

**DETERMINANTS OF IMPLEMENTATION OF DONOR SUPPORT
TRANSPORT AND INFRASTRUCTURE PROJECTS IN KENYA: A
CASE OF KENYA NATIONAL HIGHWAYS AUTHORITY**

BY

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Management of the University of Nairobi**

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

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DEDICATION

This research project is dedicated to my parents, Peter Wachira and Lydia Wairimu, who taught me that the meaning of hard work honesty. I am immensely grateful to you for sacrificing and forgoing a lot to allow me to pursue a path leading to better opportunities and experiences.

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ABBREVIATIONS/ACRONYMS

FLSTAP	Financial and Legal Sector Technical Assistance Project
GOK	Government of Kenya
ID	International Development
JKIA	Jomo Kenyatta International Airport
KeNHA	Kenya National Highways Authority
KNBS	Kenya National Bureau of Statistics
LAPSSET	Lamu Port-South Sudan-Ethiopia-Transport
ODA	Official Development Assistance
SPSS	Statistical Package for the Social Sciences
ToC	Theory of Constraints
UNDP	United Nations Development Programmer's
WB	World Bank

ABSTRACT

Globally, transport and infrastructure development are significant in establishing the whole development and productivity of a nation's economy. Investments that are focused on constructing advanced infrastructure act as main catalyst in attracting investors both local and foreign. The development assistance was at US\$100 billion by 2011 globally. Despite the large volume of development help, development projects and programs funded by donors continue to experience some problems that threaten the attainment of intended objectives. The problems of development projects are that they are neither efficient nor effective and do not support the ownership of the development process by the receiving countries. Donor funded transport and infrastructure support projects in Kenya are facing problems of delays in their life cycle of implementation therefore not successfully completed. The study objective was to investigate the determinants of implementation of donor support transport and infrastructure projects in Kenya. The objectives of the study were: to determine the influence of project planning, conditions imposed by donors, procurement related factors and stakeholders' involvement on implementation of donor support transport and infrastructure projects in Kenya. This study was anchored on theory of constraints. The study used a descriptive survey research design. The study population consisted of 142 members of staff in different managerial levels who work under Kenya National Highways Authority. The census technique was used to select 142 respondents. Collected data was the primary data using questionnaires. Descriptive statistics was used to analyse quantitative data. Tables were used to display the information. Data obtained from open ended questions were analysed using the content analysis method. The Pearson correlation was used to find out the strength of the link between the predictor and response variables. Multiple regressions were used to determine the determinants of implementation of donor support transport and infrastructure projects in Kenya. The study found that project planning, conditions imposed by donors, procurement related factors and stakeholder's involvement had a positive influence on implementation of donor support transport and infrastructure projects. The study recommends that project managers should have a holistic plan for projects. Further the project plan should be strictly adhered to. This would ensure minimal mistakes and hence success in the implementation of transport and infrastructure projects. Further, project managers should strictly adhere to conditions imposed by donors. They should also change their procurement guidelines and procedures as the procurement needs change. This would ensure effectiveness in the procurement process. Also, stakeholders should be involved in all areas in the implementation of projects. This would ensure that their opinions and suggestions are used to ensure effective implementation of transport and infrastructure projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, transport and infrastructure development are significant in establishing the whole development and productivity of a nation's economy. Investments that are focused on constructing advanced infrastructure act as main catalyst in attracting investors both local and foreign (Sharma & Vohra, 2019). The Kenyan transport sector includes a system of transport that comprises air, road, rail and marine. The importance of the sectors is that it promotes socio-economic undertakings and development because a system of transport that is effective and efficient is a pathway for swift and continued development in relation to integration nationally, regionally and internationally, facilitation of trade, reduction of poverty and enhancement of citizen welfare (Ika, Diallo, & Thuillier, 2017). Since the transport and infrastructure projects require huge finances, it is important to partner with foreign donors for project funding.

Donor funding is defined as an official assistance development; majorly provided with the goal of ensuring a sustainable social economic development and receipt of welfare nation (Claasen & Sweerts, 2016). It encompasses the bilateral help that comes directly from donors to the government and multilateral aid that is channelled through intermediaries. Donations can be in form of grants that are non-repayable more so a government's payable funds or products distributed by a single party. Nowadays, donors are focusing on different mechanisms of funding such as the commercial financing and result based financing other than grants (Muranga & Wanjala, 2017).

Annually, the World Bank group provides finances for many projects value for sixty billion USD. World Bank Finances some of the projects alone, while others co-financed

with borrowing governments themselves, other multilateral firms, commercial banks and private investors. The program for results introduced by World Bank links funds disbursement straight to the definite results delivery, assisting nations to enhance the design and execution of their individual programs of development and attain long-term outcomes within the nation, improves efficiency and effectiveness and result in achieving tangible, sustainable program results (World Bank Country guide, 2016).

A report by Associated Press (2017) as noted by the International Finance Corporation and the private arm of the World Bank revealed that in Africa only half of the projects are successfully executed. Most of the other donors have failed. Some projects include; project initiated by world bank costing \$4.2 billion, the Chad-Cameroon oil pipeline to the Atlantic Ocean in Chad. This pipeline project was the Africa's largest development project after its completion in 2003. The condition of funding was that the funds are utilised utilized with supervision internationally to advance Chad. Moreover, in 2005, the President then put it to public that the money for the oil would be put in general budget and buy weapons, otherwise the government would expel the oil companies

Execution of some projects was unsuccessful due to the issues of integrity, for instance, the situation of the Highlands Water Project in Lesotho. The funding of this project was African Development Bank, World Bank and European Investment Bank. The project costed \$3.5 billion. The project was developed aimed at directing fresh clean water from the highland for electrical power and sake to South Africa (World Bank, 1995). This started in the year 1986, however, most people felt that the electricity was very expensive and the diversion of a lot of water led to economic and environmental destruction downstream. In the year 2003, the project was shut down. Three of largest construction

companies in the world were convicted on charges of corruption and jailing of the project's chief executive.

Another failed project was the African Roll Back Malaria, financed by numerous donors costing 500 million usd. It began in 1998 and the goal was to reduce malaria problems by 2010. According to the program, Africa required 1.9 billion usd annually to reduce the malaria, however by 2002 only \$200 million annually was available from donors. The rate of infection rose to 12% by 2004. Experts noted that donors did not follow up with pledges and some of the programs were affected by political issues, like the type of insecticides to use, purchasing affordable generic drugs or the cost of mosquito nets for the poor (Narasimban & Aharan, 2013).

The Ministry of Transport and Infrastructure have the responsibility of executing infrastructural projects in Kenya. Many projects are executed by the ministry guided by Vision 2030 of Kenya. The financing of some projects is by development partners while others financing is by the government alone or financed by counterparts where both the Government of Kenya and development partner partakes (Government of the Republic of Kenya, 2018). So, transport and infrastructure are one of the vital influencers in realization of the Vision 2030. In the recent past, the government has invested more in transport and infrastructure projects and this is evident with projects like Mombasa Port Dredging, Kisumu airport improvement and Enlargement, expansion of road networks, Port development in Lamu and the new transport corridor to South Sudan and Ethiopia (LAPSSET), Free port development in Dongo Kundu, JKIA modernization and expansion, Commuter Rail Network development and the Standard Gauge Rail development; Flagship projects Mombasa – Nairobi – Malaba - to Kisumu (Government of the Republic of Kenya, 2016).

Project implementation is supposed to be resourceful, effective and should also accomplish the internationally accepted standards. To achieve this, large financial support is required and therefore the requirement to partner with donors to fund the projects (Ika, Diallo, & Thuillier, 2017). There are several active development partners in the transport sector in Kenya and provide support in rehabilitating and reconstructing some essential road links that are significant the nation's economy. The issue that arises with the use of donor funds is that there are set donors terms and conditions, policies and regulations that have to be followed. In some situations these conditions hinder project execution since some conditions may be political and whose aim is not to ensure effective and efficient project execution (Keiner, 2015).

This shows that there is a challenge in the identification, implementation and sustainability of donor projects. Donor funds low absorption compared to government of Kenya funds has been experienced during execution of budget shows that many donor projects are not executed properly. This is the problem that will be investigated to find out the probable factor that may contribute the problem caused. Some reports show that, low absorption rate is due to some factors which include lengthy process of procurement, poor planning and donor funds delayed release (Republic of Kenya, 2017) however this has not been done.

Kenya National Highways Authority (KeNHA) established under the 2007 Kenya Roads Act is a State Corporation; it is responsible for managing, developing, rehabilitating and maintaining national roads (Class A, B & C roads). KeNHA has linked on-going and upcoming road infrastructure projects with an aim of reducing congestion, travel time reduction and costs to improve the connectivity of commercial centres, cities and urban

areas. This is aligned to the economic pillar and helps the nation to attain her ambitious Kenya Vision 2030 long-term development plan (GoK, 2015).

The network for infrastructure in Kenya is currently said to be of good quality and connectivity, however has low density. The Authority is dealing with the problem of density by raising the road network intensity and functionality in the country to ensure the whole road network in the country to a good condition. Today, KeNHA is executing strategies to make sure that projects completion is within the set timelines to make sure that the public get value of money (GoK, 2015). This study seeks to establish determinants of implementation of donor support transport and infrastructure projects in Kenya, with special reference to Kenya National Highway Authority.

1.2 Statement of the Problem

Globally, development assistance was at US\$100 billion by 2011 (World Bank, 2012). Despite the large volume of development help, development projects and programs funded by donors continue to experience some problems that threaten the attainment of intended objectives. The problems of development projects are that they are neither efficient nor effective and do not support the ownership of the development process by the receiving countries (Leiderer, 2012). In Africa, projects funded by donors do not succeed because of reasons such as; lack of results accountability, dearth capacity of managing projects, monitoring and evaluation problems and cultural problems. A lot of emphasis has been placed within aid institutions on proper processes and guidelines which can result to results accountability culture and less attention in management of outcomes (Lavagnon, 2012).

Donor funded transport and infrastructure support projects in Kenya are facing problems of delays in their life cycle of implementation therefore not successfully completed.

Kenya National Bureau of Statistics (KNBS) (2015) report indicated that there exists many donors funded projects whose completion was not as expected because of donor associated obstacles, unavailability of materials, poor infrastructure, inadequate finances and poor management abilities. Several donors have been providing funds to the government to finance numerous projects executed by the government; but, the problem of funds under-absorption has led to failure in the execution of projects or slow execution. All government sectors face this problem.

Local researchers have not focused on challenges facing implementation of donor funded transport and infrastructure support project. Nyandika and Ngugi (2014) evaluated total quality management effects on company's performance in Kenya at the Inter Build Company Limited. Maina, (2016) researched on the problems in procurement services management at KURA. Waihenya (2014) analysed the challenges facing execution of projects at the Ministry of Roads Projects. This study sought to establish the determinants of implementation of donor support transport and infrastructure projects in Kenya, with special reference to Kenya National Highway Authority.

1.3 Purpose of the Study

The purpose of this study was to investigate the determinants of implementation of donor support transport and infrastructure projects in Kenya.

1.4 Objectives of the Study

This study was guided by the following objectives:

- i. To determine the influence of project planning on implementation of donor support transport and infrastructure projects in Kenya.

- ii. To assess the influence of conditions imposed by donors on implementation of donor support transport and infrastructure projects in Kenya.
- iii. To investigate the influence of procurement related factors on implementation of donor support transport and infrastructure projects in Kenya.
- iv. To establish the influence of stakeholders' involvement on implementation of donor support transport and infrastructure projects in Kenya

1.5 Research Questions

The study sought to answer the following research questions:

- i. How does project planning influence implementation of donor support transport and infrastructure projects in Kenya?
- ii. What is the influence of conditions imposed by donors on implementation of donor support transport and infrastructure projects in Kenya?
- iii. How do procurement related factors influence implementation of donor support transport and infrastructure projects Kenya?
- iv. How does stakeholders' involvement influence implementation of donor support transport and infrastructure projects in Kenya?

1.6 Research Hypotheses

H_{A1} Project planning has a significant influence on implementation of donor support transport and infrastructure projects in Kenya.

H_{A2} Conditions imposed by donors have a significant influence on implementation of donor support transport and infrastructure projects in Kenya.

H_{A3} Procurement related factors have a significant influence on implementation of donor support transport and infrastructure projects Kenya.

H_{A4} Stakeholders' involvement has a significant influence on implementation of donor support transport and infrastructure projects in Kenya.

1.7 Significance of the Study

This Ministry of Transport and Infrastructure and Kenya National Highways Authority should benefit from the study because it would provide an understanding on determinants of implementation of transport and infrastructure projects funded by donors. Hence, the ministry would be expected to come up with strategies and policies to mitigate these factors. The findings of the study would also provide the basis for various recommendations that would promote implementation of transport and infrastructure projects funded by donors.

The study may also be of help to policy maker's in policy formulation that help in decision making about donor funds usage. It would help to improve planning, efficacy and effectiveness in administration and also advance execution of transport and infrastructure donor sponsored projects. Researchers and academicians should also benefit from this study. It would enhance their understanding of implementation of donor support transport and infrastructure projects them. The study would add to the body of knowledge on donor funded projects and determinants of implementation.

1.8 Delimitation of the Study

The study focus was on investigating the determinants of implementation of transport and infrastructure projects funded by donors, the client being the Kenya National Highways Authority. The study targeted 13 projects that are supported by donor that have been implemented by Kenya National Highways Authority, these include, Thika Superhighway, Isiolo Moyale highway, Mombasa and Mariakani Highway, Kitale-Mopus stretch, Nairobi Expressway, Nairobi-Nakuru-Mau Summit Highway, Lamu-

Garissa-Isiolo highway, Eastern Bypass, Northern Bypass, Maai Mahiu-Suswa road, Kenol-Marua dual carriageway, Malindi–Bagamoyo Highway and Ngong road expansion project.

KENHA was a suitable choice in this study since it is involved in development, rehabilitation, management and maintenance of highways in Kenya. Further, the highways road projects are huge projects and are mainly funded by donors. Since there still on-going road projects being implemented by KENHA this enhanced data collection, since the study incorporated current information. The main KENHA offices are located in Nairobi it would be easy for the researcher to collect information since it's his location.

1.9 Limitations of the Study

In the study process, the researcher might encounter respondents who might be reluctant to answer the questionnaires fearing that the data they provide may be used against them. Toward this end, the respondents got assurance that the data was used for purposes study only and confidentiality was maintained. An introductory letter was obtained from the university by the researcher that assured them that their data was used for study purposes and was held in confidence. Due to time and resources constraints, the study was concentrating on Transport and Infrastructure projects in Kenya.

1.10 Basic Assumptions of the Study

This study was carried on presumption that the information and records of all transport and infrastructure projects sponsored by donors in Kenya was available to corroborate the primary data. It was also assumed that the respondents were there during collection of data and that they answer the questions with honesty. The study also assumed that the ethical considerations were adhered to and that the findings of the study were reliable.

1.11 Definition of Significant Terms

Projects: Refers to the development and maintenance of roads.

Donor Funded Projects: They are road projects that are supported by donations externally usually provided by international aid or development agencies such as the World Bank.

Donor Condition: They are terms attached by donors to the funds they provide for road projects so that if the executing agencies do not adhere to, donors may fail to fund the project or result to delay in project commencement.

Project Planning: This involves defining roles, arranging and having a sequence for the execution of road projects by the ministry and its agencies.

Project Management Skills: It comprises planning, organizing, staffing, coordinating and controlling needed to road project formulation and execution by the Ministry of Transport and Infrastructure.

1.12 Organization of the Study

The organization of the study is in three chapters. Chapter one comprises introduction to the study which includes the background information, statement of the problem, study purpose, study objectives, study questions, study significance, basic assumptions, defining important terms. Chapter two comprises of literature review, theoretical framework, conceptual framework and summary of literature. Chapter three focused on the research methodology: study design, population, sample size and sampling method,

instruments for data collection, data collection method, data analysis methods, variables operationalization and ethical issues. Chapter four focused on data analysis and presentation. Chapter five covered summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of literature review that is linked to execution of donor support transport and infrastructure projects. The literature reviewed is on project planning, conditions imposed by donors, procurement related factors and stakeholders' involvement. Also, the theoretical framework and summary of reviewed literature is presented.

2.2 Implementation of Donor Support Projects

Project implementation is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project (Mwangi, 2014). Baccarini (2015) explains that implementation of a project will always be successful if management strategies and coordination guidelines are clearly defined. Independent of the type of project to be carried out, a work plan is needed indicating the pursued objectives, the expected results, the activities to be developed, as well as the budget available and timeframe given. Each of the activities has to be assigned to a particular individual, department or organization that should have proven experience and the capacity to achieve the goals.

According to the research conducted by (Lenis, 2013) the extent of implementation of donor funded projects is determined by both technical and managerial capacity of the human resources of the implementing agencies. In addition, appropriate supportive infrastructure is a necessity. It further noted that, projects fail too often because the project scope was not fully appreciated and/or user needs not fully understood. According

to the research results (Karlsen, 2012), found that there are areas that should be emphasized by project managers who are committed to the success of their projects. According to their findings the three variables that leads to success of the project are good planning, clear responsibility and accountability, and schedule control. In their study, they further noted that there are top five factors found in successful projects are: user involvement, executive management support, clear statement of requirements, proper planning and realistic expectations. Their report concluded that these were the elements that were most often pointed to as major contributors to project success. In the same study they listed out other factors that foreshadowed a failed project. They were: lack of efficient internal communication links, lack of responsive decision making, and lack of effective teamwork, incomplete requirements, lack of user involvement, lack of resources, unrealistic expectations, lake of executive support, changing requirements and specifications, lack of effective planning and technical illiteracy (Tena, 2017).

2.3 Project Planning and Implementation of Donor Support Projects

As an overall principle for planning, Chandra (2010) posits that different from projects that are small that contains minimal activities, large projects that are afar a particular threshold magnitude level have to go on based on sound proper platform for planning, lack of this would lead to chaos. A proper formal plan affords the source for organizing the project work and allocating individuals responsibilities. It is a mode of communication and coordination among all persons dealing with procurement project and also encourages individuals to focus as well as instils the need for urgency and time consciousness. Also planning forms a basis for monitoring and control.

Saunders (2011), notes planning comprises forecasting methods aspects to assist in the course of determining cash flows (financial disbursements) and costs. Another important

project planning element is the decision on the structure of the firm. The structure may be impacted by the choices on strategies related to competitive scope and advantage. Functional specialization activities and balancing between procurement activities centralization and decentralization should be reflected in decisions. Focus may also be put in creating coordinating ways like the matrix structures, committees and multifunctional teams. In some situations, project teams for procurement are created for exact projects. This study relate to the current study as it explains the importance of predicting costs and cash flows on project implementation.

The relevance of allocation of resources was also underscored by Lysons and Farrington (2010), who indicated that planning is the procedure for project execution strategy formulation. At this stage resource allocation will be in form of technological, physical, financial and human resources distributed to an activity or function. This kind of allocation is normally condensed to measurable terms presented in budgets for procurement or resources financial statements required to attain particular goals or execute a create strategy. This study relates to the current study as it explains the importance resource allocation as part of planning in project implementation.

Frese (2013) holds that for effective execution of a project there is need for continued monitoring and measuring people, equipment, time and milestones programs. A well prepared schedule control would provide the first signal that the original planning is not going as planned. Having such hints, provides an early chance to execute a drawback point and plan again to get back on the right path. Moreover, nurturing the greatest probable standards of specialized capability between those whom are accountable; optimum utilization resources where they are answerable to ensure optimum benefits to their hiring companies; observing the law of the country with the letter and spirit and

contractual duties and by declining any firm activities which may reasonably be seen as improper. This study relates to the current study as it explains the importance of monitoring in project implementation. However, the current main focus is on project planning and implementation of donor support projects.

Igwe and Ude (2018) researched on project planning and implementation in Nigeria. The methodology adopted was a documentary review of past and current literature which enhance critical and contextual analysis of project implementation and execution culture in the country. It was found that the three tiers of government have not really planned, implemented and executed projects with due diligence in accordance with global best practices. Thus there exists a widespread institutional mediocrity in project execution, deficiency of vision, and inadequate budgetary allocations leading to high cost of project financing and corruption in the long run.

Naeem *et al.* (2018) studied the impact of project planning on project success with mediating role of risk management and moderating role of organizational culture. The purpose of the study was to examine the impact of project planning on project success with the mediating role of risk management and moderating role of culture. Data was collected from 100 project managers by using questionnaires. In order to analyse the relationship regression and correlation techniques were used, which indicated the positive impact of planning on success. The results of study indicated significant and insignificant impacts of predictors on response variables. Serrador (2012) researched on the importance of the planning phase to project success and found strong link between planning and project success.

Woldie (2016) studied the role of project planning on project performance in Ethiopia. The main objective of the research was to assess the role of project planning on project

performance in Ethiopia. In order to achieve the objectives, information of past/executed/ projects was collected from 43 organizations. A questionnaire survey conducted to collect data from the respondents that consisted of project manager, supervisors, and other related respondents. The study used SPSS version 20 for correlation and regression analysis, and MTS to identify the influential/important/ planning process/activities under each planning knowledge areas. The findings of the thesis indicate that the main planning input factors that affect the performance of planning processes are: - human, management, technical and organizational factors. And also the finding identifies the main problem areas in planning processes as risk, scope, quality human resource, and integration knowledge areas were inadequately/poorly/ performed in the studied project.

Mwanza (2020) studied the influence of project planning practice on performance of construction projects in Kenya. The purpose of the study was to establish the influence of project management practices on performance of construction projects. The study adopted a mixed research design which included descriptive survey, census and correlation. The target population was 1761 respondents with a sample size of 313 respondents comprised of 160 managers of Early Childhood Development Education, 11 managers of county polytechnics, 133 stall managers and 9 managers of county modern markets. The study found out that project planning practice and project stakeholders' practice had a negative significant influence on performance of construction projects. The study also found out that planning gives direction to the activities to be performed in time and reduces mistakes.

2.4 Conditions Imposed by Donors and Implementation of Donor Support Projects

These are rules put in place by donors that should be adhered to in projects they are financing or sponsoring. Attachment of a lot of conditions on loans or grants agreement

by donors, leads to delayed distribution of project funds and can result to project cost overrun or abandoned or stalled project by the donor. It also lead to extended project time for completion (Sebervik, 2019).

Lukio (2018) evaluated the impact of regulations by donors on effective use of funds in the health sector in prior Nyanza Province. The researcher made use descriptive survey method and four donor firms with projects in the counties of HomaBay, Kisii and Kisumu in former Nyanza Province were targeted. It was established that regulations on donor funding on projects protected the funding base of the projects from being interfered by outside actors; and that donors regularly put in place strict regulations on administrations of projects and they were mainly intense in setting a suitable management base for the projects they funded to enhance financial controls levels and accountability deprived of compromising service delivery levels. Further, risk ranking was not prioritized by the donors probably due to the view that most of the projects they financed they partnered with the government which indemnified the risks associated with the projects. This study helps in understanding the importance of donor financial regulation on successful execution of projects funded by donor funded.

An evaluation by Keng'ara (2014) was about how procedures of fund disbursement affect donor projects execution in Homa Bay County, Kenya. It was found that the projects experienced delay in receipt of finances for up to 15 months and the inability of suppliers to meet the contract obligations and experiencing cost overruns in projects. Unsettled issues on audit lead to donor suspension of aid and returned large amount of funds to the treasury. The study also established that donor provision of employees to many vital departments does not guarantee project completion as scheduled. This study shows that timely funds disbursement will ensure success in project implementation.

Ongeni (2018) did a study on conditions in financing and efficient use of donor funds in Nyanza Region health sector in Kenya. The main purpose of the research was to investigate donor financing-imposed conditions impact on proper donor fund use in the health sector. A descriptive survey technique was used, targeting four donor firms in Nyanza region. Eighty-four individuals including team members in fund management, auditors, accountants and team members in fund evaluation were selected using the stratification method to partake in the study. Collection of study information as by used of pre tested questionnaires. Analysis was carried out using descriptive and inferential statistics. Results showed that conditions imposed by donor on project financing offered protection on financing base from being interfered by outside actors, therefore, effectively dealing with the agency problem in the utilization of funds. This study relates to the study as it shows that proper fund utilization will ensure success in project implementation. The current focus will be on how donor conditions influence project implementation.

2.5 Procurement Related Factors and Implementation of Donor Support Projects

In the framework of public procurement, section 26(3) of the Public Procurement and Disposal Act 2005 and Regulation 20 of the Public Procurement and Disposal Regulations 2006 provides a detailed organized plan for procurement, contract assessment and control, determining communication in a procurement process and swift project execution method for planning for procurement in public organizations (Republic of Kenya, 2005). The most important thing is the need for the plan for procurement to have, a thorough simplification of works, goods or services needed; a program for planned delivery, execution or time of completion for every works, goods or services needed; indicating and justifying if it would be acquired in a year or below a multi-year plan, estimates of values of every work package, goods or services needed, indicating the

available balance, funding sources and showing the most suitable method of procurement for specific procurement requirements.

In the bid to ensure efficiency and that bottlenecks funding are eradicated, the 2006 Public Procurement & Disposal Regulations regulation 20 indicates that each procuring firm is required to have a plan for procurement for every financial year which is incorporated in the yearly process of preparation of budget. However, the system of procurement of Kenya and development agencies procurement system terms are accused for the poor donor fund absorption (RoK, 2014). Regulations on public procurement further indicate that confirming accessibility of finances should be there for the targeted plan prior start of any procurement procedure (RoK, 2006). So the need of having proper communication channels between the departments of finance and procurement and user on budget matters to prevent financial problems in regard of achieving financial duties that may come up from a particular project being executed. The budget controller contended that between the major problems facing budget execution are delays in procurement, conditions by donors and inaccurate projections on cash flow (Republic of Kenya, 2012).

Eyaa and Ntayi (2010) did a study on practices of procurement and SMEs supply chain performance in Uganda. It was concluded that risk taking in purchasing significantly influenced performance of supply chain whereas knowledge and skills on purchasing and strategic buying were insignificant. Internationally, governments take part in activities of trade and acquire good and services like defence equipment's, give or receive help and work on diplomatic position in different countries and carry out the activity's outcomes in exposures of financial risk and problems of accountability. This study shows that procurement involves risks which affect project implementation.

Abdi (2012) evaluated the practices of procurement in public institutions in Kenya and established that staff know their responsibilities, duties segregation is also available so there are collusion cases between them. Okwiri and Paul (2012) researched on ethics roles in the management of supply chain in oil firms and established that staff must be ethical to improve procurement performance in companies. Generally, planning improves vital data gathering, evaluation and interpretation so as to provide knowledge pertinent in making good policies. In majority of nations in Africa, planning has not reached at a level of attaining the explained goals since challenges associated with technical and human capabilities and financial resources (Basheka, 2010). The study shows maintaining ethics in supply chain would enhance the procurement process and hence project implementation.

According to Lamming and Hampson (2010), the role of purchasing has started to play a vital objective in future business strategy and would require to put a policy in place that can deal with different issues, most of which have an effect on the environment. Kirungu (2011) studied the factors that influence the execution of projects funded by donors at the Financial and Legal Sector Technical Assistance Project (FLSTAP) in Finance Ministry did not attain its aims in the set project timeline because the problems arising due to constraints of the procurement systems by the Kenyan government and World Bank. The project aim was to attain a good financial system and reinforce the judiciary capacity and legal framework that can make sure that there is easy access to legal services that are related to finance. This objective achievement is assisted through goods/services procurement, training and consultancy. This study shows procurement helps in achieving a sound financial system for purposes of project implementation.

The World Bank Report (2011), showed that the absorption rate of present normal project finances was below ten percent annually. This has been due to the inefficient and administrative system of procurement. Guidelines and policies governing the execution of projects funded by donors are supposed to be so long and are subjected to numerous steps of evaluation by the borrower and the donor. This usually takes place in procedures guiding the choice and hiring of specialists by borrowers from World Bank. Kumara and Gulati (2012) notes that tactical partnership with appropriate suppliers should be incorporated in the supply chain to have costs, enhance quality, flexibility in meeting customer needs and reduction of lead time at varied phases in purchasing and supply. The management of supply chain supports the supplier network management through identifying the method for supplier selection, decisions on supplier selection and performance monitoring of suppliers. Nevertheless, the selection of the appropriate suppliers for enduring association is an important issue for procurement that needs judicious consideration. This study relates to the study as it shows selecting the right suppliers and maintaining good relationships enhances project implementation. This study focus will be on how all procurement factors influence project implementation.

2.6 Stakeholders' Involvement and Implementation of Donor Support Projects

When stakeholders are accorded an opportunity to participate in donor funded development projects, there is always an enhancement of creativity and capabilities and fulfilment within the communities. This will in turn help them impact on economic, political and social activities of the society which is a base for human development (Haroun & Adam, 2015).

Nguyen and Aguilera (2010) investigated major stakeholders' influences on the execution stage of international development (ID) projects. The study used a multiple case method

and two projects in Vietnam were used to determine the influences of major stakeholders on projects at the first stage of the life cycle of ID project, concentrating specifically on the execution stage. This study also determined the factors contributing to the determined influences and explored the extent at which the stakeholders have power to control decision making and facilitate the execution of project shown by varied degree of impact.

Results showed that there were differences and similarities whereby the stated influences of stakeholders were mainly counterproductive other than a helpful to the execution of the project. Results on similarities showed that the targeted projects had common problems in the execution stage while the variations can be described by precise issues that covered the projects. Presenting the counterproductive factors in results showed that the risks linked to the vital stakeholders which were valuable putting in consideration in terms of mitigation of risks in the ID project execution phase. This study shows that involvement of stakeholders in decision making promotes successful implementation of projects.

Temba (2015) evaluated the impact of participation of stakeholders on donor financed project sustainability at Tanga youth with disability community program. The major goal was to determine the stakeholder's role participation in ensuring donor financed project sustainability. A descriptive cross sectional method was adopted and a sample of seventy stakeholders. Analysis was in form of content form and the use of SPSS v.16.0. It was found that for effective stakeholder participation in ensuring donor financing project sustainability it have to be introduced from the project beginning. It was also revealed that the main goal of stakeholder partaking in donor financed projects was in mobilization of resources, alliance and partnership, contribution of material and society control. This study shows that investors ought to be involved from the project planning stage to ensure successful implementation of projects.

Ruwa (2016) researched on the stakeholder participation impact on donor sponsored projects performance at KIFSLP, in the County of Kwale in Kenya. The main goal was to show how participation of shareholder's impacts on donor financed projects performance. This was conducted using descriptive methods. A correlation and regression of variables was conducted to determine the hypotheses. It was revealed that participation of stakeholders was correlated positively with project performance. Partaking in introducing, execution and reviewing and assessment and project performance were definitely correlated, partaking in planning negatively correlated with project performance. It was concluded that participation of stakeholders in the 4 stages in the cycle of a project influences performance of a project. This study relates to the current study as it shows that stakeholder's involvement in different phases of a project like the initiation and monitoring and evaluation promotes project success. The current study focus will be on stakeholder involvement in all project phases on project implementation.

2.7 Theoretical Framework

This section discusses theories that this study was anchored in.

2.7.1 Theory of Constraints

This study will be anchored on theory of constraints. This theory was developed by Goldratt in 1980s to assist firms in making decisions on what to alter, determine a suitable novel condition and how they influence change. The constraints theory notes that a firm experiencing problems in cost management, low performance and large conflicts is due to poor practices of management and unavailability of required intervention. Goldratt suggested the identification of the main aspects influencing the estimates of budget in the firm. It was also recommended that managers should understand how take care of success

barriers in a set budget. Focusing on dealing with the major problem, may improve the overall performance (Goldratt, 1983).

The theory notes that, each system operates in a cause and effect environment. Occurrence of an event triggers another thus leading to a measure for factor analysis. Adhering to cost estimates can be a barrier or can result to a constraint. The cause and effect association may be so complex, more so in huge systems like the construction projects. Understanding the importance of cause-effect in a system and identification aspects that match these links are vital to performance of systems and proper observance of cost estimations.

The TOC focus is on successful project completion on the scheduled time. The theory notes that the barrier of any project is the completion time in the vital chain. So, stress is placed on completion undertakings in the vital chain without time wastage. Therefore, removing the time of safety from personal activities removes the main cause of wasting time, thereby dealing with the barrier. Moreover, it does not imply that the project remains unprotected from unexpected delays in any personal activity. The project is protected from delays through introduction of time buffers. There is high uncertainty in projects and are dependent on individual's contributions. Project managers require integrating varied departments involved in projects to approximate lead time to meet the requirements of the vital chain. The concept of critical chain begins with a group of skilled and project driven managers and assumes the constraints on resources are within the project scope and not its leadership. This theory was appropriate to the current study as it explained that there should be proper planning of projects. They can be achieved by ensuring that all components of the projects like departments, resources and leadership are integrated to ensure timely completion of the project.

2.8 Conceptual Framework

The representation of the response and predictor variables under investigated in a study in a diagrammatic form is referred to as conceptual framework (Mugenda & Mugenda, 2013). The framework in this study showed the link between the predictor variables (project planning, conditions imposed by donors, procurement related factors, and stakeholders' involvement) and the response variable (implementation of donor support projects). Figure 1 illustrates the association between the study variables.

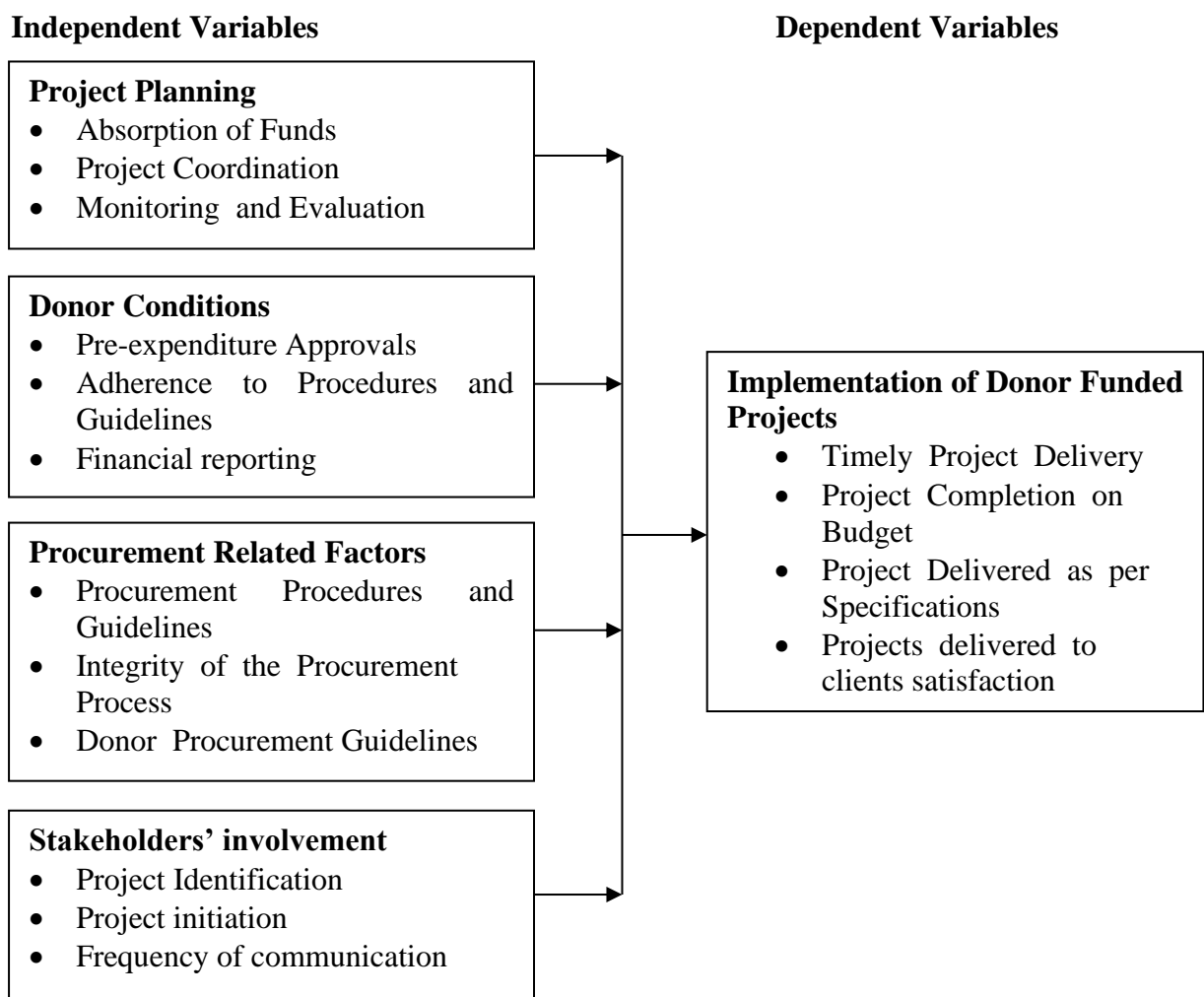


Figure 2.1: Conceptual Framework

The conceptual framework shows the relationship of the independent variables; project planning (absorption of funds, project coordination, monitoring and evaluation), donor conditions (pre-expenditure approvals, adherence to procedures and guidelines, financial

reporting), procurement related factors (procurement procedures and guidelines, integrity of the procurement process, donor procurement guidelines), stakeholders' involvement (project identification, project initiation, frequency of communication) and dependent variable (timely project delivery, project completion on budget, project delivered as per specifications, projects delivered to clients satisfaction).

2.9 Summary of Literature Review

The funds from donors are channelled to nations which are presumed to have a good performance therefore promoting policy reforms (“incentive”); moreover, most challenges in emerging economies are wholly or partly due to poor choices of policy by governments (Sebervik, 2019). So, donors devise certain conditions precedent to funds release. The reviewed literature provided data on how overall management skill, technical know-how is essential in the evaluation of technical concepts and solutions, effective communication in practical ways with project members and assessment of threats and creating trade-off between technical issues, costs and schedules (Kerzner, 2011). The reviewed literature also revealed that a good system of procurement can improve project execution effectiveness. Implementation involves conducting, execution, a way, or method for carrying out activities (Kerzner, 2011). Haroun and Adam (2015) explain that when stakeholders are accorded an opportunity to participate in donor funded development projects, there is always an enhancement of creativity and capabilities and fulfilment within the communities.

2.10 Knowledge Gaps

Table 2.1: Knowledge Gaps

Author/Researcher	Topic/theme objective	Methodology	Findings	Gaps in knowledge	Focus of the current study
Lukio (2018)	Impact of regulations by donors on proper use of funds in the health institutions in the former Nyanza Province.	The study used descriptive survey research design	Regulations on financing by donors on projects protected the funding base of projects from interference by external actors	This study focus was on donor regulation and fund utilization	The current study focus is on donor regulation and project implementation
Keng'ara (2014)	Effects of funds disbursement procedures on implementation of donor projects in Homa Bay County, Kenya.	The used an explanatory design	The study showed that there is delay in receiving funds up to 15 months between suppliers' inability to honour the obligations of contracts and projects experiencing cost overruns.	This study focus mainly on implementation of donor projects in Homa Bay	The current study focus is on the implementation of transport and infrastructure project in Kenya
Ongeni (2018)	Conditions on financing and effective use of donor finances in	A descriptive survey research design was used	The conditions of financing by donors on projects	This study focus was on donor financing and funds utilization	The current study focus is on donor financing and project implementation

	the health firm in Nyanza Region, Kenya.		protected the financing base from interference by external factors, thus, effectively alleviating the agency problem in fund use.		ion
Eyaa and Ntayi (2010)	Procurement methods and performance of supply chain in Kampala SMEs	This study used exploratory research design	Risk taking in purchasing was an important predictor of performance in the supply chain and knowledge on purchasing and skills and strategic purchasing were not.	This study focus was on supply chain performance of SME's	The current study focus is on implementation of transport and infrastructure projects in Kenya
Abdi (2012)	Procurement activities in Kenya's Public Corporations	The study used a descriptive survey design	Staff have an understanding on what they are required to do, there is distribution of duties so there are situations of collusion between them	This study main focus on the procurement practices in government institutions	The current study focus is on procurement practices and implementation of transport and infrastructure projects in Kenya

Okwiri and Paul (2012)	Roles of ethics in the Management of supply chain of oil Corporations	This study was qualitative	The staff must be ethical to improve performance of procurement firms	This study focus was on ethics in supply chain management	The current study focus is on procurement practices and implementation of transport and infrastructure projects in Kenya
Nguyen and Aguilera (2010)	Vital stakeholder's influences on the implementation phase of international development (ID) projects.	Multiple-case study	The key stakeholder's effect is more counter-productive than constructive to the project execution.	This study focus was on stakeholders impacts on implementation	The current study focus is on stakeholder involvement on project implementation
Temba (2015)	The role of participation of stakeholders on sustainability of donor funded projects of Tanga youth with disabilities society program.	cross sectional descriptive research design	For stakeholder's participation to be efficient in ensuring sustainability of donor financed projects it must be introduced from the project beginning.	This study focus was on stakeholder's participation on sustainability of donor projects	The current study focus is on stakeholder involvement on project implementation
Ruwa (2016)	Impact of participation of stakeholders on performance	Descriptive design	Participation of stakeholder and project performance were	This study focus was on stakeholder participation on the	The current study focus is on stakeholder involvement on project

	of donor funded projects.		positively correlated.	project performance	implementat ion
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research methodology to be employed in the study is discussed. The chapter covers the research design, population, sample and sampling design, data collection procedure, validity and reliability of the research instrument and data analysis.

3.2 Research Design

A descriptive survey study design was used. This study design is suitable in information gathering, summarizing, presentation and interpretation for clarification purposes. Bordens and Abbott (2014), notes that descriptive survey research design generates accurate data for a huge number of individuals over a huge area by use of a small sample. It is also appropriate because it is used to explore between variables and provides generalizations across populations. Descriptive research design was also applied in observing and describing a research problem without manipulating it in any way. This research design was suitable because it helped in answering the research questions by describing, explaining and validating research findings. This design helped in obtaining descriptive and self-reported information determinants of implementation of donor support transport and infrastructure projects in Kenya, with special focus on Kenya National Highways Authority.

3.2 Target Population

Ngechu (2004) indicates that a target population is a properly defined set of individuals, set of things, firms, households, services, elements to be investigated. The study population must meet certain specifications, being studied and population should be

homogenous. A study population must have observable features, to which the study results can be generalized (Mugenda & Mugenda, 2003).

In this study the target population was management level employees stratified into three groups; top, middle and low-level management. The study targeted employees of Kenya National Highway Authority (KeNHA) at their headquarters in Nairobi. Therefore, target population was 142 management level employees currently working at Kenya National Highways Authority head offices in Nairobi, who have been involved in the implementation of various donor funded projects listed in Appendix III.

Table 3.1: Population

Level	Frequency	Percentage
Top Management	13	9
Middle Level Management	59	42
Low Level Management	70	49
Total	142	100

3.4 Sample Size and Sampling Procedure

Sample size is a small proportion of large population while sampling is the method used in the study to determine the study sample size.

3.4.1 Sampling Procedure

Since study was conducted to a limited population, the study used the census method in selecting the study sample. Census is useful when an intensive study is required. Census method is the method of statistical enumeration where all members of the population are studied. Therefore, in this study all the members of the study formed the study sample size. Denning (2011) indicated that sampling is the procedure adopted to select a few persons, objects or events and analysed so as to determine something regarding the overall population from which it was obtained.

3.4.2 Sample Size

Bryman (2012) notes that sample size is part of a population that is identified for examination. Since the census method was used in selecting the study sample. The study sample size was 142 employees. This method was used because the study population is small.

3.5 Data Collection Instruments

Primary data was used in the study. The instrument adopted for the purpose of data collection was the questionnaire. It targeted the background and the required data from respondents. The questionnaire was suitable since the respondents were reached by sending the questionnaire; also, their suitable time was determined to prevent interference with their work plan. The researcher used semi-structured questionnaire. Additional information was sought from secondary sources such as published materials and data from varied sources like the annual reports and published data.

3.5.1 Pilot Testing

The research conducted a pilot test for pre-testing and validating the questionnaire. Saunders, Lewis and Thornhill (2009) notes that piloting is used in testing the design, methods and instruments prior conducting the research. It comprises carrying out an initial test of instruments of data collection and procedures to identify and remove errors. The pilot testing goal is to establish the study design and instrumentation accuracy and suitability. Cooper and Schindler (2008) indicated that the objective of pre testing is to identify design weakness and execution and afford proxy for collection of data of a probability sample. According to Mugenda (2009), 10% of the study population is appropriate in a pilot study. To determine the questionnaires validity and reliability in

obtaining data need for study purposes, a piloting was conducted among 14 respondents selected randomly from Kenya Urban Roads Authority (KURA).

3.6 Validity and Reliability

The study carried out a pilot test to determine the validity and reliability of the research instruments.

3.6.1 Validity

Validity is the extent to which the study instrument determines the constructs being studied (Mugenda & Mugenda, 2003). This study used the content validity method since it is a measure of the degree to which the sampled things show the information to be measured by the designed test. The research instrument was designed in line with the research questions. Validity was confirmed through a discussion with an expert regarding the instrument subject. The discussion assisted the researcher to spot questions that need editing. The revised the questionnaire was printed and dispatched for collection of data

3.6.2 Reliability

Reliability is about if the study results are reliable. Reliability is mainly used relative to the query of if the measures that are formed for business concepts are dependable. Reliability may be affected by lack of knowledge of the respondents. It is also assumed that is situation where a study participant at the moment is stressed or tired, or have attitude towards the interview or questionnaire might negatively affect the study reliability (Eriksson & Wiedersheim-Paul, 2001). However, reliability is mainly a problem in linkage with quantitative methods. Quantitative research is about the stability or instability of a measure. To check the reliability results, the internal consistency Cronbach's alpha methodology was used. The alpha is used to measure the average of items that are measurable and its correlation. The reliability coefficient is a numerical

value that may range from 1-0. For the purposes of the study, a score of 0.7 or more of reliability test is recognized as reliable, while in clinical decisions, the acceptable test scores are of between 0.7 and 0.9 (Cooper & Schindler, 2014).

Table 3.2: Reliability Results

Variable	Cronbach's Alpha	Items
Project planning	0.771	6
Conditions imposed by donors	0.785	6
Procurement related factors	0.764	6
Stakeholders' involvement	0.776	7

From the findings, project planning had an alpha value of 0.771, conditions imposed by donors had an alpha value of 0.785, procurement related factors had an alpha value of 0.764 and stakeholder's involvement had an alpha value of 0.776. The findings show that all the variables had alpha values greater than 0.70. This shows that all the variables were reliable.

3.7 Data Collection Procedures

The researcher obtained a university introductory letter. This helped in introducing the study to the respondents. The researcher permit was also obtained from NACOSTI; this gave permission for data collection. The researcher informed the respondents about the study objective. Those willing to take part were given a consent form to sign.

The questionnaires were self-administered by the researcher. The study also employed research assistants to assist in data collection. Drop and pick later method was used in data collection. A period of one week was provided to the respondents to give feedback on the questionnaire. This ensures that the respondents have adequate time to provide information for the questionnaires and return them to the researcher. Care and control

was exercised to make sure that all issued questionnaires to the assistants were gotten and to accomplish this, a register of questionnaires were maintained by the researcher, which were given out to each research assistant. This ensured that most of the issued questionnaires are returned.

3.8 Data Analysis Techniques

Descriptive statistics and SPSS V. 23 was used to analyse collected data that was quantitative in nature. The presentation was through means, standard deviations, percentages and frequencies. The data was demonstrated in form of graphs, pie charts and bar charts. This was achieved by adding up responses, calculating variations on percentages and explaining and interpreting data in relation to study objectives to communicate study findings. Data obtained from open ended questions was analysed by use of content analysis method.

Correlation analysis was used to find out the extent of link between the study variables. Correlation was used to determine the strength of the association between the predictor and the response variable and also determine any multicollinearity chance. Multiple regressions were done to investigate the determinants of implementation of donor support transport and infrastructure projects in Kenya. The regression model was of the form:

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

Where:

Y = Implementation of Donor Funded Projects

X₁ = Project Planning

X₂ = Conditions Imposed by Donors

X₃ = Procurement Related Factors

X₄ = Stakeholder's Involvement

$\beta_0 = \text{Constant}$

β_1 to β_4 , are the variables coefficients to be ascertained by the model

ε = the estimated error of the regression model

The hypothesis of the study was tested by performing ANOVA and F-test. The association existing between the variables was established using t-test, while the fit of the entire model was established using F-test where the significance level of R^2 was 5%. If the F- statistic is less than F-critical then we reject the null hypothesis and accept the alternative and vice versa (Cooper & Schindler, 2014).

3.9 Operationalization of the Variables

Operational variables outline how the study defines and measure a specific variable as it is used in the study.

Table 3.3: Operationalization of Study Variables

Variables	Nature of Variable	Indicators	Measurement Scale
Implementation of Donor Funded Projects	Dependent Variable	<ul style="list-style-type: none"> • Project Timely Delivery • Completion of Project on Budget • Delivery of project1as per Specifications • Projects1delivered1to clients satisfaction 	Ordinal (Likert Scales)
Project Planning and Management Skill	Independent Variable	<ul style="list-style-type: none"> • Funds Absorption1 • Coordination1of Project • Project Planning • Monitoring1and Evaluation 	Ordinal(Likert Scales)
Conditions Imposed by Donors	Independent Variable	<ul style="list-style-type: none"> • Governance1and Political Reforms • Approval on Pre-expenditure • Procedures and Guidelines Adherence 	Ordinal(Likert Scales)
Procurement Related Factors	Independent Variable	<ul style="list-style-type: none"> • Procurement1Procedures and Guidelines • Procurement Process Integrity1 • Guidelines on Donor Procurement 	Ordinal(Likert Scales)
Stakeholders' involvement	Independent Variable	<ul style="list-style-type: none"> • Project Identification • Project initiation • Frequency of communication 	Ordinal(Likert Scales)

3.10 Ethical Considerations

A letter of introduction was obtained from the university. A research permit was also obtained from NACOSTI. The researcher also sought permission from the management of the organization that participated in the study. The respondents participated in the study voluntarily. Those willing to participate signed a consent form and did not be required to provide their names. The information provided was used only for academic purposes and it was kept confidential.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter is a discussion on data analysis, interpretation and discussions of the study findings based on data collected from the field. The chapter presents data on demographic information of the respondents and results based on study objectives. The study used both descriptive and inferential methods of analysis.

4.2 Questionnaire Return Rate.

The study sampled 142 management level employees at Kenya National Highways Authority who were all issued with questionnaires. Out of the 142 questionnaires issues only 136 were filled and returned. This formed a response rate of 96%. Sekeran (2013) noted that a response rate of 50% and above is adequate for analysis but if the response rate obtained is 70% and above it is excellent. Therefore, the response rate in this study was excellent. The response rate is as presented in Table 4.1

Table 4.1: Questionnaire Return Rate

Questionnaires	Frequency	Percent
Returned	136	96.0
Unreturned	6	4.0
Total	142	100.00

4.3 Demographic Information

This section is analysis of the demographic information of respondents.

4.3.1 Gender of Respondents

The respondents were requested to indicate their genders. Table 4.2 shows the findings.

Table 4.2: Gender of Respondents

Category	Frequency	Percent
Male	86	63%
Female	50	37%
Total	136	100%

The findings show that 63% of the respondents were male while 37% were female. This means that in KENHA gender parity is considered while hiring. This further, implies that the study was not gender biased since it used both genders.

4.3.2 Period of Service in the Organization

The study sought to determine the period the respondents have worked at KENHA. Results were as shown in Table 4.3.

Table 4.3: Period of Service in the Organization

Category	Frequency	Percent
1-3 years	19	14%
4-6 years	56	41%
7-9 years	37	27%
Above 10 years	24	18%
Total	136	100%

From the findings, 41% of the respondents indicated that they had worked at KENHA for a period between 4-6 years, 27% had worked in the organization for between 7-9 years, 18% for a period above 10 years and 14% for a period between 1-3 years. This implies that the respondents had worked in the organization for a certain period and would be able to respond to the questionnaire.

4.3.3 Academic Qualification of Respondents

The study sought to determine the respondent's highest academic qualification. The findings are as shown in Table 4.4.

Table 4.4: Academic Qualification of Respondents

Category	Frequency	Percent
Certificate	11	8%
Diploma	30	22%
Degree	58	43%
Master's	37	27%
Total	136	100%

From the findings in Table 4.4, 43% of the respondent's academic qualification was degree, 27% academic qualification was masters, 22% diploma and 8% certificate. This implies that respondents had some education qualifications. Hence, they were able to fill the questionnaires.

4.3.4 Respondents Position in the Organization

The respondents were asked to indicate their position in the organization. Findings were as shown in Table 4.5.

Table 4.5: Respondents Position in the Organization

Category	Frequency	Percent
Top level manager	10	7%
Middle level manager	58	43%
Low level manager	68	50%
Total	136	100%

From the findings, 50% of the respondents were low level managers, 43% were middle level managers and 7% were top level managers. This implies that employees from different management levels participated in the study.

4.4 Project Planning

In a scale where 1-**strongly disagree**, 2-**disagree**, 3-**moderate**, 4-**agree**, 5-**strongly agree**, the respondents were requested to indicate their agreement level on the following statements about the influence of project planning on implementation of donor support transport and infrastructure projects. Results were as shown in Table 4.6.

Table 4.6: Project Planning

	SD	D	N	A	SA	Mean	Std. Dev.
	F	F	F	F	F		
	(%)	(%)	(%)	(%)	(%)		
There is clear planning of projects in terms of time and scope	4 (2.9)	7 (5.1)	11 (8.1)	79 (58.1)	35 (25.7)	3.985	0.994
Project planning ensures that there are adequate funds for project implementation	6 (4.4)	6 (4.4)	13 (9.6)	64 (47.1)	47 (34.6)	4.029	0.918
Project planning helps in developing realistic schedules for project implementation	5 (3.7)	8 (5.9)	10 (7.4)	80 (58.8)	33 (24.3)	3.941	0.996
Project planning helps in identifying the resources needed for project implementation	4 (2.9)	6 (4.4)	10 (7.4)	73 (53.7)	43 (31.6)	4.066	0.982
Project planning helps in managing the day-to-day operations of the project	5 (3.7)	7 (5.1)	14 (10.3)	69 (50.7)	41 (30.1)	3.985	0.911
Project planning guides monitoring and evaluation of the implementation process	3 (2.2)	9 (6.6)	9 (6.6)	84 (61.8)	31 (22.8)	3.963	1.039
Composite mean and SD						3.995	0.973

The findings show that the respondents agreed that project planning helps in identifying the resources needed for project implementation as shown by a mean of 4.066 and standard deviation of 0.982, project planning ensures that there are adequate funds for project implementation as shown by a mean of 4.029 and standard deviation of 0.918, there is clear planning of projects in terms of time and scope as shown by a mean of 3.985 and standard deviation of 0.994, project planning helps in managing the day-to-day operations of the project as shown by a mean of 3.985 and standard deviation of 0.911,

project planning guides monitoring and evaluation of the implementation process as shown by a mean of 3.963 and standard deviation of 1.039 and project planning helps in developing realistic schedules for project implementation as shown by a mean of 3.941 and standard deviation of 0.996. The composite mean was 3.995 and SD was 0.973. This implies that project planning influences the implementation of donor support transport and infrastructure projects. The findings concur with those of Mwanza (2020) who found out that project planning practice and project stakeholders' practice had a positive significant influence on performance of construction projects. The study also found out that planning gives direction to the activities to be performed in time and reduces mistakes. Serrador (2012) found strong link between planning and project success. Woldie (2016) indicated that the main planning input factors that affect the performance of planning processes are human, management, technical and organizational factors.

4.5 Conditions Imposed By Donors

In a scale where **1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree**, the respondents were asked to indicate their agreement level on the following statement about the influence of conditions imposed by donors on implementation of donor support transport and infrastructure projects in Kenya. Results were as shown in Table 4.7.

Table 4.7: Conditions Imposed By Donors

	SD	D	N	A	SA	Mean	Std. Dev.
	F	F	F	F	F		
	(%)	(%)	(%)	(%)	(%)		
The rules and regulations for funds distribution are consumes a lot of time leading to delayed projects	2 (1.5)	4 (2.9)	18 (13.2)	81 (59.6)	31 (22.8)	3.993	0.993
Pressure from politics sometimes result to delay in funds disbursement	3 (2.2)	7 (5.1)	15 (11.0)	68 (50.0)	43 (31.6)	4.037	0.917
Terms for repayment of the loan is usually favourable	5 (3.7)	6 (4.4)	19 (14.0)	76 (55.9)	30 (22.1)	3.882	0.920
The project managers are required to account on how funds have been utilized in the project	3 (2.2)	8 (5.9)	14 (10.3)	71 (52.2)	40 (29.4)	4.007	0.925
Donors impose strict project implementation procedures and guidelines	4 (2.9)	8 (5.9)	15 (11.0)	85 (62.5)	24 (17.6)	3.860	1.021
Donors require that officers in the donor fund projects have knowledge on budgeting and financial control	6 (4.4)	9 (6.6)	12 (8.8)	70 (51.5)	39 (28.7)	3.934	0.907
Composite mean and SD						3.952	0.947

From the findings, the respondents agreed that pressure from politics sometimes result to delay in funds disbursement as shown by (mean = 4.037, standard deviation = 0.917), the project managers are required to account on how funds have been utilized in the project as shown by (mean = 4.007, standard deviation = 0.925), the rules and regulations for funds distribution are consumes a lot of time leading to delayed projects as shown by (mean = 3.993, standard deviation = 0.993), donors require that officers in the donor fund

projects have knowledge on budgeting and financial control as shown by (mean = 3.934, standard deviation = 0.907), terms for repayment of the loan is usually favourable as shown by (mean = 3.882, standard deviation = 0.920) and donors impose strict project implementation procedures and guidelines as shown by (mean = 3.860, standard deviation = 1.021). The composite mean was 3.952 and standard deviation of 0.947. This implies that conditions imposed by donors influence implementation of donor support transport and infrastructure projects in Kenya.

The findings agree with those of Lukio (2018) who established that regulations on donor funding on projects protected the funding base of the projects from being interfered by outside actors and that donors regularly put in place strict regulations on administrations of projects and they were mainly intense in setting a suitable management base for the projects they funded to enhance financial controls levels and accountability deprived of compromising service delivery levels. Ogeni (2018) found that conditions imposed by donor on project financing offered protection on financing base from being interfered by outside actors, therefore, effectively dealing with the agency problem in the utilization of funds.

4.6 Procurement Related Factors

In a scale where **1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree**, the respondents were requested to indicate their agreement level on the following statement about the influence of procurement related factors on implementation of donor support transport and infrastructure projects in Kenya. Results were as shown on Table 4.8.

Table 4.8: Procurement Related Factors

	SD	D	N	A	SA	Mean	Std.
	F	F	F	F	F		Dev.
	(%)	(%)	(%)	(%)	(%)		
Clearly defined procurement procedures are used	6 (4.4)	9 (6.6)	13 (9.6)	74 (54.4)	34 (25.0)	3.890	0.919
The procurement process is a free and fair process	8 (5.9)	10 (7.4)	16 (11.8)	66 (48.5)	36 (26.5)	3.824	0.829
Tendering process reduces procurement cycle time	5 (3.7)	8 (5.9)	13 (9.6)	61 (44.9)	49 (36.0)	4.037	0.909
Reliable suppliers are identified to supply project materials	6 (4.4)	11 (8.1)	14 (10.3)	76 (55.9)	29 (21.3)	3.816	0.914
Inaccurate cash flow projections affects the procurement process	7 (5.1)	9 (6.6)	12 (8.8)	53 (39.0)	55 (40.4)	4.029	0.917
The donor procurement guidelines are rigid and time consuming	9 (6.6)	11 (8.1)	15 (11.0)	59 (43.4)	42 (30.9)	3.838	0.805
Composite mean and SD						3.906	0.882

From the findings, the respondents agreed that tendering process reduces procurement cycle time as shown by a mean of 4.037 and standard deviation of 0.909, inaccurate cash flow projections affects the procurement process as shown by a mean of 4.029 and standard deviation of 0.917, clearly defined procurement procedures are used as shown by a mean of 3.890 and standard deviation of 0.919, the procurement process is a free and fair process as shown by a mean of 3.824 and standard deviation of 0.829, the donor procurement guidelines are rigid and time consuming as shown by a mean of 3.838 and standard deviation of 0.805 and reliable suppliers are identified to supply project materials as shown by a mean of 3.816 and standard deviation of 0.914. The composite mean was 3.906 and SD 0.882. This implies that procurement related factors influence implementation of donor support transport and infrastructure projects in Kenya

The findings concur with Kirungu (2011) who indicated that procurement helps in achieving a sound financial system for purposes of project implementation. Eyaa and Ntayi (2010) concluded that risk taking in purchasing significantly influenced performance of supply chain whereas knowledge and skills on purchasing and strategic buying were insignificant.

4.7 Stakeholders' Involvement

In a scale where **1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree**, the respondents were asked to indicate their agreement level on the following statement about the influence of stakeholders' involvement on implementation of donor support transport and infrastructure projects in Kenya. Results were as shown in Table 4.9.

Table 4.9: Stakeholders' Involvement

	SD	D	N	A	SA	Mean	Std.
	F	F	F	F	F		Dev.
	(%)	(%)	(%)	(%)	(%)		
Stakeholders participate in project identification	3 (2.2)	7 (5.1)	19 (14.0)	59 (43.4)	48 (35.3)	4.044	0.872
Stakeholders participate in project planning	5 (3.7)	9 (6.6)	18 (13.2)	62 (45.6)	42 (30.9)	3.934	0.835
Stakeholders are involved in needs assessment of projects	6 (4.4)	8 (5.9)	20 (14.7)	68 (50.0)	34 (25.00)	3.853	0.837
Stakeholders are involved in planning for resources needed for the project	6 (4.4)	6 (4.4)	17 (12.5)	55 (40.4)	52 (38.20)	4.037	0.889
Stakeholders are informed about the project progress	4 (2.9)	7 (5.1)	16 (11.8)	72 (52.9)	37 (27.2)	3.963	0.912
Stakeholders are involved in budgeting process of projects	7 (5.1)	9 (6.6)	15 (11.0)	70 (51.5)	35 (25.7)	3.860	0.872
Composite mean and SD						3.949	0.870

From the findings, the respondents agreed that stakeholders' participate in project identification as shown by a mean of 4.044 and standard deviation of 0.872, stakeholders are involved in planning for resources needed for the project as shown by a mean of 4.037 and standard deviation of 0.889, stakeholders are informed about the project progress as shown by a mean of 3.963 and standard deviation of 0.912, stakeholders' participate in project planning as shown by a mean of 3.934 and standard deviation of 0.835, stakeholders are involved in budgeting process of projects as shown by a mean of 3.860 and standard deviation of 0.872 and stakeholders are involved in needs assessment of projects as shown by a mean of 3.853 and standard deviation of 0.837. The composite mean was 3.949 and SD of 0.870. This implies stakeholders' involvement influence implementation of donor support transport and infrastructure projects in Kenya.

The findings concur with those of Temba (2015) who revealed that the main goal of stakeholder partaking in donor financed projects was in mobilization of resources, alliance and partnership, contribution of material and society control. This study shows that investors ought to be involved from the project planning stage to ensure successful implementation of projects. Ruwa (2016) found that participation of stakeholders was correlated positively with project performance. Partaking in introducing, execution and reviewing and assessment and project performance were definitely correlated, partaking in planning negatively correlated with project performance.

4.8 Implementation of Donor Support Projects

In a scale where **1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree**, the respondents were asked to indicate their agreement level on the following statement about implementation of donor support transport and infrastructure projects in Kenya. Results are as shown on Table 4.10.

Table 4.10: Implementation of Donor Support Projects

	SD	D	N	A	SA	Mean	Std. Dev.
	F	F	F	F	F		
	(%)	(%)	(%)	(%)	(%)		
Projects implemented is within schedule	8 (5.9)	12 (8.8)	19 (14.0)	59 (43.4)	38 (27.9)	3.787	0.759
Project timely delivery	7 (5.1)	9 (6.6)	21 (15.4)	64 (47.1)	35 (25.7)	3.816	0.794
Completion of project is on budget	5 (3.7)	12 (8.8)	25 (18.4)	70 (51.5)	24 (17.6)	3.706	0.807
Delivery of project is per specifications	8 (5.9)	11 (8.1)	17 (12.5)	67 (49.3)	33 (24.3)	3.779	0.817
Delivery of project is per client's satisfaction	6 (4.4)	9 (6.6)	19 (14.0)	55 (40.4)	47 (34.6)	3.941	0.820
Projects conform to quality specifications	7 (5.1)	10 (7.4)	18 (13.2)	73 (53.7)	28 (20.6)	3.772	0.867
The projects comply with environmental standards	5 (3.7)	8 (5.9)	20 (14.7)	78 (57.4)	25 (18.4)	3.809	0.924
Composite mean and SD						3.801	0.827

From the findings in Table 4.11, the respondents agreed that delivery of project is per client's satisfaction as shown by (Mean=3.941, Std.dev. =0.820), project timely delivery as shown by (Mean=3.816, Std.dev. =0.794), the projects comply with environmental standards as shown by (Mean=3.809, Std.dev. =0.924), projects implemented is within schedule as shown by (Mean=3.787, Std.dev. =0.759), delivery of project is per specifications as shown by (Mean=3.779, Std.dev. =0.817), projects conform to quality specifications as shown by (Mean=3.772, Std.dev. =0.867) and completion of project is on budget as shown by (Mean=3.706, Std.dev. =0.807). The composite mean was 3.801 and standard deviation of 0.827.

4.9 Correlational Analysis

The strength and direction of relationship between study variables was determined by computing correlation analysis. The results were as shown in Table 4.11.

Table 4.11: Correlational Analysis

Variable		Implementation	Project planning	Conditions imposed by donors	Procurement related factors	Stakeholders' involvement
Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	136				
Project planning	Pearson Correlation	.774**	1			
	Sig. (2-tailed)	.000				
	N	136	136			
Conditions imposed by donors	Pearson Correlation	.761**	.544**	1		
	Sig. (2-tailed)	.000	.000			
	N	136	136	136		
Procurement related factors	Pearson Correlation	.784**	.468	.369	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	136	136	136		
Stakeholders' involvement	Pearson Correlation	.698**	.264	.284	.164	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	136	136	136	136	136

From the correlational results, project planning had a strong and positive correlation with implementation of donor support transport and infrastructure projects as shown by ($r=0.774$, $p=0.000$); conditions imposed by donors and implementation of donor support transport and infrastructure projects were strongly and positively correlated as shown by ($r=0.761$, $p=0.000$); procurement related factors and implementation of donor support transport and infrastructure projects were strongly and positively correlated as shown by ($r=0.784$, $p=0.000$); stakeholder's involvement and implementation of donor support transport and infrastructure projects were strongly and positively correlated as shown by ($r=0.698$, $p=0.000$).

4.10 Regression Analysis

Regression analysis was used to establish the determinants of implementation of donor support transport and infrastructure projects in Kenya.

Model summary was used in analysing the variation of the dependent variable because of changes in the predictor variables. The results were as presented in Table 4.12.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	0.692	0.688	0.11421

The value of R^2 was 0.692 suggesting that 69.2% variation in implementation of donor support transport and infrastructure projects can be attributed to changes in project planning, conditions imposed by donors, procurement related factors and stakeholder's involvement. The remaining 30.8% suggest that there are other factors that affect implementation of donor support transport and infrastructure projects that were not part of this model. R is correlation coefficient; it shows the strength of relationship between the study variables. The study variables were strongly related as shown by R value is 0.832.

Analysis of variance was used in determining whether the data used in the study is significant. 0.05 was the selected level of significance used in this study. Results were as shown in Table 4.13.

Table 4.13: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.804	4	4.201	67.443	.001 ^b
	Residual	8.16	131	0.062		
	Total	24.964	135			

From the findings, the F-calculated value was greater than the F-critical value ($67.443 > 3.913$) and the p-value was 0.001 which was less than 0.05. This was an indication that

project planning, conditions imposed by donors, procurement related factors and stakeholder’s involvement influences the implementation of donor support transport and infrastructure projects in Kenya.

The beta coefficients were computed and then fitted to the regression model. Results were as shown in Table 4.14.

Table 4.14: Beta Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.961	0.125		7.688	0.000
1 Project planning	0.449	0.103	0.416	3.973	0.002
Conditions imposed by donors	0.396	0.099	0.349	4.000	0.001
Procurement related factors	0.413	0.104	0.385	3.971	0.002
Stakeholder’s involvement	0.402	0.109	0.372	3.688	0.003

The fitted regression model was

$$Y = 0.961 + 0.416X_1 + 0.349X_2 + 0.385X_3 + 0.372X_4$$

From the model, holding project planning, conditions imposed by donors, procurement related factors and stakeholder’s involvement at a constant, implementation of donor support transport and infrastructure projects at a constant of 0.961.

From the findings, project planning had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.416$). Project planning had a significant influence on implementation of donor support transport and infrastructure projects since the p-value (0.002) was less than 0.05 which was the selected significance level. Therefore,

a unit increase in project planning will lead to an increase in on implementation of donor support transport and infrastructure projects by 0.416 units.

Conditions imposed by donors had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.349$). Further, conditions imposed by donors had a significant influence on implementation of donor support transport and infrastructure projects since the p-value (0.001) was less than 0.05 which was the selected significance level. Therefore, a unit increase in conditions imposed by donors will lead to an increase in on implementation of donor support transport and infrastructure projects by 0.349 units.

Procurement related factors had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.385$). Further, procurement related factors had a significant influence on implementation of donor support transport and infrastructure projects since the p-value (0.002) was less than 0.05 which was the selected significance level. Therefore, a unit increase in procurement related factors will lead to an increase in on implementation of donor support transport and infrastructure projects by 0.385 units.

Stakeholder's involvement had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.372$). Further, stakeholder's involvement had a significant influence on implementation of donor support transport and infrastructure projects since the p-value (0.003) was less than 0.05 which was the selected significance level. Therefore, a unit increase in stakeholder's involvement will lead to an increase in on implementation of donor support transport and infrastructure projects by 0.372 units.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of findings, conclusions, recommendations and suggestions for further studies. The study objective was to investigate the determinants of implementation of donor support transport and infrastructure projects in Kenya.

5.2 Summary of Findings

5.2.1 Project Planning

The first objective of the study was to assess the influence of project planning on implementation of donor support transport and infrastructure projects in Kenya. The study established that project planning helps in identifying the resources needed for project implementation ($m = 4.066$, $SD = 0.982$), project planning ensures that there are adequate funds for project implementation ($m = 4.029$, $SD = 0.918$), there is clear planning of projects in terms of time and scope ($m = 3.985$, $SD = 0.994$), project planning helps in managing the day-to-day operations of the project ($m = 3.985$, $SD = 0.911$), project planning guides monitoring and evaluation of the implementation process ($m = 3.963$, $SD = 1.039$) and project planning helps in developing realistic schedules for project implementation ($m = 3.941$, $SD = 0.996$). The composite mean was 3.995 and SD was 0.973. This implies that project planning influence the implementation of donor support transport and infrastructure projects. The study also found that project planning had a strong and positive correlation with implementation of donor support transport and infrastructure projects as shown by ($r=0.774$, $p=0.000$). The findings concur with those of Mwanza (2020) that planning gives direction to the activities to be performed in time and reduce mistakes.

5.2.2 Conditions Imposed by Donors

The second objective of the study was to assess the influence of conditions imposed by donors on implementation of donor support transport and infrastructure projects in Kenya. The study revealed that pressure from politics sometimes result to delay in funds disbursement ($m= 4.037$, $SD = 0.917$), the project managers are required to account on how funds have been utilized in the project ($m = 4.007$, $SD = 0.925$), the rules and regulations for funds distribution are consumes a lot of time leading to delayed projects ($m = 3.993$, $SD = 0.993$), donors require that officers in the donor fund projects have knowledge on budgeting and financial control ($m = 3.934$, $SD = 0.907$), terms for repayment of the loan is usually favourable as shown by ($m = 3.882$, $SD = 0.920$) and donors impose strict project implementation procedures and guidelines as shown by ($m = 3.860$, $SD = 1.021$). The composite mean was 3.952 and standard deviation of 0.947. This implies that conditions imposed by donors influence implementation of donor support transport and infrastructure projects in Kenya. Conditions imposed by donors had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.349$). The findings agree with those of Ongeni (2018) found that conditions imposed by donor on project financing offered protection on financing base from being interfered by outside actors, therefore, effectively dealing with the agency problem in the utilization of funds.

5.2.3 Procurement Related Factors

The third goal of the study was to investigate the influence of procurement related factors on implementation of donor support transport and infrastructure projects in Kenya. The study found that tendering process reduces procurement cycle time ($m = 4.037$, $SD = 0.909$), inaccurate cash flow projections affects the procurement process ($m = 4.029$, $SD = 0.917$), clearly defined procurement procedures are used ($m = 3.890$, $SD = 0.919$), the

procurement process is a free and fair process ($m = 3.824$, $SD = 0.829$), the donor procurement guidelines are rigid and time consuming ($m = 3.838$, $SD = 0.805$) and reliable suppliers are identified to supply project materials ($m = 3.816$, $SD = 0.914$). The composite mean was 3.906 and SD 0.882. This implies that procurement related factors influence implementation of donor support transport and infrastructure projects in Kenya. Procurement related factors had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.385$). The findings concur with those of Kirungu (2011) who indicated that procurement helps in achieving a sound financial system for purposes of project implementation.

5.2.4 Stakeholder Involvement

The study also sought to establish the influence of stakeholders' involvement on implementation of donor support transport and infrastructure projects in Kenya. The study established that stakeholders' participate in project identification ($m = 4.044$, $SD = 0.872$), stakeholders are involved in planning for resources needed for the project ($m = 4.037$, $SD = 0.889$), stakeholders are informed about the project progress ($m = 3.963$, $SD = 0.912$), stakeholders' participate in project planning ($m = 3.934$, $SD = 0.835$), stakeholders are involved in budgeting process of projects ($m = 3.860$, $SD = 0.872$) and stakeholders are involved in needs assessment of projects ($m = 3.853$, $SD = 0.837$). The composite mean was 3.949 and SD of 0.870. This implies stakeholders' involvement influence implementation of donor support transport and infrastructure projects in Kenya. Stakeholder's involvement had a positive influence on implementation of donor support transport and infrastructure projects ($\beta=0.372$). The findings concur with those of Ruwa (2016) who found that participation of stakeholders was correlated positively with project performance. Partaking in introducing, execution and reviewing and assessment and

project performance were definitely correlated, partaking in planning negatively correlated with project performance.

5.3 Conclusions

The findings showed that project planning had a positive influence on implementation of donor support transport and infrastructure projects. Also, project planning had a significant influence on implementation of donor support transport and infrastructure projects. Therefore, the study concludes that a unit increase in project planning will lead to an increase in on implementation of donor support transport and infrastructure projects in Kenya.

Findings revealed that conditions imposed by donors had a positive influence on implementation of donor support transport and infrastructure projects. Further, a unit change in conditions imposed by donors would lead to changes in the implementation of donor support transport and infrastructure projects. The study concludes that conditions imposed by donors significantly influence the implementation of donor support transport and infrastructure projects.

The study found that procurement related factors had a positive influence on implementation of donor support transport and infrastructure projects. Further, procurement related factors had a significant influence on implementation of donor support transport and infrastructure projects. The study concludes that procurement related factors positively relate to implementation of donor support transport and infrastructure projects.

The study established that stakeholder's involvement had a positive influence on implementation of donor support transport and infrastructure projects. Further, stakeholder's involvement had a significant influence on implementation of donor

support transport and infrastructure projects. The study concludes that unit increase in stakeholder's involvement would lead to an increase in on implementation of donor support transport and infrastructure projects in Kenya.

5.4 Recommendations

The study found that project planning influences on implementation of donor support transport and infrastructure projects. Therefore, the study recommends that project managers should have a holistic plan for infrastructure projects, this will ensure systematic project implementation. Further the project plan should be strictly adhered to. This would ensure minimal mistakes and hence success in the implementation of transport and infrastructure projects.

The study revealed that conditions imposed by donors had an influence on implementation of donor support transport and infrastructure projects. The study recommends that project managers should strictly adhere to conditions imposed by donors. This would ensure timely implementation of transport and infrastructure projects.

The study found that procurement related factors had an influence on implementation of donor support transport and infrastructure. The study recommends that project managers should change their procurement guidelines and procedures as the procurement needs change. This would ensure effectiveness in the procurement process and hence successful implementation of transport and infrastructure projects.

Results showed that stakeholder's involvement influences implementation of donor support transport and infrastructure projects. The study recommends that stakeholder's should be involved in all areas in the implementation of projects. This would ensure that

their opinions and suggestions are used to ensure effective implementation of transport and infrastructure projects.

5.4 Suggestions for Further Study

This study sought to investigate the determinants of implementation of donor support transport and infrastructure projects in Kenya specifically at KENHA. The study recommends that the study should be replicated in KURA and KERRA to compare the results. The study also recommends that a study should be conducted on the determinants of implementation of building construction projects in Kenya. Further, a study should be conducted using other variables other than project planning, conditions imposed by donors, procurement related factors and stakeholders' involvement.

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APPENDICES

Appendix I: Introduction Letter



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

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODeL/NLC/30/002

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

24th November, 2020

TO WHOM IT MAY CONCERN

RE: WACHIRA MAXWELL WAMBUGU - REG NO: L50/9236/2017

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

He is proceeding for research entitled "Determinants of Implementation of Donor Support Transport and Infrastructure Projects in Kenya: A Case of Kenya National Highways Authority."

Any assistance given to him will be highly appreciated.


CAREN AWILEY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

Appendix II: Questionnaire

Section A: Demographic Information

1. Kindly indicate your gender?
Male ()
Female ()

2. How long have you been working in the organization?
1-3 years ()
4-6 years ()
7-9 years ()
Above 10 years ()

3. What is your highest academic qualification?
Certificate ()
Diploma ()
Degree ()
Master's ()

4. What is your position in the organization?
Top level manager ()
Middle level manager ()
Low level manager ()

Section B: Project Planning

In a scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree, what is your agreement level on the following statements about the influence of project planning on implementation of donor support transport and infrastructure projects.

	1	2	3	4	5
There is clear planning of projects in terms of time and scope					

Project planning ensures that there are adequate funds for project implementation					
Project planning helps in developing realistic schedules for project implementation					
Project planning helps in identifying the resources needed for project implementation					
Project planning helps in managing the day-to-day operations of the project					
Project planning guides monitoring and evaluation of the implementation process					

In your view, how does project planning influence implementation of donor support transport and infrastructure projects in Kenya?

.....
.....
.....

Section C: Conditions Imposed By Donors

In a scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree, what is your agreement level on the following statement about the influence of conditions imposed by donors on implementation of donor support transport and infrastructure projects in Kenya.

	1	2	3	4	5
The rules and regulations for funds distribution are consumes a lot of time leading to delayed projects					
Pressure from politics sometimes result to delay in funds disbursement					
Terms for repayment of the loan is usually favourable					
The project managers are required to account on how funds have been utilized in the project					
Donors impose strict project implementation procedures and guidelines					
Donors require that officers in the donor fund projects have knowledge on budgeting and financial control					

In your view, how do donors conditions imposed influence execution of donor support transport and infrastructure projects in Kenya?

.....

Section D: Procurement Related Factors

In a scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree, what is your agreement level on the following statement about the influence of procurement related factors on implementation of donor support transport and infrastructure projects in Kenya.

	1	2	3	4	5
Clearly defined procurement procedures are used					
The procurement process is a free and fair process					
Tendering process reduces procurement cycle time					
Reliable suppliers are identified to supply project materials					
Inaccurate cash flow projections affects the procurement process					
The donor procurement guidelines are rigid and time consuming					

In your view, how does factors related procurement to influence execution of donor support transport and infrastructure projects in Kenya?

.....

Section E: Stakeholders' Involvement

In a scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree, what is your agreement level on the following statement about the influence of stakeholders' involvement on implementation of donor support transport and infrastructure projects in Kenya.

	1	2	3	4	5
Stakeholders' participate in project identification					
Stakeholders' participate in project planning					
Stakeholders are involved in needs assessment of projects					
Stakeholders are involved in planning for resources needed for the project					
Stakeholders are informed about the project progress					
Stakeholders are involved in budgeting process of projects					

In your view, how does stakeholders' involvement influence implementation of donor support transport and infrastructure projects in Kenya?

.....

Section F: Implementation of Donor Support Projects

In a scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree, what is your agreement level on the following statement about implementation of donor support transport and infrastructure projects in Kenya.


	1	2	3	4	5
Projects implemented is within schedule					
Project timely delivery					
Completion of project is on budget					
Delivery of project is per specifications					
Delivery of project is per client's satisfaction					
Projects conform to quality specifications					
The projects comply with environmental standards					

THANK YOU

AppendixIII: NACOSTI LETTER

Ref No: 670223

RESEARCH LICENSE




This is to Certify that Mr.. Maxwell Wambugu Wachira of University of Nairobi, has been licentied to conduct research in Nairobi on the topic: **DETERMINANTS OF IMPLEMENTATION OF DONOR SUPPORT TRANSPORT AND INFRASTRUCTURE PROJECTS IN KENYA: A CASE OF KENYA NATIONAL HIGHWAYS AUTHORITY** for the period ending : 02/December/2021.

License No: NACOSTI/P/20/8065

Applicant Identification Number: 670223

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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Appendix IV: List of Project Funded by Donors

1. Thika Superhighway
2. Isiolo Moyale highway
3. Mombasa and Mariakani Highway
4. Kitale-Morpus stretch
5. Nairobi Expressway
6. Nairobi-Nakuru-Mau Summit Highway
7. Lamu-Garissa-Isiolo highway
8. The Eastern Bypass
9. The Northern Bypass
10. Maai Mahiu-Suswa road
11. Kenol-Marua dual carriageway
12. Malindi–Bagamoyo Highway
13. Ngong road expansion project