of 1.36382. The findings indicated that the respondents agreed that the trainings had given them knowledge to rear chicken. This result revealed that every project implementer received some Indigenous Chicken project management practises. The item on whether implementers trained on rearing Indigenous Chicken assist others had a mean of 3.6522 and a standard deviation of 1.26521. The findings indicated that the respondents agreed on assisting others since they are trained on rearing of indigenous chicken. This result revealed that it would motivate every project implementer in the group take up management practises which in turn improved performance of indigenous chicken. The item on implementers practice what they learnt had a mean of 2.8116 and 1.38053. The findings indicated that the respondents were neutral on practicing all what they learnt. This result revealed that some project implementers did not practice which could be as a result of lack of resources or they are laggards which affected performance of indigenous chicken.

The item on Chicken health services are gotten from the nearest government offices had a mean of 3.4420 and a standard deviation of 1.44494. The respondents agreed that Chicken health services are gotten in the nearest government offices. These results revealed that the project implementers are not supposed to lose their Chicken through diseases as the Chicken health services are available. The item on veterinarian only provide health services to Indigenous Chicken project implementers had a mean of 2.5725 and a standard deviation of 1.34483. The findings indicated that the respondents disagreed on the veterinarian provide health services to their chicken. These results pointed out that some Indigenous Chicken project implementers treats the Indigenous Chicken themselves or they do not treat them which could be due to the

low numbers of Indigenous Chicken kept which is a sign that performance is still low. As with a large number of indigenous chickens there is fear of loss by death through diseases hence the Indigenous Chicken project implementers would always call a veterinary officer. The item on government personnel do not charge for health and training services. The item had a mean of 3.1449 and a standard deviation of 1.57327. The findings indicated that the respondents were neutral in their response that the government officers do not charge for health and training services. These response points out that those who charge do it to facilitate the government personnel to get to the site where the indigenous chickens are. As a result this would affect performance as the Indigenous Chicken project implementer would shy away from calling government officers leading to loss or not given advice. The item on at times implementers do not treat their Indigenous Chicken had a mean of 3.2899 and a standard deviation of 1.36271. The findings indicated that the respondents were neutral on at times they do not treat their chicken. These reveals that the numbers are low a reason of poor performance hence treating the Indigenous Chicken would be more expensive than what the Indigenous Chicken project implementers would get back.

The Composite Mean Score of training and health services was 3.31093 and a composite standard deviation of 1.35081. These indicated that the project implementers were neural on their response on training and health services received on their indigenous chicken. This result indicates that half of the project implementers were receptive on receiving trainings / health services for their Indigenous Chicken whereas half were not. Next is the descriptive analysis on financial services as shown in Table 4.40.

Table 4:40: Descriptive analysis on financial services

The table presents the descriptive analysis of financial services

11c	Item	Mean	S.D	Level of agreement
11ci	Finances availability would support Chicken rearing	3.8696	1.37138	Agree
11cii	There are fears of taking loans	3.2246	1.46998	Neutral
11ciii	There is a feeling that loans are expensive	3.6812	1.27860	Agree
11civ	Our Indigenous Chicken groups do financing through table banking	3.5725	1.43922	Agree
11cv	There are financial organizations that give cheap loans	3.2319	1.25733	Neutral
11cvi	This financial funds do not give Indigenous Chicken farmers money	2.7971	1.43043	Neutral
11cvii	Collaterals are required to get finances from a financial institutions	3.6087	1.25235	Agree
11cviii	There is unwillingness of group members to guarantee me	3.3043	1.41735	Neutral
11cix	Financial institutions do not give the money required	3.5870	1.32758	Agree
11cx	Financial institutions gave me loan according to my capability	3.4058	1.50249	Agree
11cxi	They give me convenient repayment period	3.1159	1.53819	Neutral

The findings of Table 4.40 showed the factors of the issue of financial services provision based on means and standard deviation. The item on financial availability would support rearing of Chicken rearing have a mean of 3.8696 and a standard deviation of 1.37138. The findings indicated that the respondents agreed that financial availability would support rearing of indigenous chicken. The item on there are fears of taking loans had a mean of 3.2246 and a standard deviation of 1.46998.The result indicated that the respondents were neutral in the fear of taking loans. The item on implementers feeling on taking loans had a mean of 3.6812 and standard deviation of 1.27860. The result indicated that the respondents agreed that loans are expensive. This is a pointer that the Indigenous Chicken project implementers would not get finances to improve the management practises hence the performance will remain poor.

Item on sources for finances of Indigenous Chicken projects had a mean of 3.5725 and standard deviation of 1.43922. The findings indicated that the respondents agreed to financing of Indigenous Chicken rearing through table banking. The item on the availability of financial organizations that give cheap loan had a mean of 3.2319 and a standard deviation of 1.25733. The findings indicated that there are financial institutions that give cheap loans like Uwezo

funds. The item on this financial organizations do not give Indigenous Chicken farmers money had a mean of 2.7971 and a standard deviation of 1.43043. The findings indicated that the respondents were neutral in the response that financial institutions do not give Indigenous Chicken farmers loans. These results revealed that either the Indigenous Chicken project implementers do not know that they can get loans to do poultry rearing or the institutions are specific on funding exotic birds. The item on collaterals'are required to get finances from financial institutions. The item had a mean of 3.6087 and a standard deviation of 1.25235. The findings indicated that the respondents agreed that collateral are required to get finances.

The item on there is unwillingness of group members to guarantee me had a mean of 3.3043 and a standard deviation of 1.41735. The findings indicated that the respondents are neutral in that they are unwilling to guarantee one another. This result shows that some Indigenous Chicken project implementers agree to guarantee group members whereas others do not guarantee fellow group members which could be due to some implementers not performing well in rearing of indigenous chicken. The item on financial institutions do not give money based on requirement had a mean of 3.4058 and a standard deviation of 1.50249. The findings indicate that the respondents agreed that the financial institutions do not give the finances that one requires.The item on financial institutions gave implementers loan according to their capability had a mean of 3.4058 and a standard deviation of 1.50249. The findings indicated that the respondents agreed that they got loans according to their capability. These result reveal that the financier at how much one is worth hence give them what they require. The item on implementers are given convenient repayment period had a mean of 3.1159 and a standard deviation of 1.53819. The findings indicated that the respondents were neutral on the convenient repayment period. This result revealed that some project implementers found the duration to give them ample time to repay their loans meaning their Indigenous Chicken projects were performing well, but for whose projects were not performing well found the time to be not convenient.

The Composite Mean Score of financial services was 3.39987 and a composite standard deviation of 1.38953. These indicated that the project implementers were neural on their response on financial services received for their indigenous chicken. This result indicates that half of the project implementers were responsive on financial services for their Indigenous Chicken whereas half were not. The overall composite mean score for legal framework was

gotten from the composite means of group formation, training/health services and financial services was 3.1234 which indicated that the Indigenous Chicken projects implementers' were neutral that the they followed the legal framework while undertaking the Indigenous Chicken management practises. Though the Indigenous Chicken projects implementers were neutral in following the legal framework in Indigenous Chicken management practises, the results does not show the strength of legal framework influence on project implementation process and performance of indigenous chicken. Therefore strength of legal framework on the relationship between project implementation process and performance of Indigenous Chicken projects was done. Testing of this relationship involved determining how legal framework indicators influenced relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County, as reported by Indigenous Chicken project implementers. The indicators for legal framework that were used to test the relationship between project implementation process and performance of Indigenous Chicken were Indigenous Chicken group formation, training/health services and financial services. Composite scores of Indigenous Chicken group formation, training/health services and financial services of Indigenous Chicken management activities in legal framework was correlated with the composite scores of project implementation process and performance of Indigenous Chicken projects which was measured by three key indicators of performance namely production numbers, timeliness in project delivery and Indigenous Chicken farmers satisfaction. The summary of the findings of how legal frame work influenced relationship between project implementation process and performance of Indigenous Chicken projects indicators is shown in Table 4.41.

Table 4.41: Relationship between legal framework indicators and project implementation process indicators on performance of Indigenous Chicken projects indicators

Table 4.41 shows the results of the relationship of legal framework indicators and project implementation process on performance of Indigenous Chicken indicators

	Indicators	Production numbers	Timeliness activity delivery	Implementers satisfaction
Pearson correlation	Performance	1.000	1.000	1.000
	Group formation and Project Implementation Process	.135	.015	.471
	Training Health Services and Project Implementation Process	.137	-.016	.412
	Financial services and Project Implementation Process	.152	-.053	.438
Sig. (1 tail)	Performance of projects	.	.	.
	Group formation and Project Implementation Process	.057	.429	.000
	Training Health Services and Project Implementation Process	.054	.426	.000
	Financial services and Project Implementation Process	.038	.270	.000
N	Performance of projects	138	138	138
	Group formation and Project Implementation Process	138	138	138
	Training Health Services and Project Implementation Process	138	138	138
	Financial services and Project Implementation Process	138	138	138

Table 4.41 shows findings of the legal frame work indicators, project implementation process indicators and performance of Indigenous Chicken projects indicators. However to test the relationship, the Pearson's Product Moment Correlation coefficients was used where Mukaka (2012) indicates the strength of relationship ranges between -1 and +1 where the coefficient is positive, the variables are directly related and the stronger the correlation the closer it is +1. Further Siegle (2015) asserts that a weak correlation, "r" ranges from + 0.10 to + 0.29; in a moderate correlation, "r" ranges between + 0.30 and + 0.49; while in a strong correlation, "r" ranges from + 0.5 and + 1.0. Therefore for $r < 0.1$, result indicates that there is no correlation between the two variables under investigation.

Results revealed that group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process had a weak positive correlation with production numbers in performance of Indigenous

Chicken projects where r = 0.135, r=0.137 and r=0.152 respectively. Further group formation and project implementation had no correlation with r=0.015 while as the training/health services and project implementation process, financial services and project implementation process had a negative correlation with activity delivery in performance of Indigenous Chicken projects with r = -0.016, r= -0.053. This indicated that a unit increase in training/ health services and financial services caused a decrease in timeliness of activity delivery as shown by the correlation values. Similarly group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process had a moderate positive correlation with implementers satisfaction in performance of Indigenous Chicken projects with r=0.471, r=0.412, r=0.438 respectively. However all the p-values was 0.000 for the three indicators.

To further investigate the strength of legal frame work indicators and project implementation process in influencing performance of Indigenous Chicken projects, regression analysis was conducted on the indicators of legal frame work and project implementation process on performance of indigenous chicken. As a result, regression prediction models were developed for each variable, found to be correlated to performance of Indigenous Chicken projects. The regression model used was described as P_P to denote performance of Indigenous Chickenprojects whereas X_{541}, X_{542}, X_{543} depicts group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process respectively. The results of regression analysis are indicated in Tables 4.42

Table 4.42: Regression Prediction Model for legal frame work indicators and project implementation process on performance of Indigenous Chicken projects

Table 4.42 shows results of regression prediction model of legal frame work indicators and project implementation process on performance of Indigenous Chicken projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.324[a]	.105	.085	.37517	.105	5.251	3	134	.002

Model ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.217	3	.739	5.251	.002[b]
	Residual	18.861	134	.141		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.283	.305		7.482	.000	1.679	2.886
Group formation & Project Implementation Process	.218	.126	.234	1.740	.084	-.030	.467
Training Health Services & Project Implementation Process	.090	.145	.083	.623	.534	-.196	.377
Financial services & Project Implementation Process	.029	.141	.031	.208	.835	-.249	.308

Table 4.42 showed that three of legal frame work and project implementation process (group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process), have a moderate positive influence on performance of Indigenous Chicken projects with r= 0.324.

From the results realized by the regression model, the equation for estimating performance of Indigenous Chicken projects was developed:

P_P, =2.289 + 0.234 X_{541}+ 0.083X_{542} +0.031 X_{543}

Where P_P= Performance of Indigenous Chicken projects

X_{541}= Composite score for group formation and project implementation process

X_{542}= Composite score for group formation and project implementation process

X_{543}= Composite score for group formation and project implementation process

The model has a multiple regression coefficient of r = 0.324 and an F value of 5.251 whose critical level is 0.02**.** This indicated that it is a moderate model for predicting performance of Indigenous Chicken projects. However, the value of r^2 is 0.105**,** which indicates that the indicators of legal frame work and project implementation process would contribute about 10.5 percent of performance of Indigenous Chicken projects. Hence, the model is moderate in estimating performance of indigenous chicken. However, results indicates that, out of the total contribution made to performance of projects, group formation and project implementation process is the most important performance factor as it contributed a beta value of 0.234 as compared to 0.083 and 0.031**,** for training/health services and project implementation process, financial services and project implementation process respectively. To further test the strength of legal framework moderating variable on the relationship between project implementation process variable and performance of Indigenous Chicken projects the following hypothesis were formulated and tested:

H_0: The strength of performance of Indigenous Chicken projects in Machakos County, Kenya does not depend on moderating influence of legal framework and project implementation process".

H_1: the strength of performance of Indigenous Chicken projects in Machakos County, Kenya depends on moderating influence of legal framework and project implementation process".

The information that was used to test this hypothesis on "The strength of legal framework has no significant influence on Project implementation process and performance of Indigenous Chicken projects" were collected using items 12 (appendix 2) by transformation of items in group formation, training/health services and financial services to form a composite mean score in legal framework. The data was analysed where the results are given in three models. In this three models, model one gives results for project implementation process on performance of Indigenous Chicken projects, model two gives results of legal framework and project implementation process on performance of Indigenous Chicken projects and lastly the third model which gives results for project implementation process, legal framework, interaction

between legal framework and project implementation process on performance of Indigenous Chicken projects. The data was analysed as displayed in Table 4.43.

Table 4.43: Regression model between legal framework and implementation process on performance of Indigenous Chicken projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.365[a]	.133	.114	.36920	.000	.010	1	134	.919

Model	ANOVA	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.813	3	.938	6.879	.000[d]
	Residual	18.265	134	.136		
	Total	21.078	137			

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.179	1.827		1.193	.235
Project Implementation Process	.112	.180	.290	.625	.000
Legal framework	-.013	.550	-.017	-.024	.000
Interaction of Project Implementation Process × Legal framework	.005	.053	.102	.101	.000

a. Predictors: (Constant), Project implementation process, Legal framework, Interaction of Project implementation process × Legal framework

Results in Table 4.43 on Project implementation process, Legal framework, Interaction, Project implementation process × Legal framework showed legal frame work to have a positive moderate correlation on project implementation process and performance of projects. The Pearson's Product Moment Correlation coefficients showed the value of r = 0.365. Since in Project implementation process Legal framework, Interaction, Project implementation process × Legal framework has an r = 0.365, the results indicates that this is a moderate model in predicting performance of Indigenous Chicken projects. Further $r^2 = 0.133$ which indicated that project implementation process, legal framework and interaction between project implementation process and legal framework contributed 13.3% to performance of Indigenous Chicken projects. These outcomes points out that there are other indicators that would be interacted together to influence performance of Indigenous Chicken with a higher percentage.

Similarly, results of project implementation process, Legal framework, Interaction Project implementation process × Legal framework revealed a level of significance of p-value of 0.000 and F (3, 134) = 6.879. The regression analysis showed that the relationship was statistically was significant at $p < 0.05$. A p-value of 0.000 less than 0.05 indicates that legal framework has a significant relationship between project implementation process and performance of project. Hence the hypothesis that stated "the strength of performance of Indigenous Chicken projects in Machakos County, Kenya does not depends on moderating influence of legal framework and project implementation process", was rejected. Since the null hypothesis was rejected, it was concluded that legal framework has significant relationship between project implementation process and performance of Indigenous Chicken project.

Though the results indicated that project implementation process, legal framework and interaction of legal framework and project implementation process gave a moderate prediction model, the study needed to identify which of the indicators was very important. To do that a regression equation was formulated. In this regression equation, Y denotes the performance of Indigenous Chicken projects, β_0 denotes a constant, $\beta_4 X_4$ denotes project implementation process, $\beta_5 X_5$ denotes legal framework $\beta_4 \beta_5 \times X_4 X_5$ denotes the interaction between legal framework and project implementation process and lastly ε denotes the standard error.

$Y = \beta_{0+} \beta_4 X_4 + \beta_5 X_5 + \beta_4 \beta_5 \times X_4 X_5 + \varepsilon = 2.179 + 0.290X_4 - 0.017X_5 + 0.102X_4X_5$

Y = Project performance

X_4 = Project implementation process

β_4= regression coefficient of the variable X_4 respectively

X_5 = Legal framework

β_5= regression coefficient of the variable X_5 respectively

ε = Std. error

From the regression model of moderating influence of legal framework on project implementation process and performance of Indigenous Chicken projects, the results revealed that the beta value for project implementation process was 0.290, beta value for legal framework was -0.017 and lastly the beta value for the interaction of legal framework and project implementation process was 0.102. This result has revealed that during the moderating influence,

project implementation process was an important factor, followed by the interaction factor of legal framework and project implementation process, but legal framework was the worst factor with a -0.017 an indication that it caused a decrease in performance of indigenous chicken. Similarly result generated from the regression model showed that a unit percent (%) increase in project implementation process (X_4) would bring about an increase of 11.2 % in performance of Indigenous Chicken projects (y); a unit percent (%) increase in legal framework (X_5) would bring about a decrease of 1.3 % in performance of Indigenous Chicken projects; a unit percent (%) increase in interaction of project implementation process (X_4) and legal framework (X_5) would bring about an increase of 0.5 % in performance of Indigenous Chicken projects.

The legal frame work were analysed by combining group formation, training/health services and financial services to come up with a composite mean of 3.1234 through descriptive statistics. However these results indicated that the Indigenous Chicken project implementers were neutral in their response. The neutral response pointed out that some of them were trained, other were not; other formed groups where as others did not form groups and finally others got financial services while others did not get. This finding is in agreement with the information from the stakeholders which indicates that only 3 of the stakeholders trained the Indigenous Chicken project implementers on cheap loans and also linking them to financial institution. Due to that, inferentially analysis was done to get the influence of the responses that was gotten from the Indigenous Chicken project implementers. The inferential analysis revealed that the Indigenous Chicken project implementers were satisfied with the Indigenous Chicken group formation. They however were satisfied with the services they received during training and also on health management of their indigenous chicken. This was confirmed by the moderate positive correlation for all the three indicators of group formation, training/health services and financial services with r= 0.471, r=0.412 and r= 0.438 respectively.

Though the Indigenous Chicken project implementers were adequately satisfied, with the group formation, training/ health services and financial services offered, results conferred that the timelines of delivering the activities on group formation, training/ health services and financial services were not followed. This was revealed by the results that confirmed that there was no correlation between group formation and timeliness in Indigenous Chicken project activity delivery where r=0.015. Likewise, training/health services and financial services had a negative

correlation with timeliness in Indigenous Chicken activity delivery of r= -0.015 and r= -0.016.This results indicates that the training/ health services and financial services were not delivered within time stipulated in the project.

Furthermore, group formation, training/health services and financial services inadequately influenced production as it gave a weak positive correlation. This was in agreement with the response from stakeholders partnering with the Agricultural Sector Development Support Programme which revealed that the legal framework used in implementation of the Indigenous Chicken projects is not appropriate.

4.10.1 Discussion on legal framework

The fifth objective of this study was to assess how legal framework moderates on the relationship between project implementation process and performance of Indigenous Chicken in Machakos County. Under this objective one hypothesis was formulated. The hypothesis was the strength of performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme in Machakos County, Kenya depends on moderating influence of legal framework and project implementation process.

From the environmental theory the legal framework can cause a threat or opportunity to the projects (Ojeda-Gomez & Simpson, 2007). This study by Ojeda-Gomez and Simpson (2007) was echoed by the respondents who agreed to have benefitted from trainings on rearing of indigenous chicken, Chicken health management and material acquiring as a result of group formation. Study by Munizu (2010) has shown that environmental theory to have an influence to performance of projects where external environment influence on the internal environmental factors by 98% and further internal factors has a significant and positive influence on the performance of project by 79.2%. This study by Munizu (2010) is supported by the findings where respondents agreed to rear their Chicken well due to training and financial availability.

From literature reviewed, Dadheech and Vyas (2014) had indicated that there is little attention to areas of animal health and extension. This study was disapproved by the findings where the respondents agreed that the technical officers are available as required to give services. Further the results indicates that the respondents agreed to receive extension services and that they assist other Indigenous Chicken project implementers. This was backed by the stakeholders' interview

where 6 of the organizations partnering with Indigenous Chicken sponsored by Agricultural Sector Development Support Programme trained the Indigenous Chicken implementers on management practises, business plans and group dynamics. The study by Gichuki, *et al*., (2014) showed that credits were inaccessible. This was supported by the finding that showed that the respondents agreed that collaterals are required to get credit. Further the result indicates that the respondents were neutral on the willingness to guarantee one another because of the fears that they would lose their properties in case of defaults to pay loans. On group formation study by Jerevazio (2014) indicated that farmers always benefit from inputs and vaccination. The result revealed that the respondents agreed to be active members of Indigenous Chicken groups where they have been able to get services of trainings.

4.11 Data collected through interview guide

The stakeholders who interacted with the Indigenous Chicken project implementers responded to the interview guide which was composed of ten qualitative questions. The questions were open ended that sought to establish how the stakeholders rated performance, that is whether they felt that the implementers were satisfied with services offered by the stakeholders, if the current legal frame work was appropriate especially in finance. However questions on trainings, areas trained and whether the trainings impacted the implementers' management practises were also asked. Lastly questions that sought to establish the project plans, resource mobilization and implementation were also asked. The data from stakeholders was non parametric.

However the first and the second question sought to get information on the name of the organization whereas the second question sought to know the number of years the organization had worked with the Indigenous Chickenprojects. The results of the interview on duration revealed 7 had interacted with the Indigenous Chickenproject implementers for less than four years where as 3 interacted with project implementers for at least 4 years. The stakeholders who had interacted with the Agricultural Sector Development Support Programme for four years were Livestock, Veterinary and KALRO organizations. However the other stakeholders who did not interact with the Agricultural Sector Development Support Programme for less than four years were Social Services, Plan International, Hand in Hand, Kenya Poultry Farmers Association, USAID, Anglican Development Services and World Vision. Further different organizations were asked to say how they measured performance. Further the results revealed that 8 of the

organizations indicated to measure performance with the number of birds. These organization that measured performance with number of birds were livestock, Hand in Hand, Plan International, United States Agency In Development (USAID), Anglican Development Services (ADS), Kenya Poultry Farmers Association (KEPOFA), World Vision, Social Services. Similarly 1 of the stakeholders indicated to measure performance with number of deaths of birds. This organization was veterinary directorate. Lastly 1 indicated to measure performance with the size of the birds. These organizations that measured performance with size of the bird was Kenya Agriculture Livestock Research Organization (KALRO).

The satisfaction level of the implementers was rated where the results indicated that 5 showed that the project implementers' satisfaction was good whereas the other 5 of the stakeholders showed that the project implementers' satisfaction was fairly good. The organization that indicated that satisfaction was good included Livestock Directorate, Plan International, African Development Services, Kenya Poultry Farmers Association and world Vision whereas Veterinary directorate, Hand in Hand, Kenya Agriculture Livestock Research Organization (KALRO), United States Agency In Development (USAID) and Social Services indicated that satisfaction was fair. The responses from the 10 stakeholders indicated that the legal framework for the Indigenous Chicken is not appropriate. However these lead to Kenya Poultry Farmers Association (KEPOFA), to lobby with County government for some suitable laws on Indigenous Chicken projects management. Further for legal framework on financial services, the results showed that 7 of the stakeholders had not trained or linked project implementers' to cheap loans. These organizations were Plan International, Anglican Development Services, Kenya Poultry Farmers Association and world Vision whereas, Kenya Agriculture Livestock Research Organization (KALRO), United States Agency In Development (USAID) and Social Services whereas 3 of the stakeholders indicated to have trained and linked the project implementers on cheap loans. These organizations that had trained on cheap loans were the livestock, veterinary and Hand in Hand.

Further 6 of the organizations were involved in training of the project implementers but only 4 trained on Indigenous Chicken management practises. However 4 of the stakeholders who trained on management practices were Plan International, Kenya Agriculture Livestock Research Organization (KALRO), Anglican Development Services (ADS) and World Vision. Similarly 2

of the stakeholder organizations included social services and hand in hand trained on group dynamics and business plan respectively. Likewise all the stakeholders agreed that implementation of the management practises by the Indigenous Chicken project implementers had only been partially done. Though it was partially done, 10 of the stakeholders agreed that the implementation had impacted on performance of the Indigenous Chicken projects. At the same time 5 of the stakeholders indicated that they were involved in project plan development. The organizations were Livestock directorate, veterinary directorate, Hand in Hand, Kenya Agriculture Livestock Research Organization (KALRO) and World Vision. These could have been as a result of these organizations being part of the Project Management Team (PMT). Similarly 5 of the stakeholders' organization gave resources whereas 5 did not. These organizations that gave resources are Livestock directorate that gave chicks to 10 groups; veterinary directorate that gave New Castle Disease (NCD) vaccines; however Hand in Hand gave financial support to 7 members of groups; World Vision gave some paraffin incubators to some 5 groups and lastly the United States Agency In Development (USAID) fully sponsored an feed miller where the project implementers would buy Indigenous Chicken feeds cheaply.

The 10 stakeholders' organizations, though they look few, at least each of them had a role that they played in support of the Indigenous Chicken projects sponsored by the Agricultural Sector Development Support Programme. This was in line with the resource mobilization where after the project was rolled out to the community, the stakeholders with similar objectives as Agricultural Sector Development Support Programme were identified and engaged to improve performance of the projects.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives summary of findings, conclusions and recommendations. In the summary of findings and results for each of the hypothesis in the study were presented for the five research objectives. The conclusions presented in this section were guided by the research objectives and informed by the findings, analysis, interpretation and discussions in the study. Based on the conclusions made, the contribution of the study to knowledge was examined. Recommendations based on the results for policy and practice as well as for methodology and suggestions for further research.

5.2 Summary of findings

The study sought to establish the influence of project implementation process and legal framework on performance of projects: Case of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme Machakos County, Kenya. The study was done in Machakos County by selected project implementers of Indigenous Chicken projects. It set out to establish the significance of project planning, project resource mobilization, project execution, project implementation process influencing performance of Indigenous Chicken projects and as well as to the influence of legal framework on the relationship of project implementation process and performance of Indigenous Chicken projects. Mixed method research design was used in the study. This study was guided by five objectives and five hypothesis related to the objectives. The objectives of the study were to: To establish the influence of project planning on performance of Indigenous Chicken projects in Machakos County; To examine the influence of project resource mobilization performance of Indigenous Chicken projects in Machakos County; To determine influence of project execution performance on Indigenous Chicken projects in Machakos County; To establish the influence of project implementation process on performance of Indigenous Chicken projects in Machakos County; To assess the influence of legal framework on the relationship of project implementation process and performance of Indigenous Chicken projects in Machakos County.

The target population for this study comprised of Indigenous Chicken projects in Machakos County sponsored by Agricultural sector Development Support Programme. The selected

Indigenous Chicken projects were required to have worked with the Agricultural sector Development Support programme from 2014. The respondents were selected from a sample of 40 Indigenous Chicken projects, out of a population of 80 Indigenous Chicken projects. Selection was based on multistage sampling. Data was collected by use of questionnaires and an interview guide. The data was analysed descriptively and by Pearson's Product Moment Correlation and Stepwise Multiple Regression analysis in testing of the hypotheses. The major findings have been presented based on the study objectives.

5.2.1 Project planning and performance of Indigenous Chicken projects

This part highlights the finding of the first research objective which was to establish the influence of project planning on the performance of Indigenous Chicken projects. The measurement of this objective had three indicators; namely participation in development of plans, availability of plans and communication of plans. The performance of projects was measured in indicators namely: production numbers, timeliness of activity delivery and satisfaction of project implementers. The first major finding on this objective showed that participation in development of plans, availability of plans and communication of plans had a significant positive correlation to production numbers in performance of Indigenous Chicken projects. However availability of plans was found to be more important as it influenced production moderately whereas participation in plan development and communication were weak in influencing production of numbers in performance of Indigenous Chicken projects. Similarly participation in development of plans, availability of plans and communication of plans had a positive correlation with timeliness of activity delivery in performance of Indigenous Chicken projects but only availability of plans and communication of plans significantly influenced timeliness of activity delivery in performance of Indigenous Chicken projects.

Likewise participation in development of plans, availability of plans and communication of plans did not significantly influence the satisfaction of project implementers in performance of Indigenous Chicken projects though it had a positive correlation. This indicates that participation in development of plans, availability of plans and communication of plans are not important in satisfying the project implementers. The findings of the regression prediction model for project planning based on participation in development of plans, availability of plans and communication of plans and performance of Indigenous Chicken projects indicated that

availability of plans increased performance with 35.5% whereas participation in plan development increased performance with 13.6% but communication decreased performance with 5.9%. It was concluded from the model that availability of plans influenced performance of indigenous chicken. Further the hypothesis indicated the contribution of the variable of project planning to performance of Indigenous Chicken projects. The results of hypothesis: Project planning has no significant influence on performance of projects was r= 0.319, R^2=0.101; 0.000<0.05; F (1,136) =15.455. r=0.319 which showed that there was moderate correlation between project planning and performance of projects at 95% confidence interval. Therefore hypothesis H_0 was rejected as the p- value was less than 0.05 an indication that project planning had significant influence on performance of projects sponsored by Agricultural Sector Development Support Programme. However R^2 given by the model showed that planning contributes to 10.1% to the performance of the Indigenous Chicken project.

5.2.2 Project resource mobilization and performance of Indigenous Chicken projects

The finding of second research objective namely to establish the influence of project resource mobilization on the performance of Indigenous Chicken projects are given in this part. The measurement of this objective had three indicators; namely availability of resources, accessibility of resources and usage of resources. The results showed that availability of resources and accessibility of resources had a significantly weak positive correlation to production in performance of Indigenous Chicken project. However the results on usage of resources did not have a significant influence to production in performance of Indigenous Chicken and had a weak positive correlation to performance of Indigenous Chicken projects. Further the results showed that availability of resources, accessibility of resources and usage of resources had a weak positive correlation to timeliness of activity delivery in performance of indigenous chicken, but they did not influence it significantly.

Likewise the results showed that availability of resources, accessibility of resources and usage of resources had a weak positive correlation to satisfaction of project implementers. However results indicated that only accessibility of resources significantly influenced the satisfaction of project implementers in performance of Indigenous Chicken projects. The findings of the regression prediction model for project mobilization based on availability of resources, accessibility, usage of resources and performance of Indigenous Chicken projects indicated that

availability of resources increased performance with 8.4% whereas accessibility of resources increased performance with 16.5% but usage of resources decreased performance with 1.4%. However accessibility of resources is more important in the regression model as it increased the performance more hence influenced performance of in Indigenous Chicken significantly. Further the hypothesis indicated the contribution of the variable of project mobilization to performance of Indigenous Chicken projects. However the results of hypothesis: Project resource mobilization has no significant influence on performance of projects was r= 0.177; R^2=0.031; 0.038<0.05; F(1,136)=4.412. r=0.177 which showed that there was weak correlation between project resource mobilization and performance of projects at 95% confidence interval. For this hypothesis H_0 was rejected as the p- value was less than 0.05 hence it was concluded that project resource mobilization had significant influence on performance of projects sponsored by Agricultural Sector Development Support Programme. Likewise R^2 generated in this model showed that the resource mobilization contributes 3.1% to the performance of the Indigenous Chicken project which is very low.

5.2.3 Project execution and performance of Indigenous Chicken projects

This part highlights the finding of the third research objective which was to establish the influence of project execution on the performance of Indigenous Chicken projects. The measurement of this objective was done with three indicators; namely group execution plans, execution of activities and level of activities execution. The results showed that that both group execution plans and execution of activities had a significant positive correlation with production numbers in performance of Indigenous Chicken projects but group execution plan had a moderate positive correlation whereas execution of activities had a weak correlation. At the same time group execution plan and execution of activities had a weak positive correlation on timeliness of activity delivery in performance of indigenous chicken.

Further both group execution plan and execution of activities had a significant moderate influence to satisfaction of project implementers. Therefore results revealed that group execution plan and execution of activities is very important to performance of Indigenous Chicken as they increased production and also gave satisfaction to project implementers. The findings of the regression prediction model for project execution based on group execution plan, execution of activities and performance of Indigenous Chicken projects indicated that group execution plan

increased performance with 37.4% whereas execution of activities increased performance with 10.4%. It was concluded that from the model, group execution plan is more important as it forms the basis for execution of activities thereby increased the performance of Indigenous Chicken projects more hence influenced performance of Indigenous Chicken significantly. Further the hypothesis indicated the contribution of the variable of project execution to performance of Indigenous Chicken projects. The results of hypothesis: Project execution has no significant influence on performance of projects was r= 0.389; R^2= 0.151; 0.000<0.05; F (1,136) =24.224. r=0.389 showed that there was a moderate correlation between project execution and performance of projects at 95% confidence interval. For this hypothesis H_0 was rejected as the p-value was less than 0.05 hence concluded that project execution has significant influence on performance of projects sponsored by Agricultural Sector Development Support Programme. Therefore since R^2 generated in this study showed that execution contributes 15.1% to performance of Indigenous Chicken projects then the other 84.9% is contributed by other variables.

5.2.4 Project implementation process and performance of Indigenous Chicken projects

The fourth research objective was to establish the influence of project implementation process on the performance of Indigenous Chicken projects. The measurement of this objective had three indicators; namely planning, resource mobilization and execution. The results showed that planning, mobilization and execution had a weak positive correlation on production numbers in performance of Indigenous Chicken projects, but only planning and execution influenced production numbers significantly whereas mobilization did not. However planning, mobilization, execution had a weak positive correlation on timeliness of activity delivery in performance of Indigenous Chicken projects, but not significantly. Finally planning, mobilization and execution had a significant positive correlation on satisfaction of project implementers in performance of Indigenous Chicken projects though planning and execution had a moderate correlation whereas mobilization had a weak correlation.

The findings of the regression prediction model for project implementation process based on planning, mobilization, execution and performance of Indigenous Chicken projects indicated that planning increased performance with 28.1% whereas execution increased performance with 14.3%, but mobilization decreased performance with 2.7%. It can be concluded that from the

model that planning and execution are more important as they increased the performance of Indigenous Chicken projects. Further the hypothesis indicated the contribution of the indicators of project implementation process to performance of Indigenous Chicken projects. The results of hypothesis: Project implementation process has no significant influence on performance of projects was r= 0.362; R^2= 0.131; 0.000<0.05; F (1,136) = 20.523. r=0. 0.362 showed that there was a moderate correlation between Project implementation process and performance of projects at 95% confidence interval. For this hypothesis H_0 was rejected as the p- value was less than 0.05 hence concluded that Project implementation process has significant influence on performance of projects sponsored by Agricultural Sector Development Support Programme. From R^2 generated in this study it showed that planning alone contributes 10.2%, resource mobilization contributes 3.1% and execution alone contributes 15.1% to performance of Indigenous Chicken projects, but project implementation process influences performance of projects by 36.2% which is higher. Therefore if the three indicators; project planning, project resource mobilization and project execution, are combined they have a higher influence on performance of Indigenous Chicken projects than each of the indicators alone. Furthermore project implementation process contributes 13.1% to performance of Indigenous Chicken projects.

5.2.5 Project implementation process, legal framework and performance of Indigenous Chicken projects

This part revealed the result of the fifth research objective which was to assess the influence of legal frame work and project implementation process on the performance of Indigenous Chicken projects. The measurement of this objective had three indicators; namely group formation, training/ health services and financial services. However all the three indicators were interacted with project implementation process to find the influence they had on performance of Indigenous Chicken projects. The results showed that group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process had a weak positive correlation with production numbers in performance of Indigenous Chicken projects with r = 0.135, r=0.137 and r=0.152 respectively. However group formation and project implementation process, training/health services and project implementation process did not influence performance of Indigenous Chicken based on production significantly with p= 0.057 and p=0.054 respectively whereas financial services and

project implementation process influenced production numbers in performance of Indigenous Chicken projects significantly with p= 0.038. Further group formation and project implementation process had a weak positive correlation with r=0.015 while as the training/health services and project implementation process, financial services and project implementation process had a negative correlation with activity delivery in performance of Indigenous Chicken projects with r = -0.016, r= -0.053. However all the three indicators: group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process did not significantly influence activity delivery in performance of indigenous chicken. Similarly group formation and project implementation process, training/health services and project implementation process, financial services and project implementation process had a significant moderate positive correlation with implementers satisfaction in performance of Indigenous Chicken projects with r=0.471, r=0.412, r=0.438 respectively. However all the p-values was 0.000 for the three indicators.

The strength of legal frame work indicators and project implementation process in influencing performance of Indigenous Chicken projects was tested by conducting regression analysis on the indicators of legal frame work and project implementation process on performance of indigenous chicken. From the regression prediction models developed for each variable, where a correlation to performance of Indigenous Chicken projects results realized a multiple regression coefficient of r = 0.324 and an F value of 5.251 whose critical level was 0.02 pointing out a moderate model for predicting performance of Indigenous Chicken projects. However, the value of r^2 = 0.105**,** showed that the indicators of legal frame work and project implementation process would contribute about 10.5 percent of performance of Indigenous Chicken projects. Hence, the model is moderate in estimating performance of indigenous chicken. However, results indicates that, out of the total contribution made to performance of projects, group formation and project implementation process is the most important performance factor as it contributed a beta value of 0.234 as compared to 0.083 and 0.031**,** for training/health services and project implementation process, financial services and project implementation process respectively.

Further the result of the hypothesis revealed the contribution of the indicators of legal frame work and project implementation process to performance of Indigenous Chicken projects. The results of hypothesis: The strength of performance of Indigenous Chicken projects in Machakos

County does not depend on moderating influence of legal framework and project implementation process was r= 0.365; p:0.000<0.05; F(3,134)= 6.879; R^2=0.133. For this hypothesis, H_0 was rejected as the p- value was less than 0.05 hence the moderation has significant influence on performance of projects sponsored by Agricultural Sector Development Support Programme. From R^2 generated in this study it shows that moderation effect contributes 13.3% to performance of Indigenous Chicken projects hence the other 86.7% is contributed by other variables.

5.2.6 Summary of findings on variables of the study

Five hypotheses were formulated according to the five objectives of the study and tested. The results indicated that all the H_0 were rejected showing that the predictor variables had a significant relationship with the dependent variable. One hypothesis was identified under each research objective. The hypotheses were tested using Pearson's Product Moment Correlation and F statistics level of significance used because the relationship was linear. The null hypotheses was rejected when p<0.05 and it was concluded that a significant relationship existed between the variables under consideration of the correlation model. For the strength of the relationships,' r' values were considered while interpreting results where it ranges between -1 to +1. Where r < 0.1 showed no correlation exists. For 0.1 < r < 0.29 showed the association was considered weak; for 0.3 < r < 0.49, showed the association was considered moderate; and for 0.5 < r < 1.0, showed the association was considered strong. The positive or negative sign of the 'r' values denoted the direction of the association under investigation. The summary of the findings is shown in Table 5.1.

Table 5.1 Summary of Tests of Hypotheses and Results

The table below shows the summary of tests of hypothesis and results

Research Objective	Hypothesis	Results	Table	Remarks
To establish how project planning influences performance of projects.	H_0: Project planning has no significant influence on performance of projects	r= 0.319 p:0.000< 0.05 F(1,136)=15.455 R^2 = 0.101	4.16-4.19	H_0 rejected
To examine how project resource mobilization influences performance of projects.	H_0: Project resource mobilization has no significant influence on performance of projects.	r= 0.177 p:0.038<0.05 F(1,136)=4.412 R^2 = 0.031	4.23-4.26	H_0 rejected
To determine how project execution influences performance of projects.	H_0: Project execution has no significant influence on performance of projects.	r= 0.389 p:0.000<0.05 F(1,136)=24.224 R^2=0.151	4.29-4.32	H_0 rejected
To establish the influence of project implementation process influences performance of projects.	H_0: Project implementation process has no significant influence on performance of projects.	r= 0.362 p:0.000<0.05 F(1,136)=20.523 R^2=0.131	4.34-4.37	H_0 rejected
To assess the extent of how legal framework moderates on the relationship project implementation processes and the performance of projects.	H_0: The strength of performance of Indigenous Chickenprojects in Machakos County does not depend on moderating influence of legal framework and project implementation process.	r= 0.365 p:0.000<0.05 F(3,134)= 6.879 R^2=0.133	4.41-4.43	H_0 rejected

5.3 Conclusion

This part gives conclusions made in the study of project implementation process, legal framework and performance of projects: the case of Indigenous Chicken projects sponsored by Agricultural Sector Development Support programme. The dependent variable of the study was performance of projects which was measured with indicators of average number of Indigenous Chicken per batch produced, rate of timeliness in project delivery and rate of Indigenous Chicken farmers' satisfaction. The result indicates that the production was achieved, the programme activities were timely delivered and the implementers of Indigenous Chicken were satisfied with the services offered. The study had one independent variable: project implementation process and one moderating variable: legal framework. From this independent variable and moderating variable five objectives were formulated.

The first research objective was to establish how project planning influences performance of Indigenous Chicken projects in Machakos County. The indicators of objective one was participation of stakeholders to develop plan, availability of plan and communication method of plans. Project planning was found to statistically significantly influence performance of projects by having a positive moderate correlation.

Likewise the second research objective was to examine how project resource mobilization influences performance of Indigenous Chicken projects in Machakos County. The indicators of objective two are availability of resources, accessibility of resources and usage of resources. The result indicated that resource mobilization statistically significantly influenced performance of projects but with a positive weak correlation.

Similarly the third research objective was to determine how project executions influences performance of Indigenous Chicken projects in Machakos County. The sub-indicators of objective three were groups executing plan, activities execution and level of execution. From the findings it was found that execution of projects statistically significantly influenced performance of projects. This was also supported by the regression model where it showed that execution had a positive moderate correlation

Further the fourth research objective was to establish the influence of project implementation process on performance of Indigenous Chickenprojects in Machakos County. This objective was

analysed through combination of the three variables namely project planning, project resource mobilization and project execution. The project implementation process was found to statistically significantly influence the performance of projects. The correlation model of project implementation process showed a positive moderate correlation.

Lastly the fifth research objective was to assess the extent of project legal framework moderates on the relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County. The indicators of legal framework were Group formation, health and training services provision and financial service provision. The correlation model of project legal framework moderates on the relationship between project implementation process and performance of Indigenous Chicken projects in Machakos County showed a positive moderate correlation exists. Further it showed that the moderation influence of legal framework on project implementation process and performance of projects was statistically significant and hence H_0 was rejected.

5.4 Contribution to knowledge in Project management

Concept of performance in projects is linked to performance theory where study by Frese and Sonnetag (2000) identified that performance theory has three perspectives which are the individual perspective that looks at performance itself and is determined by the level of hard work of the project, situational perspective that looks at the environment of the project and the regulatory perspective which looks at the project implementation process. This supported by the findings of this study where it was found that a combination of variables that is planning, resource mobilization, project execution and legal framework as moderating variable contributed to the performance of projects with 13.3%.

Further Sonnetag (2000) indicated that following the performance perspective, the exact variable that influence performance need to be identified. The finding of this study has shown that one needs several variables to achieve performance of project. Study by May (2013) done in United Kingdom indicated that performance should have indicators to measure it like productivity, evaluating progress and outcomes as a factor of good performance. Study by Zuofa and Ochieng (2014) indicated project performance indicators as perceived in two broad types' namely subjective perspective based on implementers' satisfaction and objective performance based on tangible factors like production and quality. Further Zuofa and Ochieng (2014) and May (2013)

findings showed performance of Indigenous Chicken project to be measured in terms of production numbers, timely delivery of project activities and level of satisfaction since if the implementers are not satisfied with a service they would not implement.

Implementation theory grounds the implementation problem in this study. Given a goal of any project, the implementation process should be designed in such a manner that its predicted outcomes should coincide with the desirable performance (Corchon, 2008). The goal of this study was performance of projects which need to be achieved through some intervention. This intervention in this study was project implementation process as the predictor variable. Likewise Maskin and Sj'str6m, (2002) indicated that the development of implementation theory was to address the failure of most project implementation processes to meet equilibrium performances that satisfy a given criteria. This was supported by the finding of the study where one unit percent (1%) increase in project implementation process brought about 36.5% increase in performance of Indigenous Chicken projects.

5.5 Recommendations

According to discussions and findings of this study, recommendations were made to guide other persons who read this study, researchers, project managers, policy makers and implementers of Indigenous Chicken projects. This research will go a further way in improving performance of Indigenous Chicken projects.

5.5.1 Recommendation for project planning

Therefore in the first research objective, it was established that planning of projects is important for execution of Indigenous Chicken projects. It was recommended that stakeholders and policy makers should identify gaps to be addressed voluntarily so that the implementers don’t see as though they are being compelled to do what the donors would prefer before intervention, develop training needs in a participatory manner. Finally the plan of action should be communicated to the implementers so that they understand what is required of them and also what the stakeholders would do. However for effectiveness in communication it was recommended that activities like field days, farm visits and exhibition should be organized to help in communication of important messages in implementation of projects.

5.5.2 Recommendation for project resource mobilization

Further in the second research objective on examination of project resource mobilization, the result indicated that resources were important in execution and hence influenced performance of projects. However results revealed that agro vets near the projects implementers had no New Castle Disease Vaccines and the project implementers agreed that they did not have cool boxes to carry the vaccines from the bigger market. Therefore it was recommended that group members should start their own agro vet and equip it with infrastructure like fridges to store the vaccines where these fridges can be acquired through writing proposals to the organizations that give grants or fundraising either in table banking or merry go round. Likewise result indicated that half of the implementers of Indigenous Chicken project did not understand why they should put their chicks in the brooders. Therefore it was recommended that implementers of Indigenous Chicken projects should be trained and demonstration of rearing chicks in a brooder done. These would remove their doubt. The findings on the interview guide of stakeholders showed that they supported the project implementers with chicken, incubators, money and even vaccines. Therefore it was recommended that the Project Management Team to identify Faith Based Organizations, Community Based Organizations, NGOs or Government organizations with similar objectives to support the project implementers' so that the performance is improved.

5.5.3 Recommendation for project execution

Similarly results of research objective three revealed that project execution influenced performance of Indigenous Chicken projects. However result pointed out that at times the implementers are not able to implement either because they lack resources or lack services. Therefore it was recommended that groups should come up with group activities like merry go round or table banking to enable project implementers to raise money to buy the equipment' required in rearing of indigenous chicken. Further the groups implementing projects should have group meetings done at members' homes so that they can encourage and also offer moral support in terms of technical issues that are wanting at those members' home. Likewise the results indicated that at times the project implementers' uses aloe vera and sisal juice which could be attributed to either lack of small doses of 100 or few birds held by the implementers of Indigenous Chicken projects. Hence it is recommended that group vaccination can be done to project implementers of indigenous chicken. Further the results indicated that during execution project implementers agreed that they neither maintained the ratio of the cocks to hens in 1 to 10

nor changed the cocks every 6 to 12 months. The implementers are supposed to change the cock every 6 to 12 months to avoid inbreeding which would affect performance and at the same time the ratio of 1 cock to 10 hens should be maintained to ensure that all eggs laid are fertilized. Therefore the project implementers can be exchanging the cocks amongst themselves or should be linked to producers who are breeding cockerels.

5.5.4 Recommendation for project implementation process

Likewise on research objective four, project implementation process was found to be important to performance of indigenous chicken. Therefore project implementation process was shown in this study as the main predictor of performance of projects. The inference of the result to policy and practice should be that before implementing any project whether in Government, non-government, Faith based the project manager should ensure that planning for that specific project is done, required resources are available and then the execution should be done according to the plan and use the resources identified.

5.5.5 Recommendation for moderating influence of legal framework

Lastly on fifth research objective legal frame work was found to moderate on project implementation process and performance of Indigenous Chicken projects. This was backed by the results that revealed that though most project implementers belonged to the group some of them did not follow the rules. Therefore it is recommended that the groups should have a constitution that guides them as it has laid down disciplinary measures which keeps members in toes. The inference of these finding to policy and practice is that performance of Indigenous Chicken projects depend on group formation, as this enables the implementers to get trainings and finances. Further result indicated that project implementers should form groups; register them for cohesiveness which allows them to get services like trainings, health services, finance. Lastly results revealed that half of the project implementers do not do disease management. Therefore the Indigenous Chicken project implementers should visit the nearest veterinary government offices to consult on health issues of their Indigenous Chicken as they are free of charge.

5.6 Suggestions for further research

The government of Kenya has come up with different interventions in different past projects implemented in Kenya to improve performance of Indigenous Chickenin Kenya. These were

among the train and visit project (T & V project) where the implementers were trained and then visited for further support in the 80's; the National Poultry Development project (NPDP) in the 90's where the implementers were given cockerel to improve performance of their Indigenous Chicken through breeding; National Agricultural Livestock Extension Project (NALEP) between 2001-2010 which only trained Indigenous Chicken project implementers. All these interventions were meant to improve performance of Indigenous Chicken by the Government of Kenya. This study delimited itself to Project implementation process, legal framework and their influence on performance of projects: the case of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme. Further studies can be done to investigate the influence of any or the combination of all these interventions done on past government projects above to improve performance of Indigenous Chicken projects.

This study delimited itself to the moderating influence of legal framework on the relationship between the project implementation process and performance of projects. A study can be carried out to investigate the influence of socio- cultural influence as a moderating variable on Project implementation process and performance of projects. The study would investigate and ascertain why majority of women are the implementers of Indigenous Chicken projects.

Further studies can be done to identify the other variables that can be combined together with the implementation process as from the study it was found that project implementation process does not contribute maximally to performance of project. These showed that there are other variables. At the same time moderating variable did not contribute maximally. This study was undertaken with indicators of group formation, health/ training services provision and financial service provision. The same study can be undertaken with project implementation process, legal framework and performance of projects but instead of using the indicators of group formation, health - training services provision and financial service provision, other indicators can be used on that moderating variable of legal framework.

The use of pragmatism paradigm in this study brought about use of mixed method in both the use of purposive and random sampling; use of self-administered questionnaire and the interview guide in data collection and finally use of descriptive and inferential data analysis. The use of pragmatism paradigm brought out some realities that could not be realized if one method was

used. This is supported by the findings on the moderating influence of legal framework on project implementation process and performance of the project. In this case descriptive analysis of legal framework showed that the respondents agreed to improved performance of Indigenous Chicken projects. On inferential analysis it was found that there was no r^2 change from the model that used influence of project implementation process, legal framework and the interaction between project implementation process and legal framework as shown in table 4.43. Further the interview done to the stakeholders indicated that legal framework improved performance especially on issues training and financial support where stakeholders came in to support the project implementers.

The use of different methods in this study was implied by the outcome of the data analysis in the objective one to four. The descriptive analysis showed that planning, mobilization, execution and project implementation process showed improved performance in Indigenous Chicken projects. After using correlation and significant levels to find the relationship, the result indicates that the contribution of the variable is not 100%. This implies that if only descriptive analysis was used it would have been believed that the variables of the study contributed to 100% performance of projects which was disapproved through use of inferential data analysis. This grounds the use of different methods in data analysis hence the pragmatism paradigm was recommended for further studies.

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APPENDICES

Appendix I: Transmittal letter

Nduthu Petronilla Wanjugu
P.O. BOX 2623-90100
MACHAKOS
30th June 2017

To…….

RE: Letter of Transmittal of data collection

I am a PhD candidate at the University of Nairobi and currently conducting a research as partial requirement for the award of the degree of Doctor of Philosophy in Project Planning and Management. My research topic is **"project implementation process, legal framework and performance of projects: The case of indigenous projects Chicken sponsored by Agricultural Sector Development Support Programme."**

The purpose of this letter is to request you to participate as a respondent in this study by completing the attached questionnaire as accurately as possible. The information will be used for research purposes only and your identity will remain confidential.

Thank you

Nduthu Petronilla Wanjugu
Contact 0721252423/0733816757
Registration Number: L83/93862/14
University of Nairobi, Department of Open Learning

Appendix II: Questionnaire for project implementers

This questionnaire is designed to collect data/ information on project implementation process, legal framework and performance of project for research work. The information being collected is on performance of Indigenous Chicken sponsored by Agricultural sector development Support Programme. I therefore request you to kindly spare some few minutes and fill in the questions. Kindly respond to all the items and do not write your name anywhere.

Part A: Demographics information

1) What is your gender: i) Male [ ] Female [ ]
2) What is the age of respondents: i) 18- 35years [ ] ii) 36- 45years [ ] iii) above 45years [ ]
3) What is your highest education level: i) none primary [ ] ii) primary [ ] iii) post primary [ ]
4) What is your monthly income levels in Ksh for the last 12 months from Indigenous chicken: i) Below 10,000/= [ ] ii) 10,000/= - 20000/= [ ] iii) 20,001/= - 30000/=. [ ] iv) 30,001/= - 40000/= [ ] v) 40,001/= - 50000/= [ ] vi) Above 50,000/= [ ]
5) How eggs on average does your hen lay i) 1-4 [ ] ii) 5-8 [ ] iii) 9- 12 [ ] iv) 13-16 [ ]

Part B: Performance of Indigenous Chicken projects

This section contains the items on performance of Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme.

6) This section contains the items on how participation in Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme influenced performance of projects. In a five point Likert scale, please indicate your level of agreement by using a [√]

	Kindly tick appropriately your level of agreement to the following statements' using scale of 1-5 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5=strongly agree	Strongly Agree- 5	Agree - 4	Neutral - 3	Disagree - 2	Strongly Disagree - 1
Having participated in Agricultural Sector Development Support Programme activities the performance of the Indigenous Chickenper batch is as follows.		**5**	**4**	**3**	**2**	**1**
i	Rarely do i collect fewer than 13 eggs per batch					

ii	Usually I give my hen 12 eggs to incubate					
iii	My hen hatches on average 10 chicks per incubation					
iv	All my chicks survive during brooding					
v	There is no loss of chicks due to disease during brooding					
vi	There are no deaths of Chicken due to diseases					
vii	Rarely do I lose Chicken to theft					
viii	There are cases of my Chicken eaten by wild animals					
ix	My family consumes at least one Chicken per month at homes					
x	Rarely do I sell my Chicken per batch					
xi	My Chicken get to 1½ kg by fifth month					

What else would influence production of your indigenous chicken?

……

6b) This section contains the items on how level of timeliness of project delivery influenced performance of Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme. In a five point Likert scale, please indicate your level of agreement by using a [√]

	Kindly tick appropriately your level of agreement to the following statements' using scale of 1-5 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5=strongly agree	Strongly Agree- 5	Agree - 4	Neutral - 3	Disagree - 2	Strongly Disagree - 1
To what extent do you agree with the following statements on timeliness of Agricultural Sector Development Support Programme activities		***5***	***4***	***3***	***2***	***1***
i	Delay in development of plans delayed improvement of chicken					
ii	Failure to deliver Chickenrearing trainings on time led to death of my chicken					
iii	Timely formation of groups facilitated our receiving Chickenrearing skills					
iv	Timely linkage to stakeholders with brooders improved our chicks production					
v	Acquiring a chick brooder early resulted to survival of all my chicks					
vi	Failure to vaccinate my chicks early lead to their low survival					
vii	Delayed feeding of my chicks as required led to their poor health later death					

viii	Timely availability of NCD vaccine lead to death of my Chicken					
ix	Vaccination of my Chicken was done on time					
x	Group disorganization lead to failure to vaccinate our Chicken					
xi	Death due to disease of my Chicken was caused by the health officers delay					

What else would you say that affected the project delivery?

……

6c) This section contains the items on how level of implementers' satisfaction influenced performance of Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme. In a five point Likert scale, please indicate your level of agreement by using a [√]

Kindly tick appropriately your level of agreement to the following statements' using scale of 1-5 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5=strongly Agree		Strongly Agree- 5	Agree - 4	Neutral - 3	Disagree - 2	Strongly Disagree - 1
To what extent do you agree with the following statements in relation to implementers satisfaction		***5***	***4***	***3***	***2***	***1***
i	Me being involved in choosing venue of trainings					
ii	Convenient venues encourage high attendance					
iii	Good management practises delivery on Chicken rearing					
iv	Easily implementable good management practises of rearing chicken					
v	Appropriate equipment of brooding					
vi	Affordable prices of acquiring equipment of feeding and drinking water					
vii	Knowledge of making brooders, drinkers, feeders with local material					
viii	Portable brooders					
ix	Availability of officers when needed to give service					
x	Group formation as it facilitated service delivery					
xi	Linkage to market our Chicken					

What other factors gave you some satisfaction? .....

Part C: Project implementation process and performance of Indigenous Chicken project

Part D contains the items on project implementation process and performance of Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme.

6) This section contains the items on how this statement on project planning influenced performance of Indigenous Chicken projects sponsored by Agricultural Sector Development Support Programme. In a five point Likert scale, please indicate your level of agreement to the following statement by using a [√]

Kindly tick appropriately in the scale of 1-5 on how this statement on project planning influenced performance of project: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5=strongly Agree		Strongly Agree- 5	Agree - 4	Neutral - 3	Disagree - 2	Strongly Disagree -
To what extent do you agree on this statement of project planning influencing performance of Indigenous Chicken		***5***	***4***	***3***	***2***	***1***
	Participation of stakeholders in developing plans					
i	Involving farmers in identifying capacity needs is not important					
ii	The capacity gaps to be addressed were identified before intervention by us					
iii	Identifying capacity needs should be participatory					
iv	Developing of capacity need was done voluntarily by us					
v	There is no consultation done on areas to be capacity build					
vi	The capacity building areas are set by the officers					
vii	Areas to be capacity build are chosen by farmers					
viii	I was not involved in prioritizing capacity building areas					
ix	The areas of capacity intervention are not achievable					
x	Participation in getting relevant stakeholders to offer capacity support					
xi	I was not involved in identifying the resources to be used					
	Availability of plans					
i	The Indigenous Chicken improvement brief was availed to us					
ii	I did not attend the meeting that gave project specification					
iii	The availed plans showed the resources required for rearing Chicken					

iv	The project implementation team were introduced to us					
v	The plan showed that Indigenous Chicken group were to be formed					
vi	The plans gave timelines of forming groups					
vii	Was informed of group registration					
viii	Plan showed the of importance of group dynamics					
ix	Plan to link stakeholders dealing with Chicken was done					
	Communication method of the plan					
i	The information to form groups was passed in a baraza					
ii	Only one methods was used to pass information of group formation					
iii	The message to train us in the group was done through a phone message					
iv	Took it upon myself to deliver message that would benefit group					
v	Members take upon themselves to deliver messages that would benefit the groups					
vi	Leant on Chicken rearing equipment in a agriculture exhibition					
vii	Did not attend agriculture exhibition all days as it was done at the County headquarter					
viii	The information on the equipment to be used is relayed to farmers in trainings					
ix	Stakeholders organize field days to familiarize us with upcoming innovations					
x	The stakeholders demonstrated to us on the use of the equipment for rearing chicken					
xi	Farm visits are done to help us implement the activities of the plan					

7) This section contains the items on how project resource mobilization influenced performance of Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme.

In a five point Likert scale, please indicate your level of agreement to the following statement by using a [√]

Kindly tick appropriately in the scale of 1-5 on how this statement on project resource mobilization influenced performance of project : 1= Strongly disagree; 2= Disagree; 3= Neutral; 4= agree; 5=strongly agree	Strongly Agree- 5	Agree - 4	Neutral - 3	Disagree - 2	Strongly Disagree - 1
To what extent does resource mobilization of projects influence performance of Indigenous Chicken	***5***	***4***	***3***	***2***	***1***

Availability of resources						
i	Shops to buy drugs to control Chicken diseases are far from where I live					
ii	When drugs are available they are packed in large quantities that I cannot afford					
iii	Amounts to be used are not specified for my few Chicken					
iv	Disinfectant to put in my Chicken house foot bath is not available when I need it					
v	The available chick brooders are small to shelter my chicks					
vi	Vaccination services of my Chicken are not available when I require it					
vii	Source of New Castle Disease vaccines is not known					
viii	Sensitization of what vaccine to acquire was done					
ix	There are no credible shops with New Castle Disease vaccines near me					
x	I do not have a cool box to carry New Castle Disease vaccines hen I buy it					
xi	Stakeholders have linked me to personnel to support me					
Accessibility of resources						
i	I access any size of brooder that is required					
ii	Chick brooder are made in all materials as one would require					
iii	The cost hinders most people to access brooders					
iv	The brooders are made to last for many years					
v	The brooders are made for my locality					
vi	The shops with vaccine and wire mesh are far away from us					
vii	My group members has started an agro vet shop near where I stay					
viii	Handling of Newcastle disease vaccine has contributed to low accessibility					
ix	Newcastle Disease vaccine is packed in the right size that is affordable					
x	Wire mesh are cut in to size that i require					
xi	At times we buy wire mesh as a group and cut pieces to members as they contributed					
Usage of resources						
i	I understand why chicks should be put in a brooder					
ii	It is laborious for me to put the chicks in a brooder					
iii	Not using of chick mash is because I do not have money					
iv	At times I do not put chicks in the brooder as the they will feel cold					
v	My hen is not tethered to control the chicks from going far					

vi	My chicks are put in a brooder for eight weeks					
vii	I vaccinate all my Chicken with New Castle Disease (NCD) vaccine					
viii	Rarely do I lose my Chicken during NCD break out which happens twice a year					
ix	I have low knowledge on handling of vaccine for NCD					
x	At times I use aloe vera and sisal juice to control NCD					
xi	Sometimes the smallest NCD package of 100 doses is not available					

8) This section contains the items on how project execution influenced performance of Indigenous Chicken project sponsored by Agricultural Sector Development Support Programme. In a five point Likert scale, please indicate your level of agreement to the following statement by using a [√]

Kindly tick appropriately in the scale of 1-5 on how this statement on project execution influenced performance of project : 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= agree; 5=strongly Agree		Strongly Agree- 5	Agree - 4	Neutral - 3	Disagree - 2	Strongly Disagree -
To what extent do project executions influence performance of Indigenous Chicken		***5***	***4***	***3***	***2***	***1***
Groups executing plan						
i	My group frequently meet to identify activities for rearing Chicken					
ii	The group do not agree on the breed to keep					
iii	The group does contribution to a fund of rearing chicken					
iv	The group has come up with plans to raise money for buying equipment					
v	A loan was acquired from groups contribution to buy brooders					
vi	My locally made brooder was done by group members					
vii	My group members do not buy equipment of rearing Chicken from financial kit					
viii	Groups members meet to motivate one another in execution					
ix	Support one another in Chicken rearing advices through group visit					
x	Group vaccination are encouraged by members					
xi	My group members are unwilling to join in group vaccination					
Activities execution						
i	Always I select best Indigenous Chicken that grow bigger and faster					
ii	Always I do not change my cock between 6 and 12 months					
iii	Rarely do I maintain a ratio of one cock for every ten hens					

iv	Housing of my Indigenous Chicken is a requirement					
v	My Chicken houses is not appropriately done					
vi	Always i take care of eggs as required					
vii	Rarely do I do day time chicks sheltering up to 8weeks					
viii	At times I find it difficult to feed chicks on chick mash					
ix	My Indigenous Chicken are vaccinated twice per year against New castle Disease					
x	Not always do I do Chicken disease management when they are infected					
xi	My Chicken rearing activities records are well kept					

Part D: legal framework and project implementation process influence on performance of projects

This section containsThe items to assess whether legal framework and project implementation process influence on performance of Indigenous Chickenprojects sponsored by Agricultural Sector Development Support Programme.

9) This section containsThe items on how to assess whether legal framework moderates on project implementation process of Indigenous Chickenproject sponsored by Agricultural Sector Development Support Programme. In a five point Likert scale, please indicate the extent to which you agree to the following statement by using a [√]

	Kindly tick appropriately in the scale of 1-5 on how to assess whether legal framework moderates on project implementation process of Indigenous Chickenproject 1= No extent; 2= Little extent; 3= Moderate extent; 4= Large extent; 5=Very large extent	Very large extent - 5	Large extent - 4	Moderate extent - 3	Little extent - 2	No extent - 1
To what extent do you agree with the following statements in relation to Legal framework		***5***	***4***	***3***	***2***	***1***
Group formation						
i	I actively belong to a group of Indigenous Chicken					
ii	Most people did not form groups of indigenous chicken					
iii	I do not understand the importance of a group					
iv	Sensitization was done on importance of Indigenous Chicken group formation					

vi	Sensitization was done on importance of being in a group of Indigenous Chicken					
vii	Areas of training, health management, material sourcing were highlighted as areas of benefiting if I am in a group					
viii	My self-help group is registered with social services					
ix	Our group certificate is renewed every year					
x	Requirements of registering Indigenous Chicken group is not known to us					
xi	Our group have rules that keeps us together					
What else would have influenced you to form the group?						
Health care and training provision						
i	The technical officers are available for training when required					
ii	Trainings of rearing Chicken are rarely done					
iii	The attendance of trainings of rearing Chicken is always low					
iv	Some areas of Chicken management was not trained					
v	Training has given me knowledge to rear my Chicken well					
vi	Those trained on rearing Chicken assist others					
vii	Some of those trained do not practice what they have learnt					
viii	Chicken health services are gotten from the nearest government offices					
ix	Veterinarian only provide health services to my indigenous chicken					
x	Government personnel do not charge me for health and training services					
xi	At times I do not treat my Chicken					
	What else made your implementation easy? ……					
Financial service provision						
i	Financial support would support Chicken rearing					
ii	There is fear of taking loans					
iii	There is a feeling that loans are expensive					
iv	Our groups do financing through table banking					
v	There are financial organizations that give cheap loans					
vi	Financial organizations do not give Indigenous Chicken farmers money					

vii	Collaterals are required to get finances from a financial institution					
viii	There is unwillingness of group members to guarantee one another					
ix	Financial institutions do not give you the money you require					
x	Financial institutions gave me loan according to my capability					
xi	They give convenient repayment period					
	What other issues hinders you from getting loans? ……					

Interview guide for stakeholders

This questionnaire is designed to collect data/ information on project implementation process, legal framework and performance of project for research work. The information being collected is on performance of Indigenous Chicken projects sponsored by Agricultural sector development Support Programme. I therefore request you to kindly spare some few minutes and fill in the questions. Kindly respond to all the items and do not write your name anywhere.

1) What is the name of your organization?
2) How long have you worked with the Indigenous Chicken projects sponsored by agricultural sector development support programme?
3) What indicators would you use to rate performance of Indigenous Chicken projects?
4) How would you rate Indigenous Chicken projects 'implementers' satisfaction of the services offered by your organization?
5) Do you feel that the current Indigenous Chicken legal framework is appropriate?
6) Did your organization do some awareness to the implementers about the availability of cheap loans and the requirement?
7) Was your organization involved in trainings the implementers?
8) What area did you offer trainings on management practises to the implementers?
9) Do you feel that the trainings you offered impacted on the implementers?
10) Was your organization involved in coming up with the project plan for Indigenous Chicken implementers?
11) What role did you play in resource mobilization?

Thank you

Appendix III: Study population

Sub-County	S/No	Projects name	Ward	Project members
MACHAKOS	1	Kinyuka Nginye SHG	Mutitini/Ngelani	12
	2	Masa Nduu SHG	Mutitini/Ngelani	11
	3	Ngulwa Poultry farmers SHG	Kalama	13
	4	Wendo Wa Kalonzoni SHG	Kalama	10
	5	Kyamisio Farmers SHG	Kola	14
	6	Muumandu Support SHG	Kola	12
	7	Kasinga Poultry farmers SHG	Mumbuni North	14
	8	Miwongoni poultry farmers SHG	Mumbuni North	12
	9	Mua Poultry Farmers SHG	Mua	11
	10	Katelembo Poultry Farmers SHG	Mua	12
	11	Misakwani Small Farmers SHG	Machakos Central	10
	12	Kivani SHG	Machakos Central	12
	13	Masaku Homes Healthcare SHG	Kiima Kimwe	11
	14	Mwathi Poultry Farmers SHG	Kiima Kimwe	13
MATUNGULU	15	Kumina Ngui W.G	Matungulu East	11
	16	Amukai Matithini S.H.G	Matungulu East	12
	17	Kithuani Ndauni W.G	Matungulu West	13
	18	Kiveti Nikyo Musyi	Matungulu West	10
	19	Wikwatyo Wa Aka W.G	Matungulu North	12
	20	Ol Donyo Sabuk Dev Intiative S.H.G.	Matungulu North	13
	21	Kyeni Ki Muuo S.H.G	Kyeleni	12
	22	Uma Tuthi S.H.G	Kyeleni	13
	23	Vinya Wa Ngonda W.G	Tala	10
	24	Ndumo na Ndumo S.H.G	Tala	12
MAVOKO	25	Slota Community Health Workers SHG	Mavoko	12
	26	GOAL Women Group	Mavoko	11
	27	Makutano Widows WG	Kinanie	13
	28	Happiness Women Group	Kinanie	11
	29	Living Positive CBO	Mlolongo/Syokimau	13
	30	Zunguka Women Group	Mlolongo/Syokimau	12
	31	Collective Ventures SHG	Muthwani	12
	32	Tuvuke SHG	Muthwani	11
MASINGA	33	Kyeni kya Aka katulye SHG	Masinga	12
	34	Kangonde Dairy SHG	Masinga	11
	35	Kwitwiika Youth WG	Muthesya	13
	36	Eitu Ithanga WG	Muthesya	12
	37	Star light Poultry SHG	Kivaa	12
	38	Kithyoko Mentee farmers SHG	Kivaa	12
	39	Ndwae ngone Mami WG	Ekalakala	12
	40	Ndethye Ngutethye Nzukini	Ekalakala	11
	41	MAC-JEF S.H.G	Ndithini	13

	42	Kuthukanya SHG	Ndithini	12
KANGUNDO	43	Ngome W/G	Kangundo East	13
	44	Wendano wa kithini	Kangundo East	10
	45	Mika W.G.	Kangundo North	13
	46	Kituluni Welfare SHG	Kangundo North	12
	47	Mbende ngwende shg	Kangundo Central	11
	48	Wendo museo masewani W.G	Kangundo Central	12
	49	Kawethe Disabled SHG	Kangundo West	13
	50	Ivutu women group	Kangundo West	12
YATTA	51	Mwamukye Local Poultry SHG	Matuu	11
	52	Woni Wa Kateki SHG	Matuu	12
	53	Tei Women Group	Kithimani	13
	54	Nguumo SHG	Kithimani	12
	55	Wendo Wa Mutui SHG	Ndalani	11
	56	Mwireri SHG	Ndalani	13
	57	Meko Ma Aka SHG	Katangi	12
	58	Mengukya SHG	Katangi	12
	59	Bahati Weavers SHG	Ikombe	10
	60	Ten Sisters SHG	Ikombe	11
MWALA	61	Mbukilye Ngukilye S.H.G.	Yathui	13
	62	Kwiyumya S.H.G	Yathui	12
	63	Muthei Women Group	Masii	13
	64	Woni S.H.G	Masii	12
	65	Ngalata S.H.G	Mwala	13
	66	Kyeni Kya Kithaathai	Mwala	11
	67	Vinya Wa Muetha S.H.G	Kibauni	10
	68	Ngomo Junior S.H.F	Kibauni	12
	69	Windala Women S.H.G	Muthetheni	13
	70	Kalamba Cmc SHG	Muthetheni	11
	71	Mutituni Anake S.H.G	Mbiuni	13
	72	Vision Women S.H.G	Mbiuni	12
KATHIANI	73	Ikanesa Indigenous ChickenSHG	Kathiani	12
	74	Kathiani Eagles	Kathiani	14
	75	Muuo Wa Kwa Ngusya SHG	Upper Kaewa	10
	76	Umisyo Wa Mangani	Upper Kaewa	12
	77	Syauni Thinu SHG	Mitaboni	13
	78	Ngwatenio Ya Nyamu	Mitaboni	11
	79	Tukilanye Shg (Kaani)	Lower Kaewa	12
	80	Kikombi [Kisinga WG]	Lower Kaewa	12

Appendix IV: Informed consent form

Study Title: *"Project implementation process, legal framework and performance of projects: the case of indigenous chicken projects sponsored by agricultural sector development support programme in Machakos County, Kenya."*

Investigator(s): Petronilla Wanjugu Nduthu. University of Nairobi

Purpose: The purpose of this research study is for research purposes only and your identity will remain confidential. You must be 18 or older to participate in this research. You have been invited to participate because you are an implementer of indigenous chicken projects sponsored by Agricultural Sector Development Support Programme.

Procedures: If you agree to take part in this research study, you will be given a questionnaire that will last 10-15 minutes to complete the survey.

Payment for Participation: You will not be paid anything for participating in this study.

Risks/Discomforts: There is no anticipated discomfort for those contributing to this study, so risk to participants is minimal.

Benefits: There is no promise that you will receive any benefit from taking part in this study. However your participation in this study may help you know how well you would implement the indigenous chicken projects.

Confidentiality: Your records will be kept confidential and will not be released without your consent except as required by law. However your identity will be kept private.

Voluntary Participation/Withdrawal: Your decision to take part in this research study is entirely voluntary. If you decide to withdraw, you should inform the researcher to enable them replace you.

If you have any questions regarding your rights as a research subject, you may contact the Petronilla W. Nduthu - 0721252423.

Statement of Your Consent: I have read the above description of this research study. I have been informed of the risks and benefits involved, and all my questions have been answered to my satisfaction. Furthermore, I have been assured that any future questions I may have will also be answered by a member of the research team. I voluntarily agree to take part in this study. I understand I will receive a copy of this consent form.

Participant:

Mary Mbirne		15/June/2017
Name of participant	Signature	Date

Researcher:

PETRONILLA W. NDUTHU		15/June/2017
Name of researcher	Signature	Date

Appendix V: Research clearance letter from the university

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

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODeL /SODL/NLC/250

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

21st July, 2017

TO WHOM IT MAY CONCERN

RE: PETRONILLA WANJUGU NDUTHU -REG NO L83/93862/2014

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

She has done the coursework and is currently working on research thesis entitled "**Project Implementation Process, Legal Framework and Performance of Chicken Project Sponsored by Agricultural Sector Development Support Programme in Machakos County, Kenya.**"

Any assistance accorded to her will be highly appreciated.

UNIVERSITY OF NAIROBI C.E.E.S. P.O. Box 30197 21 JUL 2017 NAIROBI NAIROBI EXTRA MURAL CENTRE

DR. JOHN MBUGUA
COORDINATOR
DEPARTMENT OF OPEN LEARNING

Appendix VI: Research Clearance Permit

CONDITIONS

1. **The License is valid for the proposed research, research site specified period.**
2. **Both the Licence and any rights thereunder are non-transferable.**
3. **Upon request of the Commission, the Licensee shall submit a progress report.**
4. **The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.**
5. **Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.**
6. **This Licence does not give authority to transfer research materials.**
7. **The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.**
8. **The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.**

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No.A 15762

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. PETRONILLA WANJUGU NDUTHU
of MINISTRY OF AGRICULTURE, 0-90100 MACHAKOS,has been permitted to conduct research in *Machakos County*
on the topic: *PROJECT IMPLEMENTATION PROCESS, LEGAL FRAMEWORK AND PERFORMANCE OF PROJECTS. THE CASE OF INDIGENOUS CHICKEN SPOSORED BY AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME(ASDSP)*

for the period ending:
14th September,2018

Permit No : NACOSTI/P/17/73794/18714
Date Of Issue : 14th September,2017
Fee Recieved :Ksh 2000

.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation