# AN ANALYSIS OF THE FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF PROJECTS: THE CASE OF WORLD BANK FUNDED PROJECTS IN KENYA.

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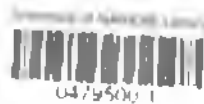
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DECLARATION

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

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DEDICATION

I dedicate this work to all those professionals who are willing to contribute intellectually to the development of Africa.

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ABSTRACT

Major international development partners including World Bank, European Union and other major development partners, exert enormous influence on national and international approaches to project development and implementation. There has been a lot of pressure from these organisations on most recipient countries and especially developing countries, on stewardship of projects they fund. To be able to respond to both internal and external variables in a project environment that have influenced the success of project implementation, it is necessary to investigate, identify and understand these variables and establish to what extent they individually or collectively contribute to project failure

The main objective of the study was to identify the major factors that influence the successful implementation of projects in Kenya. The research was descriptive in nature and takes a survey of World Bank funded projects in Kenya. The study population for this research was the lead managers of World Bank funded projects where a sample size of 30 respondents was selected. A survey questionnaire and an unstructured interview schedule were used to collect data

The findings show that the World Bank has operated in Kenya for over 35 years and this signifies the fact that the institution understands the development paradigms of Kenya. World Bank has an international mix of ownership and each country's shareholding strength determines the voting power. Time and finances are of great essence in meeting project implementation demands. This has an implication that majority of the respondents have a lot of experience in project implementation.

As part of recommendations, the researcher recommended that relatively cheap, effective and on time project implementation and technology should be kept up to date and the personnel involved in projects implementation are equipped well with modern technology.

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ABBREVIATION AND ACRONYMS

IFC	-	The International Finance Corporation
IBRD	-	International Bank for Reconstruction and Development
IDA	-	International Development Association
MIGA	-	Multilateral Investment Guarantee Agency
ICSID	-	International Centre for Settlement of Investment Dispute
NEMA	-	National Environment Management Agency
ISK	-	Institute of Surveyors of Kenya
ODI	-	Overseas Development Institute
CPM	-	Critical Path Method
PERT	-	Project Evaluation and Review Technique
AIDA	-	Attention, Interest, Desire and Action
SPV	-	Special Purpose Vehicle
CSFs	-	Critical Success Factors
R & D	-	Research and Development
SPSS	-	Statistical Package for Social Scientists
RMS	-	Root-mean-square
SWAps	-	Sector Wide Approaches

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

A project can be defined as a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period and budget to produce identifiable deliverables. (Project Management Institute, 2000). For over 50 years, project success has been defined by the criteria of time, budget and deliverables. (Flaman, Gallagher, 2001) Antill, (1974), had earlier identified the above as being the basic factors, which when fully satisfied, qualifies a project as successful. According to their findings, a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended.

According to Boyce and Haddad, 2001), projects poses certain characteristics, one of which is that projects are temporary. This means that, any project will have a start date and end date. although this has nothing to do with duration. Another feature is that projects produce unique results. The product or service at the end of the project should be, in some way, different from the existing ones. It can be an invention or an innovation. The last characteristic is that projects have progressive elaboration due to its uniqueness. Because of uncertainty, projects cannot be understood entirely at or before the project starts, and therefore, planning and execution of projects happens many times in separate steps or phases. As a project progresses, the project team understands the next steps, deliverables and way of execution much better. Based on this knowledge, team members elaborate initial draft plans, and execute next phase of the project based on these detailed plans

Projects differ from operations, because operations are continuous and repeating while projects are temporary. Operations deliver the same or almost the same results but in contrast, projects are unique.

A project usually needs resources to deliver results. Project execution is based on a detailed plan, which also considers external factors and constraints. Planning, execution and controlling of projects is the primary field of project management. For major projects, it is necessary sometimes to set up a special temporary organization, consisting of a project team and one or more work teams (Flaman, Gallagher, 2001).

Major projects can be divided into sub-projects, and a programme denotes a collection of related projects. Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers, spearheaded by the project committee or executive, should identify their strength and weaknesses, which are internal forces, as well as opportunities and threats, which are the external forces. The strength and opportunities are positive forces that should be exploited to implement a project efficiently. The weaknesses and threats are hindrances that can hamper project implementation. The implementers should ensure that they devise means of overcoming them. Monitoring is important at this implementation phase to ensure that the project is implemented as per schedule. This continuous process should be put in place before project implementation starts. As such, the monitoring activities should appear on the work plan and should involve all stakeholders. If activities are not going well, arrangements should be made to identify the problem so that they can be corrected.

Monitoring is also important to ensure that activities are implemented as planned. This helps the implementers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is implemented has a lot of effect on its use, operation and maintenance, (Graham, Englund, 1997).

Project implementation, therefore, requires genuine commitment to both the donor, and the recipient country. This is often lacking, ultimately leaving most of the already started projects to tarry from implementation. Ad hoc projects would be of more benefit to the poor if the poor were involved from the start in identification and design as well as implementation.

Development partners are increasingly recognising the limits of projects, and are seeking to enhance impact by supporting sector-wide approaches, especially in the social sectors. This involves budgetary funding, improved coordination among the funders, ideally led by national governments and increased trust between partners.

Clearer guidance and increased incentives for programme managers are required if these projects are to be mainstreamed' in donor agencies. Country programming could focus more on delivering benefits to the poor and actual results should be monitored. Most projects implementers, therefore, need a broader range of poverty- relevant skills and to relocate them in field offices, with the authority and flexibility to build up pro-poor partnerships through dialogue (Mosley, Hudson and Horrell, 1986).

The World Bank Group is made up of five closely associated institutions all owned by the member countries:

i.   The International Bank for Reconstruction and Development

ii   The International Development Association

iii.   The International Finance Corporation (IFC)

iv.   The Multilateral Investment Guarantee Agency

v.   The International Centre for Settlement of Investment Dispute

The role of the World Bank group is to fight poverty and improve living standards in developing countries. Each of this institution plays a distinct role in poverty reduction. The term World Bank Group includes all the 5 institutions whereas the term World Bank refers to the IBRD and IDA.

This institution was established in 1945 and has currently 184 members, including Kenya which became a member on February 3rd 1964

The IBRD aims to reduce poverty by promoting sustainable development in the middle-income and creditworthy poorer countries by means of loans, guarantees and none lending services such as analytical and advisory services.

The IBRD does not aim at maximizing profits although it has earned a net income each year since 1948. Its profits fund several developmental activities and ensure financial strength, which in turn enables relatively low-cost borrowing in capital markets. It is owned by the member countries and the voting powers power is linked to member capital subscription. These subscriptions are in turn based on a country's relative economic strength

Table 1.1: Voting Powers/Shareholding of the Member Countries

■ Country	■ Share Contribution
■ USA	■ 16.41%
■ Japan	■ 7.87%
■ Germany	■ 4.49%
■ UK	■ 4.31%
■ France	■ 4.31%
■ Others	■ 62.61 %

Source: World Bank 2007

1.2 Development Partners and Projects in Kenya

(Flaman, Gallagher, 2001) carried out a study focusing on time and cost overruns in power projects in Kenya and in the process identified contractor inabilities, improper project preparation and resource planning, works definitions, government bureaucracy and poor risk assessment as the causes of delays and cost overruns.

(Mosley, Hudson, and Horrell, (1986) conducted a case study on factors influencing delays in water projects in the ministry of water resources for government-funded projects. They concluded that quality of project management, operating environment, motivation of workers, infrastructure, inadequate resource and the organization of the project team, contribute significantly to project delays in the ministry of water.

Sumner, (1999) analyzed factors that contribute to cost overruns in the ministry of water and established that project organization, project working environment, project management, project definition and infrastructure have a bearing on project costs in the ministry of water.

Wang, and Nah, (2001) concluded in their study on project management at the Kenya Railways that poor communication, little experience of the project manager, late procurement of project equipment, lack of training of the project managers, ineffective monitoring and control systems negatively affect project management efficiency.

The common trend in these previous studies has been a careful omission of the quality factors that contribute to project failure. The current study departs from this trend. Instead, it will focus on cost, time and quality factors, which contribute to project failure in Kenya

For the last several decades, Kenya has been in partnership with some development partners, who have been in the frontline in ensuring that the country attains its development goals by the year 2030. In this regard, these development partners have been funding projects and operating implementation These development partners include the World Bank, European Union and other major development partners. However, there has been poor relationship between Kenyan Government and these donors in implementing these projects. Donor harmonisation refers to the extent, to which there are common donor policies, procedures, and practices, through collaboration and joint programming. This may be carried out independently of Government's own policies, procedures and practices.

As of January 2008, the World Bank's portfolio in Kenya consists of 16 active operations (including a grant from the Global Environment Facility), with a total commitment of US$1.003.8 million. In addition, the Bank is financing three regional projects with a total investment of US$260 million for Kenya: the Transparency and Communications Infrastructure Project (US$114.4 million), the East Africa Trade and Transport Facilitation Project (US$120.6 million) and the Regional Trade Facilitation Project (US$25 million). Kenya will also benefit from a regional Southwest Indian Ocean Fisheries GEF grant. Since January 2006, the Executive Board of Directors has approved ten projects. These projects support initiatives across a number of areas including governance, transparency and anti-corruption; Public sector management reform; National statistics; Infrastructure, including national and regional transport and communications; Regional trade; Community development; Education; Natural resource management and the ICT. (See Appendix III).

Water and Sanitation Service Improvement Project. This US$150 million credit approved in December 2007 will increase access of the Kenyan people to reliable, affordable and sustainable water supply and sanitation services. It will also improve water and wastewater services. The project will support the Athi Water Services, Coast Water Services and Lake Victoria North Services boards. In addition, it will provide complementary technical assistance, goods and works to the Water Sector Regulatory Board and the Water Appeal Board.

1.3 Statement of the Problem

Major international development partners including World Bank, European Union and other major development partners, exert enormous influence on national and international approaches to project development and implementation. There has been a lot of pressure from these organisations on most recipient countries and especially developing countries, on stewardship of projects they finance. Historically, the communities that experience the direct effects of major development partners' financed projects are rarely included in their design or implementation. Consequently, many projects fail to meet local peoples' needs, often with disastrous results. Furthermore, local community groups, which are best

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suited to monitor and report on the impacts of major development partners' projects are typically denied critical information about their rights, the terms and conditions of these projects and the actual content of the Banks' mandatory policies.

In the past, a lot of research undertaken has partially addressed the factors that contribute to project failure in general. Much of the research has mainly focused on what causes delays in project implementation and cost overruns. Alajoutsijarvi (1996), focused on the time and cost overruns in the power projects in Kenya. He attributed project failure to factors ranging from delayed payments to contractors, clients delay in disbursement of funds by financiers to approval of the project by the technical people, (Sumner, 1999), studied project failure in the context of cost He also attributed it to poor communication among the client and the project team members, inadequate financial resources, lack of motivation, tendering methods and poor project definition and project organization, environmental conditions, quality of project management, lack of proper project definition and infrastructure. (Arrow smith, 1998) in analyzing project failure factors for Kenya railways projects, identified poor communication, little experience of the project manager late procurement of equipment, lack of training of project managers and slow project selection methods as being the major causes of project failure.

To be able to respond to both internal and external variables in a project environment that have influenced the success of project implementation, it is necessary to investigate, identify and understand these variables and establish to what extent they individually or collectively contribute to project failure. Towards this end, a survey was conducted to establish what factors collectively and significantly contribute to project implementation failure in this country The research sought to establish to what extent to which failure to meet quality standards and specifications affect the success of failure project(s).

1.4 Objectives of the Study

This study was guided by three objectives:

i.   To identify the major factors that influence the successful implementation of projects in Kenya with particular reference to the World Bank funded projects

ii. To determine the extent to which these factors influence successful project implementation process.

iii. To establish the practices that lead to reduction in delay on projects implementation

1.5 Research Questions

i. What are the major factors that influence the successful implementation of projects in Kenya with particular reference to the World Bank funded projects?

ii What is the extent to which these factors influence successful project implementation process?

iii What are the practices that lead to reduction in delay on projects implementation?

1.6 Justification of the study

Ineffective project implementation is perhaps the most costly item in government expenditure. Government's preoccupation with fund-raising exercises, dubbed cost-recovery, through regressive schemes such as re-introduction of school fees pales in the face of the wastage that characterises poor project implementation. This study will help us come up with factors that delay project implementation; and those which hinder their implementation altogether. When such factors are identified, critical factors will then be formulated to curb the situation

It has always been noted that projects that face implementation problems are in most cases those that are funded by development partners. This implies that there is direct relationship between project stewardship and the source of finance. Other factors, however, have lead to the same problems. The study will seek to knowledge on actions that ought to be taken to make the whole process of project implementation successful.

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The beneficiaries of this study will therefore come to understand, and come up with new strategies of projects development in order to curb on all the hindrances on the way to their implementation.

1.7 Definition of Terms

a) Project

A project was defined as a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period and within and established budget to produce identifiable deliverables.

b) Legacy System

A Legacy System is an existing or old computer system used to support a specific program area. It comprises of the existing systems and technology that an organization has a considerable investment in and that might be entrenched in the organization

c) International Development

International development is by definition a process undertaken by countries and communities with assistance from other nations' governments and communities, from international Non-Governmental Organizations (such as charities) or from intergovernmental organizations (such as the United Nations, the International Monetary Fund and the World Bank). As such it is distinct from development which would take place anyway, without international involvement.

d) Technology

Technology is the process by which humans modify nature to meet their needs and wants. Most people, however, think of technology in terms of its artefacts: computers and software, aircraft, pesticides, water-treatment plants, birth-control pills, and microwave ovens, to name a few. Nevertheless, technology is more than these tangible products.

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Technology includes the entire infrastructure necessary for the design, manufacture, operation, and repair of technological artefacts, from corporate headquarters and engineering schools to manufacturing plants and maintenance facilities. The knowledge and processes used to create and to operate technological artefacts -- engineering expertise, manufacturing expertise, and various technical skills -- are equally important part of technology.

e) Project Team

A project team is usually a function of an aggressive team or a task force consisting of members drawn from various functional specialist departments of the client led by a mature multidisciplinary generalist.

f) Measures of Central Tendency

These are quantitative (numerical) ways to describe the middle of a distribution of scores. The measures of central Tendency include:

Standard Deviation: Standard Deviation is a measure of the dispersion of a collection of values. It can apply to a probability distribution, a random variable, a population, or a data set. The standard deviation is usually denoted with the letter σ (lowercase sigma). It is defined as the root-mean-square (RMS) deviation of the values from their mean, or as the square root of the variance

Mean: The mean is the sum of all the data divided by the number of pieces of data

Median: The median is the number that lies in the middle when all of the data numbers are written in order.

Mode: The mode is the number that appears the most in the data

g) Lead Manager

Lead manager is the key head responsible for the execution of the funded projects. He/she is in charge of reporting the performance of a particular project to the donor.

h) Likert Scale

A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research. When responding to a Likert questionnaire item, respondents specify their level of agreement to a statement. The scale is named after Rensis Likert, who published a report describing its use.

1.7 Summary

This chapter dealt with the introduction to the study. The main objective of the study was to identify the major factors that influence the successful implementation of projects in Kenya. The study is justifiable because the beneficiaries of this it will come to understand, and come up with new strategy of projects development in order to curb all the hindrances on the way to their implementation

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on project implementation. The chapter begins by discussing requirements for successful implementation of projects. This is followed by the factors that hinder successful project implementation and finally the critical success factors for project implementation.

2.2 Requirements for successful implementation of projects

Good project implementation is essential. An individual or group of people should be given responsibility to drive success in project implementation (Rosario, 2000). First, scope should be established (Rosario, 2000; Holland et al., 1999) and controlled (Rosario, 2000). The scope must be clearly defined and be limited. This includes the amount of the systems implemented and amount of projects process reengineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase (Sumner, 1999; Wee, 2000). Additionally, scope expansion requests need to be assessed in terms of the additional time and cost of proposed changes (Sumner, 1999).

According to Holland et al., 1999, the project must be formally defined in terms of its milestones. The critical paths of the project should be determined. Timeliness of the project and the forcing of timely decisions should also be managed (Rosario, 2000). Deadlines should be met to help stay within the schedule and budget and to maintain credibility (Wee, 2000). Project implementation should be disciplined with coordinated training and active human resource department involvement (Falkowski et al. 1998). Additionally, there should be planning of well-defined tasks and accurate estimation of required effort. The escalation of issues and conflicts should be managed (Rosario, 2000)

According to Wee, 2000, delivering early measures of success focus on results and constant tracking of schedules and budgets against targets are important. Project sponsor

commitment is critical to drive consensus and to oversee the entire life cycle of implementation (Rosario, 2000). Someone should be placed in charge and the project leader should "champion" the project throughout the organization (Sumner, 1999).

According to Falkowski *et al*, 1998, there should be a high-level executive sponsor, who has the power to set goals and legitimize change. Sumner (1999), states that a projects leader should be in charge so that there is a projects perspective. Transformational leadership is critical to success as well. The leader must continually strive to resolve conflicts and manage resistance.

Project implementation often constitutes the most important stage in project development especially in developing countries (Wayne and Wittig, (2002). Depending on how it is managed, the project implementation thus contributes to the economic development of these countries (Arrowsmith, 1998).

Project implementation is the principal means through which governments meet developmental needs such as the provision of physical infrastructure and the supply of essential medicines (Rege, 1999: 496). Because the deployment of the project implementation system to pursue these developmental goals entails governmental exercise of enormous discretion, project implementation is often an extremely controversial subject matter. This is especially the case in developing countries where "the ability to exercise discretion in the award of government contracts has been a source of valued political patronage" and procurement has been "a means for the illicit transfer of funds from governmental to private hands". (Rege, 1999: 496).

Another important attribute of project implementation in developing countries is that the so-called development partners finance a considerable part of it as part of either bilateral or multilateral development assistance. (World Bank, 1998). It is estimated that the global pool of development assistance now averages $60 billion annually. But a significant proportion of it remains tied to the numerous conditions from the donor countries, leading many commentators to question whether developing countries are the real beneficiaries of development assistance (Graham Hancock, Lords of Poverty 156 (London: Macmillan, 1989).

2.3 Factors Hindering Successful Implementation of Projects

Scholars have documented factors that hinder successful implementation of projects. These factors include the project mission/objects; project team; technology; developments partners trap, inappropriate project and legacy systems as well as poor monitoring and evaluation of performance, among others.

2.3.1 Project Mission/Objects

Virtually every project has at its core, a need to solve some problem that is perceived by someone or a group, (Wee, 2000). For this reason, there is tremendous need for clarity of purpose and a need to state what the real and tangible consequences will be if stated problem is not solved at the completion or failure to complete the project. Unfortunately, many projects lack a clear mission/object. Many projects have been initiated without any mission statement and those that have any, have mission statements that are either vague or unrealistic.

Because projects tend to have multiple stakeholders especially in urban areas, there is a very strong likelihood that each stakeholder/or group is going to have a specific agenda which they bring to the project. Many a times, some may view what one perceives to be a problem as not being a problem at all. Because of lack of unanimity, it is crucial to get a very consistent view of what the project is intended to accomplish via the use of a clear mission statement. This includes ensuring that all the stakeholders understand the mission and are brought into working to resolve it, lest other stakeholders resist the project, like the environmentalists. This means the National Environment Management Agency (NEMA), for example, strongly advises that the project's mission statement is prominently displayed to ensure that during the project's life, one is doing the right thing, and that everyone including the civic authorities, the various associations like the Architectural Society of Kenya, Institute of Engineers of Kenya, Institute of surveyors and others, understand what is the right thing.

2.3.2 Technology

Pacelli (2004) in his studies on building construction technologies found out that using new technologies can be very exciting for a building project particularly if the technology enables the contractor or the customer to do things that are otherwise not possible. However, the project contractor and the consumer need to be aware of the risks that come with using technology that has not stood the test of time. It is always safe to avoid the temptation to use technology whose success is in doubt. Alternatively, even if the technology has been proven successful, contractors and customers must ensure that people working with this technology have attained adequate experience. Otherwise, when in doubt, there is absolute need to test the technology always until one is comfortable it is going to work. Added to this, is the need to get the right skills to work on and develop the technology. Many buildings lately have collapsed because of using technologies, which are not properly understood, or the people working with the said technologies are not well skilled.

2.3.3 Project Team/Personnel

A project team is usually a function of an aggressive team or a task force consisting of members drawn from various functional specialist departments of the client led by a mature multidisciplinary generalist (Joy 1994).

The success of a building construction project is largely dependent on how the project team has been constructed, its organizational structure' expertise and commitment to the project success. It is recommended that a successful building construction project team should consist of a project manager who is tasked with the responsibility of planning and scheduling project tasks and the day-to-day management of project execution. Besides a project manager, the project team should include a qualified architect, structural engineer, and a services engineer and last but not least a land surveyor. Many of the building construction projects that have collapsed are because the clients more often than not have ignored the surveyor. (Okumu 2005), chairperson of the Institute of Surveyors of Kenya ISK) observes that death from road accidents and collapsing structures is the ultimate price the country has to pay for ignoring the land surveyor in the construction projects.

The situation could not have been summed up better than Aduol (2005), who says;

> "Currently there is no way in which unqualified person can be prevented from carrying out engineering, topography, hydro-graphic or geodic survey."

What all this means is that the public is at the mercy of whoever comes along and claims that they can carryout a survey. The inevitable consequence of this state of affairs is too ominous to imagine. Other qualities of a project team membership should include technical skills, problem-solving skills, interpersonal skills and organizational skills.

2.3.4 Development Partners' Traps

The development partner relationship must not to be taken lightly by either the donor or the recipient country. The onus is clearly on the recipient country to shoulder the bulk of the "extra" costs in time and effort of the deep and long-term relationship. The development partner, however, also carries commitments in terms of time and effort, if the relationship is to be successful

Development partner relationship is simple and its methodology is straightforward. Its deceptive simplicity makes it an easy process to misuse. A degree of formality is, therefore, required to maintain its effectiveness. Examples of what can go wrong are

a) The wrong development partner is chosen as a development partner. This might result from using technology, which has not yet been widely deployed. The users of the technology therefore know too little about its application and have to rely on the recipient countries of the technology for application knowledge. In such a case, although the project may be targeted at installation it ends up being R&D-oriented.

b) The recipient country relies totally on the "development partners" for inputs. The company loses touch with the general market place and, therefore, the ability to assess the commercial viability of the development partner inputs. It is poor practice to accept, without question, development partner inputs. A full and frank discussion/debate is essential to understand the costs and benefits of individual features

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c) An engineering charge is accepted for early availability of the new project. This then becomes a contractual relationship, and intellectual property ownership may become an issue. Therefore, polarization may result, as it is no longer a discussion between equals. If the development partner pays, he has the final say.

d) Too many development partners are accepted. This results in poor support at the various stages of the project development and implementation, as a result of which project fragility leads to frustration and time wasting by the development partner affecting any future prospective sales and development partner relationships.

e) Beware of the new project being placed in a development partner's critical path If, as a result of unforeseen circumstances, the recipient country has to re-prioritize the balance of its internal resources across its portfolio of project developments and these also carry development partner commitments, then development partner dissatisfaction is guaranteed when one project's timescales are traded off against another.

f) The sales force clamour to have this development partners as development collaboration without both parties understanding the full implications of the relationship.

2.3.5 Inappropriate Projects and Legacy Systems

Appropriate projects and legacy systems are important in the initial chartering phase of the project. According to Roberts and Barrai (1992), a stable and successful projects setting is essential. Projects and legacy systems involving existing projects processes, organization structure, culture, and information technology affect success. It determines the change required for success (Holland *et al*. 1999); argue that success in other projects areas is necessary for successful project implementations.

2.3.6 Poor Monitoring and Evaluation of Performance

Monitoring and evaluation come into play at the shakedown phase in project development. Poor monitoring and evaluation of projects can easily bring down a project where it is at the threshold or the completion stage. Milestones and targets are important to keep track of progress. Achievements should be measured against project goals. The progress of the project should be monitored actively through set milestones and targets.

Two criteria may be used (IZoberts and Barrar, 1992). Project management based criteria should be used to measure against completion dates, costs and quality. Then operational criteria should be used to measure against the production system. Monitoring and feedback include the exchange of information between the project team members and analysis of user feedback (Holland et al., 1999).

There should be an early proof of success to manage scepticism (Rosario, 2000). Reporting should be emphasized with custom report development, report generator use and user training in reporting applications (Sumner, 1999). Management needs information on the effect of projects on projects performance. Reports or processes for assessing data need to be designed. These reports should be produced based on established metrics. It must include effective measurable project goals that meet project needs and are reasonable. Additionally, performance should be tied to compensation (Falkowski et al., 1998).

2.3.7 Relationship Development

Most researchers do emphasize that relationship development with donors has an overall effect on a country's project implementations. However, relationships are not easy to maintain, due to several features that distinguish project implementation from other types of product implementation. (Cova and Ghauri, 1996; Mandjak and Veres, 1998; Tikkanen, 1998). The discontinuity of demand for projects; The uniqueness of each project in technical, financial and socio-political terms; and the complexity of each

individual project in terms of the number of actors involved throughout the supply process.

The implication of discontinuity is often a lack of bonding, dependence, and mutual orientation beyond the single project, although there is substantial interaction during the delivery of an individual project. The uniqueness and complexity of each project may furthermore imply that different actor country constellations or actors from a given country are used in each individual project, thus further affecting the discontinuity of relationships.

Building on the above insights, Alajoutsijarvi (1996) has stated that there are two "nested" levels of relationship management in the marketing of industrial projects. The first level is that of managing networks and relationships related to individual projects from beginning to the end. The second level is "the level of multiple projects"; it encompasses relationships during a (longer) period of multiple project activity, including possible periods in which there are no projects.

2.3.8 Tied Aid on Project Implementation

As a result of the pursuit of policies such as tying aid, the provision of aid against the background of persistent protection of markets in the donor countries, and bad governance in the recipient countries, development assistance has not achieved its primary goal of planning and implementing projects. Indeed, most projects are left uncompleted. This has led donor countries to rethink development assistance with a view to improving the effectiveness of aid (Wil Hout, Political (2004). In particular, they have sought to abandon stand-alone projects in favour of "Sector Wide Approaches" (SWAps) to development assistance, out of the realization that aid conditionality rarely persuades developing country governments to reform their policies. These governments are often "overwhelmed by the sheer number of donors and donor projects, with the result that public expenditure [becomes] an unplanned aggregation of donor projects lacking a coherent framework of policies, priorities and service standards"(Mick Foster) Overseas Development Institute (ODI) Working Paper 140 17 (2000)Hence the new thinking that it is better if development partners provide direct budgetary support to sector wide reform

programs initiated by developing country governments. Since these governments would own such programs, the hope is that they would be more committed to their realization. Further, by harmonizing their procedures through the instrument of SWAps, the development partners would considerably ease the administrative burden imposed on developing countries by "appropriations in aid," that is, financial support for stand-alone projects.

While SWAps promise to enhance the effectiveness of aid, a major drawback is that they invariably seek to bypass national public accounting and procurement systems on the ground that the latter are ineffective and corrupt. On the one hand, they are right to do so since these systems in many cases merely facilitate project implementation as a resource for political patronage and for the unjust enrichment of corrupt public officials. But on the other hand, if the development of local public accounting and procurement capacity is instrumental for the effectiveness of aid, then the case for the maintenance of parallel accounting and procurement regimes ceases to be persuasive.

2.3.9 Parallel Procurement Systems

The maintenance of parallel procurement systems is not only inefficient, but also provides avenues for corruption since the lines of accountability are attenuated. At the very least, there is therefore a case for the harmonization of these parallel systems. In response to the concern is that SWAps are bypassing national frameworks for accountability, development partners often argue that they are primarily accountable to their taxpayers and that it is up to the recipient governments to worry about accounting to the local electorate. Again, this argument is not entirely persuasive since this accountability relationship implicates the effectiveness of aid. Since the local electorate cannot directly demand accountability from the development partners, there is a strong case for reformed national frameworks to ensure the accountability of SWAps to the citizens of developing countries. By doing so, administrative law would in particular enhance the participation of the citizens of developing countries in the politics of development assistance. (Ruth W. Grant and Robert 2004)

2.3.10 Political patronage

The bulk of corrupt practices in Kenya have occurred in project implementation. About sixty per cent of government revenue is spent on procurement and it is thus understandable why public procurement has been at the centre of corruption, for the explanation for this state of affairs is to be found in the political dynamics of the state and its role in the economy. Project implementation constitutes the principal instrument for exercising political patronage, a practice that is especially prevalent in Kenya and other African countries since "there are very few means of economic advancement outside of the state." The way political patronage works is that governments, which tend to be unpopular, ensure that only their narrowly drawn and often ethnic constituencies have access to public resources, such as lucrative project implementation contracts. Public resources are therefore a means through which these governments can "purchase" legitimacy and remain in power (J. M. Migai Akech, (2004).

2.3.11 Problems with the Original Technique

Original technique is highly dependent upon the project implementer's experience. Implementer's experience includes cognitive style, personality, and resulting mental models. This assertion is supported by a number of other researchers (Haley and Stephen, 1989; Kydd, 1989; McNamara, 1997; Spell, 2001). For example, in a technically-oriented engineering organization, one may find a bias toward conceptualizing force field factors in terms of predominantly technical issues such as information systems adequacy, lack of technical tools, etc. These issues may certainly apply, but, the technically oriented planning group may disregard other factors with which they are less familiar. Such overlooked issues might include behavioral and motivational dynamics, impacts of organizational structure, organizational politics, etc.

Compounding this problem of myopia are the numerous cognitive heuristics (mental "rules of thumb") that often overwhelm otherwise solid decision-making and judgment (Kahneman *et al*, 1982; Schwenk 1986). Such decision-making biases include preferences for concrete and vivid information and/or recently received information, and a host of other mental "shortcuts" shown to impede planning and problem solving

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performance (Kahneman *et al.*, 1982). All of these response biases can result in the force field analysis missing key influences that should be addressed. When added to the uncertainty and "noise" that inevitably arises in plan implementation, these biases can result in implementation failures that might otherwise have been avoided.

2.3.12 Time Failure Factors

a) Project Schedule

Many contractors in a bid to win project contract tenders have restorted into unrealistic and unattainable project schedules. It is easy to ignore reality at times when developing a schedule, to skip some fundamental steps in completing the schedule, and to skip some fundamental steps in completing the schedule. Very often, everything may look good on paper but the result may deviate significantly from reality. One of the way of ensuring that paper designs are in tandem or synergistic with reality is to ensure that the project schedule correctly addressees dependencies between project tasks. When designing project schedule, it is always good to keep in mind how some activities relate to other activities and define them accordingly. Establishing clear dependencies between tasks and having a true understanding of the critical path, (the string of tasks that are the longest point between the start and finish of the project) is the most important component of any building construction project schedule. Pacelli (2004) established that one other way of ensuring that the project schedule is realistic is to make sure that the project schedule is not too long, the project team understands it clearly and all the project tasks produce useful deliverables.

When designing the project schedule, it is always good to ask continually what is the deliverable that will be produced out of any anticipated activity. What will the deliverable look like? What happens if the activity is not done? (Buckout *et al.*, 1999) points out that having a realistic and attainable project schedule guarantees successful delivery of any project. Lack of a proper project schedule is one of the surest causes of project failure especially when the clients is under pressure from the project sponsors who insist on quick returns on their financial investment. This is specifically so if the project is funded by borrowed funds. It is imperative for all the project stakeholders to emphasize on a

properly designed project schedule. Without project scheduling, a project might linger for month after month, consuming resource and missing opportunities. One needs to note that project success will not depend on having a project schedule for the sake of it but on proper identification and definition of tasks and sub-tasks through the breakdown structure method, accurate examination of the relationship between tasks. It also depends on creation of a tentative draft schedule, optimization of the schedule by use of Gantt charts, the critical path method (CPM) and the project evaluation and review technique (PERT).

h) Project Time Estimation

Time is one of the critical factors that need to be managed for a successful completion of a project. The estimation involves the following process: activity definition sequencing, duration estimating and schedule development. Each of this process calls for certain inputs, require different tools and techniques to manage and generate outputs. These processes normally interact and overlap with each other and occur at least once in every project phase. Markus, and Tanis, (2000) on the paper on their production and control of project duration assert that the recursive model would be more appropriate for planning and control of project time overrun as opposed to the current planning systems such as CPM or PERT

They conclude that the application of Markov chain analysis to project planning which takes into account of loops back to earlier activities during the course of a project provides a more realistic model of how actual projects behave. Rosario, (2000) presented a theory to explain cost and time overruns of construction projects in general. The basic model he proposed showed how under certain assumptions, imbalances between available and desired resources could create an exponential growth in completion cost and time in an environment without inflation and with perfect project management

c) Communication management between the client and the project team

To understand the importance of communication, take the example of television commercials, which are mainly thirty very structured seconds which follow the time-

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tested AIDA (Attention, Interest, Desire and Action) marketing principle. According to Austin (2004), as irritating as some of the TV commercials may be, they are effective in promoting awareness about a product or service and are proven method of getting customers to buy what the advertiser is selling. One may then ask: so what do TV commercials have to do with how you communicate the project? A good communication plan is similar to a good TV commercial because, the communication is targeted to a specific audience, the communication gets attention of the targeted customer, the communication is imbedded into something that the audience/customer is already engage in, the communication is brief but relevant and informative.

The objective of communication management is to promote effective communication between the project team members and key stakeholders. Hearkens (2003) recommends that to achieve this, one needs to develop a communication plan, which describes who needs what information, when he/she needs it and how it will be given out. Some of the recommended tips for communicating especially within large building projects are given a competent person the responsibility for creating a project website and web-based newsletter especially if the time for completion is long. Use the newsletter to report progress, problems, and up-coming events. Use the project web site to post assignments, meeting dates, meeting minutes and other materials. Access to this information can be on a self-serve basis. Bundle the e-mail address of each work group. Chances are that the project e-mail software has a group feature that allows for sending a message to a predetermined set of individuals with a simple click. This functionality makes it easy to send information to the people who need it without bothering everyone else with needless e-mails. It is now recommended that every project communication plan should include protocols for meetings, e-mail, and reporting. Large projects should consider a project team conference meeting room and electronic linkages such as a project website, phone conferencing and video conferencing that are capable of connecting widely dispersed stakeholders and team members.

2.4 Other Factors

Inadequate pre-plan for project implementation: less time is spent on understanding and preparing for project implementation, such as substantial upfront efforts for participative management training and preparatory restructuring of the host agency in the public sector. This means that, there is inadequate time given to address the issues of longer-term capacity development during project design in an explicit manner. Secondly, projects are linked to donors (development partners) agency, rather than the host agency: in some *projects*, staffs carry business cards with the logo of the donor agency. Another reason is poor strategy undertaken to implement the project. While some *projects* will naturally expire once their job is done, others will not. For the latter, it is crucial to make explicit the strategy of how to incorporate parallel institutions into the government structure as part of the *project* design. This requires clear sunset provisions and time-bound tenures from the outset of the project; as well as assuring adequate funds in the host agency budget to secure carryover of *projects* functions. There has also been the tendency of hiring from other *projects*: One way to avoid the proliferation and extended use of *projects*, and thus contributing to government brain drain, is to avoid hiring staff from other project. In all cases, project staff hiring has not been on transparent and competitive process. Still, projects have not been adequately harmonized with administration of host agency, and that of the donor agency. They have not been proper alignment of project policies, procedures, functions and reporting schedules with standard government operations. Finally, national capacity is scarcely engaged to national talent from abroad. It is never done through transfer of knowledge, through expatriate nationals or virtually through the Internet.

Cooper, (1999) suggested the following blockers to project management:

(1) Ignorance – do not know what should be done in a well-executed project.

(2) Lack of skills – do not know how to do key tasks and underestimate what is involved in these tasks.

(3) Faulty or misapplied new product process – missing key elements, laden with bureaucracy or over applied processes.

(4) Too confident – believe that already know the answer.

(5) A lack of discipline – no leadership

(6) Big hurry and cut corners

(7) Too many projects and not enough resources

2.5 Critical Success Factors

Although stakeholders adopt different criteria for success in implementing project, there is a consensus about the factors that lead to the successful implementation of project. However, most of the success factors identified relate to the procurement and development phases rather than the operational phase. This is partly because project are complex to set up, also because most experience to date has occurred in the procurement rather than subsequent operation of facilities. Success factors include:

a) A robust business case, demonstrating the need for the project and its long-term financial viability;

b) A well drafted output specification, establishing the quantity and quality of infrastructure/services to be provided over the period of the contract.

c) Consultation with end-users to ensure that their needs are properly reflected in the output specification and inform the detailed design of facilities;

d) A balanced performance measurement system coupled with clear and appropriate risk transfer, to ensure that the service provider has incentives to deliver the project and operate facilities to suit the needs of the end-users;

e) Commitment and adequate resourcing of project by awarding authorities;

f) Involving financiers at an early stage, to ensure their criteria for funding can be met and to avoid abortive negotiations;

g) Good communication between the awarding authority and the SPV; and

h) Good project management and appropriate composition of the project team

Teamwork and composition in the project implementer-vendor-consultant partnership is a key factor influencing project implementation success. Good coordination and communication between the implementation partners are essential. Since projects cover wide range of functional areas, it is also important to have a cross-functional project core team. It is extremely critical that partnership trust is present and the team members are working well together. Another very critical factor is change management program and culture. An organizational culture where the employees share common values and goals and are receptive to change is most likely to succeed in project implementation. Furthermore, user training, education and support should be available and highly encouraged. Change agents should also play a major role in the implementation to facilitate change and communication, and to leverage the corporate culture. Other critical factors include top management support, project plan and vision and minimum customization, effective communication, project management, software development, testing and troubleshooting, monitoring and evaluation of performance, project champion, and appropriate project and IT legacy systems. With a better understanding of the issues involved in project implementations, management will be able to make critical decisions and allocate resources that are required to make project implementation a success.

Important linkages exist between these factors for success. In particular, the performance measurement system needs to be appropriately linked to the output specification and the allocation of risk between the parties. If the awarding authority takes a 'hard" approach, placing too great an emphasis on penalties and setting performance measures that are very difficult to achieve or out of step with requirements in the specification, this can place undue strain on the relationship with the development partner and militate against overall success. Conversely, too "soft" an approach can also undermine performance of

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the contract by being insufficiently demanding of the development partner. Therefore, although project implementation involves the transfer of risk to the recipient country, awarding authorities still have a very important part to play in ensuring effective delivery and implementation of project. Most of the factors for success are matters that project managers acting for the awarding authority and the development partner would expect to have an active role in promoting. The selection of project managers with the relevant range of knowledge and skills is, therefore, very important to the overall success of project.

Project teamwork and composition is important throughout the project life cycle. The project team should consist of the best people in the organization (Buckout et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. The team should have a mix of consultants and internal staff so that the internal staff can develop the necessary technical skills for design and implementation (Sumner, 1999). Both projects and technical knowledge are essential for success (Bingi et el., 1999; Sumner, 1999).

The project should be their top and only priority and their workload should be manageable (Wee, 2000). Team members need to be assigned full time to the implementation (Wee, 2000). As far as possible, the team should be co-located together at an assigned location to facilitate working together (Wee, 2000).

The team should be given compensation and incentives for successfully implementing the system on time and within the assigned budget (Wee, 2000). The team should be familiar with the projects functions and products so that they know what needs to be done to support major project processes (Rosario, 2000).

Cooper (1999) stated that because of blockers, success factors may be invisible and projects can go wrong, can take too long or are not well carried out. The eight critical success factors, stated by Cooper (1999) are:

(1) Solid up front homework to define the product and to justify the project.

(2) Dedication to the voice of the customer – market and customer inputs throughout the project.

(3) Differentiated product with unique benefits and superior value for the customer

(4) Sharp, stable and early product definition before development begins – target market, concepts, benefits and positioning, features and specifications.

(5) A well planned, adequately resourced and proficiently executed launch

(6) Tough go/kill decision points or gates to disapprove marginal projects and to remove misallocation of resources

(7) Accountable, dedicated, supported cross-functional teams with strong leaders throughout the entire project from beginning to the end

(8) An international orientation, i.e. international teams, multi country market research etc

2.6 Conceptual framework

The conceptual framework presented in the diagram below show how the critical success factors lead to the success of project implementation process. Identifying critical success factors and potential pitfalls early enough during the assessment of projects is a vital start for ensuring successful project completions This is with the belief that there are certain major factors whose influences are considerable to project performances such that they will enhance the successful completion of projects. Identifying critical success factors and potential pitfalls will help project teams to minimize firefighting, intuitive and ad hoc approach in managing uncertainties and changes encountered during project implementation (Pinto and Kharbanda, 1996). They acknowledged that the measure of successful project implementation is not the avoidance of problems but knowing how to respond to them when they develop

Accordingly, Pinto, Slevin (1987 and 1988), Pinto, and Kharbanda (1995) vigorously dealt with CSFs and potential pitfalls (PPs) as applicable to projects. Pinto and Slevin (1988) further developed the notion of success and presented three key factors for successful project completion: technical validity, organizational validity and organizational effectiveness. Project organization factors include suitability and adequacy of its structure such that authority and responsibility matches, how clear its relationship with its parent organization is, continuity and capacity in the organization and efficient decision-making. Baker et al (1983) identified project organization factors as important success factor. When decision-making process is efficient, the whole implementation process is speeded up hence success of the project.

Contract strategy refers to the number of and size of the contracts, interface between the different contracts and management of the contracts. Morris and Hughes (1987) identified contract issues as an important success factor, but it is often considered as part of the organizational issues. Project planning and controlling include cost and time control, change management, risk management and quality of the planning. Literature brings this up as success factors in project performance in different ways. Pinto and Slevin (1987) identified both planning and control as important. Others identify schedule control and preliminary as important. Stable framework conditions are important for a project to succeed. A framework in constant conditions will have negative impact on the project process, and the project performance. The literature does not confirm this directly, but items like adequate funding and realistic cost frames could be recognized from the literature (Baker et al. 1983).

Stakeholder management is also an important factor (Pinto and Slevin. 1987) in the implementation of projects. This is seen in community involvement and communication and information that could imply that stakeholder handling is important. Technical factors have been identified by Morris and Hughes (1987) as important for successful project implementation e.g. technological developments. Nature and market conditions, top management support and management design have been identified by Morris and Hughes (1987) and Pinto and Slevin (1987) as important for project implementation. External conditions such as politics play an important role in implementation of projects

especially during the awarding of contracts where canvassing is seen. It can be concluded that the presence of all these CSFs lead to a successful project implementation process with the net outcome being the project outcome and the business outcome

Figure 1: Conceptual Framework

Independent Variables   Dependent Variables

Project Implementation Process

↓

Project team/ personnel

Development Partners' trap

Final Preparations

Go Live

↓

Implementation success

Project outcomes		Business outcomes

Project Implementation CSFs

- Project organization
- Contract strategy
- Project planning and controlling
- Stable framework conditions
- Stakeholder management
- Technical factors
- Nature and market conditions
- Objective management
- Top management support
- Interface towards surrounding projects
- Management of the design

Source: Author 2008

Explanation

The figure above shows the flow of the research variables. The dependent variables are the project implementation critical success factors while the independent variables are the project implementation process, project team/personnel, development partners' trap, final preparation of the project and the project going live. The interaction of the critical success factors with the above-mentioned independent variables leads to a successful implementation of projects. A successful project process is shown by the project as well as the business outcomes.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This study aimed at analyzing factors that hinder effective implementation of projects. This chapter presents the methodology used to carry out the study. These include the research design, population, sample size and sampling design, data collection methods as well as data analysis.

3.2 Research Design

The research design employed in this study was descriptive survey method. This method is preferred because it allows for prudent comparison of the research findings. It was the descriptive survey that sought to determine project implementation, especially in developing countries. This required primary data collection on quantitative data for comparison. It has also been used in similar studies.

3.3 Population

The study population for this research was the project lead managers on the projects that were active at the moment. During the time of study, there were 120 projects, 84 of which were already funded by the World Bank. The remaining 36 were yet to be funded. These respondents were targeted because they had the ultimate information on projects and project implementation in Kenya.

3.4 Sample Size and Sampling Design

A sample size of 30 respondents was selected from all active projects which were 120 at that moment. Some of them were still under appraisal and not yet funded. The sample size was considered a representative of the population since it comprised 25% of the total population. In order to get equitable representation of projects in the sample, stratified random sampling was employed as recommended by Mugenda and Mugenda (1999)

This ensured proportional allocation of both funded and unfunded projects in the sample sizes as follows.

Table 3.1: Allocation of both Funded and Unfunded Projects

Particular	Population	Sample Size (% of population)	Sample Size (No.)
Funded Projects	84	25%	21
Active but not Funded	36	25%	9
Total	120	25%	30

3.5 Data Collection Methods

The researcher used primary data (questionnaires and interviews) to carry out the study.

The questionnaires included structured (close-ended) and unstructured (open-ended) questions. The structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information

With unstructured questions, a respondent's response may give an insight to his feelings, background, hidden motivation, interests and decisions and give as much information as possible without holding back. At the same time, with the use of structured questions, if the researcher is after information that he finds easier for administration purposes, he would use this method since the questionnaires and interviews are followed by alternative answers.

3.6 Operational Definition of Variables

This section shows the indicators and measures for each variable highlighting the correspondence and the type of question asked.

Table 3.2: Measures for Variables

	Particular	Measurement		Unit of Measurement
1	Project Implementation Process	i.	Time	- Months
		ii.	Amount Funded	- Kenya Shillings
		iii.	Critical Path	- Both months and Kenya Shillings
2	Project Team Personnel	i.	Team Leader	- Number
		ii.	Qualifications	- Education and Professional Qualification
		iii.	Experience in the sector	- Years

3.7 Test Validity and Reliability

Validity refers to the degree to which a test or other measuring device is truly measuring what was intended to measure. On the other hand, reliability is synonymous with the consistency of a test, survey, observation, or other measuring device. This measure is important to ensure that the data collected is consistent and a representative of what we want to achieve from the research.

Content validity helped the researcher to ascertain whether they had included or represented all of the content of the research in the study. Test-Retest Reliability enabled the researcher to test consistency among different questionnaires as filled by the respondents.

3.8 Data Analysis method

Data was analysed using descriptive statistics. The descriptive statistical tools were to help the researcher describe the data and the features of data that was of interest. The mode (most commonly attained measurement or value) was used more so to analyse the responses in the questionnaires.

The data analysis tools of Statistical Package for Social Scientists (SPSS) were used, and gave a deeper insight into the responses from top management into the subject of the research. The generated data was quantitative in nature. The output was presented using graphs, bar charts and pie charts as well as using SPSS.

Data analysis made use of percentages, tabulations, means and all measures of central tendencies.

Tables were used to summarise respondents for further analysis and facilitate comparison.

Percentages were used to determine the extent to which respondents engage in strategic planning

The mean was used to determine the average number of respondents that embrace strategic planning in project implementation.

3.9 Chapter Summary

This chapter dealt with the research methodology where the researcher used descriptive survey to carry the study. The researcher targeted the lead managers of World Bank

funded projects in Kenya. All active projects at the moment the researcher was carrying the study were 120 whereby, 84 of them were already funded and 36 under appraisal. The sample size was 30 respondents. The data, which was quantitative in nature was analyzed using SPSS and the outcome interpreted and presented using the tables, graphs and measures of the central tendency

CHAPTER FOUR: DATA FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the findings of the research in tables, pie charts and graphs. Frequencies and percentages were also used to present the findings of the research. The chapter analyzes the research by identifying the findings from the questionnaire and interviews guide followed by their respective analysis in tables, graphs and pie charts The objective of the study is to analyze the major factors that influence successful implementation of projects in Kenya. A sample size of 30 respondents was selected from the World Bank and these were the lead managers of the funded projects.

This chapter is divided into two sections, findings from the questionnaires and findings from the interview guide. Questionnaire is further structured into demographic and the general information on project implementation. On the demographic section, the research was interested in knowing the gender, designation, and age bracket as well as the work experience of the respondents. This section enabled the researcher to judge whether they chose the right respondents. Findings on severity of certain factors on project implementation were presented in the form of a 5-point Likert scale where means and standard deviation were used to determine the extent of severity. Findings from the interview guide discussed response from the respondents which were not in a structured nature. The chapter ends with conclusion that is derived from the findings.

4.2 Findings from the Questionnaire

This section shows the findings that the researcher obtained from the questionnaires. SPSS was used to analyze the data and give the output. The data was displayed in form of tables and the results interpreted. This information was then presented in form of pie charts and bar graphs

4.2.1 Demographic Information

Demographics or demographic data refers to selected population characteristics as used in government, marketing or opinion research, or the demographic profiles used in such research. In this study, the researcher sought to know the respondents' job designation department, gender, age bracket and the work experience in the field of projects execution. This information was important for the researcher to judge whether the sample was represented the population demographically. Project implementation variables were sought and these are presented in the next section.

4.2.1 Demographic Information

Demographics or demographic data refers to selected population characteristics as used in government, marketing or opinion research, or the demographic profiles used in such research. In this study, the researcher sought to know the respondents' job designation/department, gender, age bracket and the work experience in the field of projects execution. This information was important for the researcher to judge whether the sample was represented the population demographically. Project implementation variables were sought and these are presented in the next section

Table 4.1: Job Designation/Department

	Frequency	Percent
Finance	4	14.4
Project Development	17	53.3
Any other	9	32.2
Total	30	100.0

Table 4.1 above shows the job designation of the respondent. From the table, 53.5% were in the Project Development Department while 32.2% were in other departments apart from finance Only 14.4% were in the finance department. This implies that majority of the respondents were managers in the department of development. This information is necessary since the job category of the respondents will assist in prejudging on whether the respondent is well informed on the information required. The pie chart below shows the same information.

Job Designation/Department

- Finance
- Project Development
- Any other
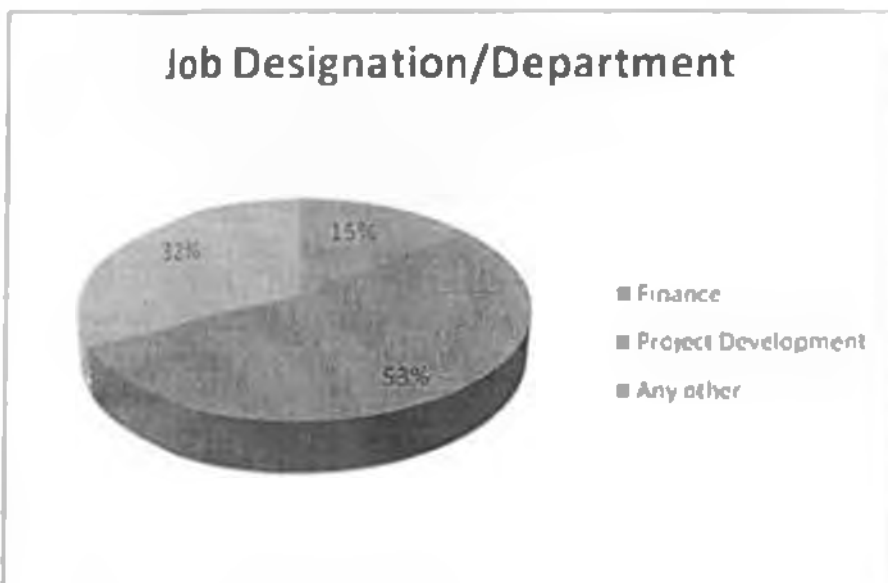
Table 4.2: Gender

	Frequency	Percent
Male	14	51.1
Female	16	48.9
Total	30	100.0

Table 4.2 above illustrates the gender of the respondents. According to the table, 51.1% were male while 48.9% were female. This implies that majority of the respondents were male. The pie chart below illustrates this information.
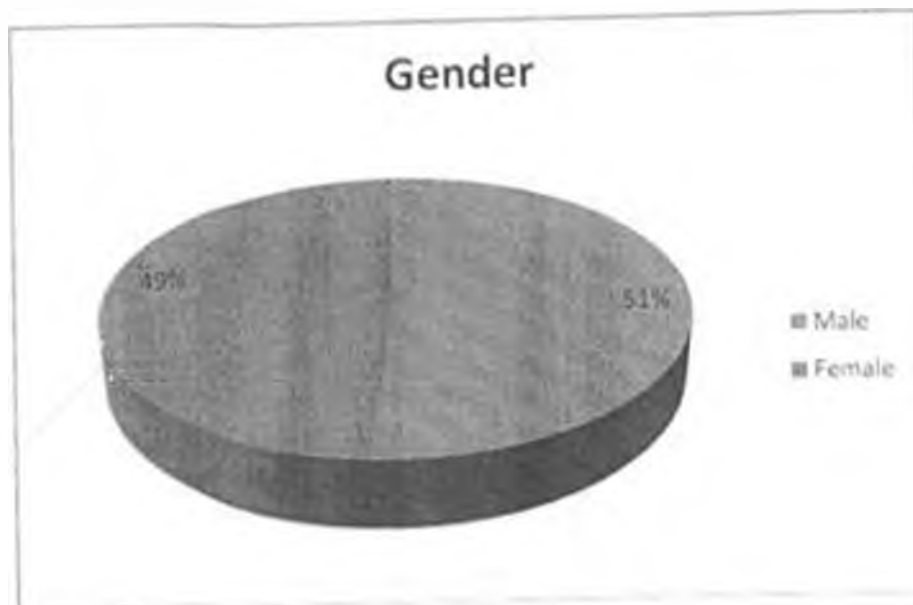
Table 4.3: Age Bracket (Years)

	Frequency	Percent
20 - 29	18	20.0
30 - 39	44	48.9
40 - 49	11	12.2
50 years and Above	17	18.9
Total	90	100.0

The researcher was also interested in knowing the age of the respondents as shown by table 4.3 above. From the table, 48.9% were aged 30 – 39 years while 20% aged between 20 -29 years. Only 12.2% were 40 – 49 years of age. The rest constituting 18.9% of the respondents were over 50 years of age. This indicates that majority of the respondents were 39 years of age and below. This is as shown by the bar graph below.

Age Bracket (Years)
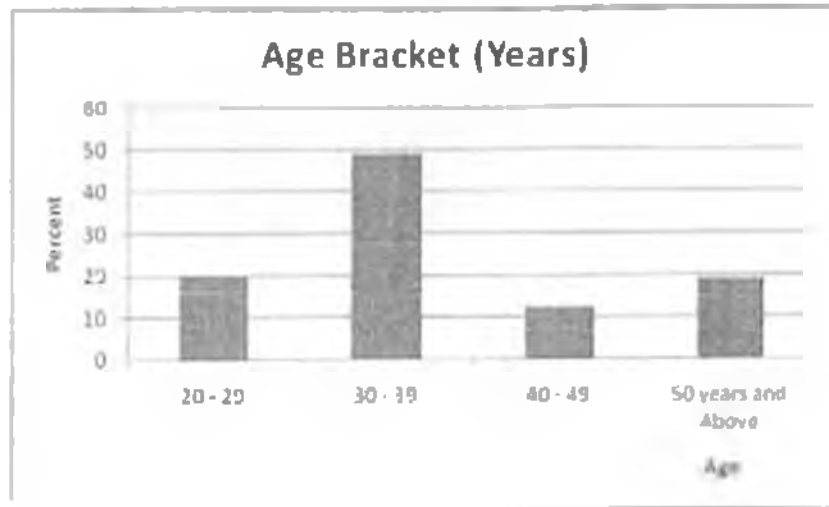
Table 4.4: Work Experience

Experience	Frequency	Percent
5 years and below	5	17.8%
6 - 10	4	15.6%
11 - 15	14	44.4%
20 years and above	7	22.2%
Total	30	100.0%

The table above shows the duration of the working experience of the respondents. From the table, 44.4% had an experience of 11 – 15 years. Only 17.8% had an experience of 5 years and below while 22.2% had an experience of 20 years and above. This implies that majority of the respondents had a working experience of at least 11 – 15 years. The bar graph illustrates the same information.

Work Experience
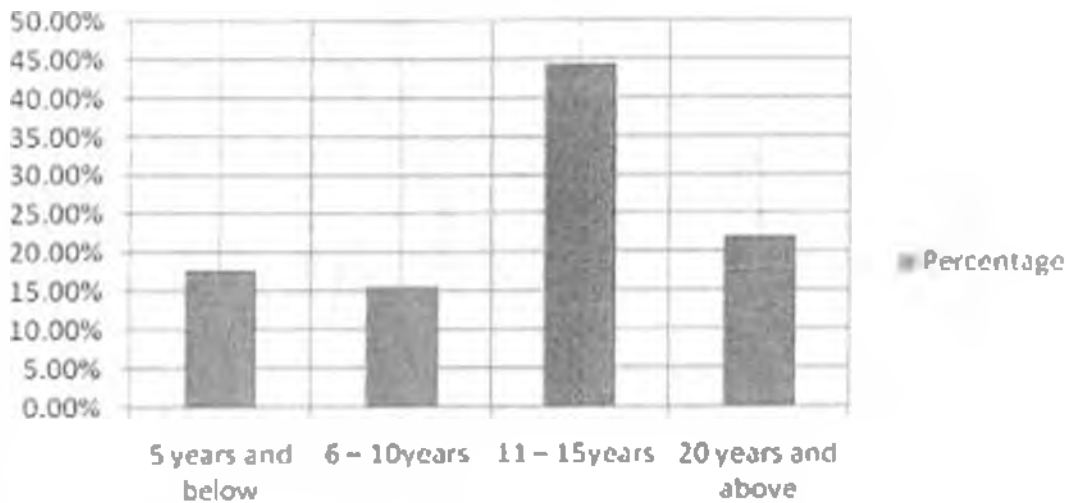
4.2.2 Findings on Project Implementation

This section discusses the findings on project implementation. The researcher sought to know the challenges that are faced in implementing a project. Still under this section is the severity of certain factors on project implementation as well as challenges of implementation after receiving World Bank funding The findings on this information were interpreted through the Likert-Scale.

Table 4.5: Challenges in Implementing Projects

Response	Frequency	Percent
Yes	32	71.1%
No	13	28.9%
Total	45	100.0%

Table 4.5 above shows whether the respondent has ever been faced with challenges in implementing a project. From the table, 71.1% said that they had been faced with challenges in implementing a project while 28.9% said they had never been challenged. This implies that majority of the project implementers are faced with problems when implementing the projects.

Table 4.6: The Severity of Certain Factors on Project Implementation

	Most Severe	Fairly severe	Indifferent	Less Severe	No effect at all	Mean	Std Dev.
Late Delivery	13	11	3	3	0	1.87	0.92
Cost Over-runs	17	9	4	0	0	1.57	0.51
Poor workmanship	20	8	0	0	2	1.53	1.05
Resource constraint	15	8	5	2	0	1.80	0.89
Time	3	4	2	13	8	3.63	1.63

The table above shows the severity of certain factors on project implementation. Likert scale was used where the most severe factor on projects implementation was awarded 1 point and the least severe 5 points. This means that any factor that scored close to 1 were the most severe challenges while those close to 5 were challenges which had very little effect on projects implementation. The scores at the middle of the Likert Scale mean that the respondents could not distinguish on whether the challenges were severe to project implementation or not.

From the findings, poor workmanship had a mean of 1.53 with a standard deviation of 1.05 while time had a mean score of 3.63 with a standard deviation of 1.63. This implies that poor workmanship is a severe challenge facing projects implementation while time has the little influence in project implementation. This information can be presented by the bar graph below

Factors Affecting Projects Implementation
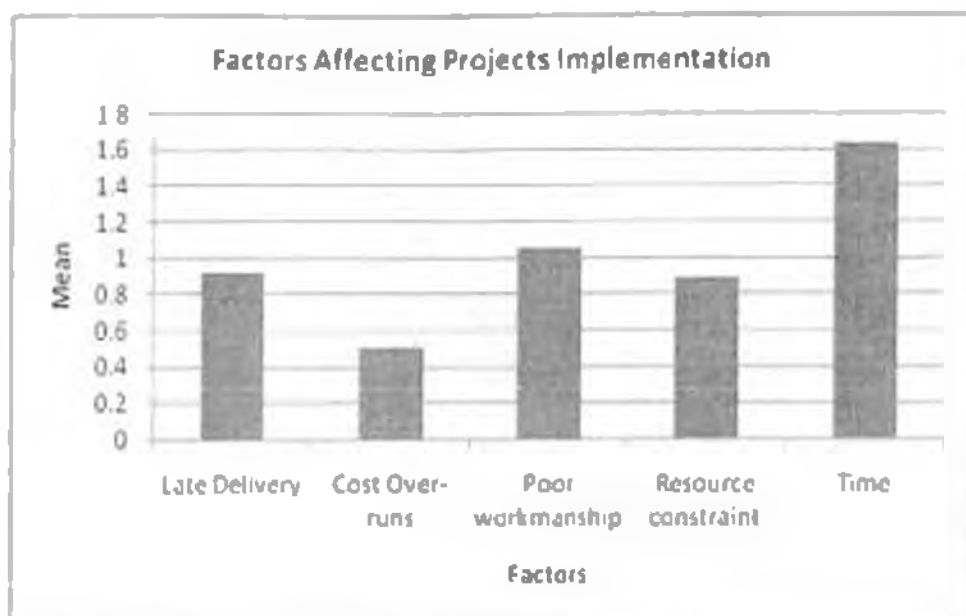
Table 4.7: Challenges of Implementation after Receiving World Bank Funding

	Most Severe	Fairly severe	Indifferent	Less Severe	No effect at all	Mean	Std Dev
Poor Monitoring and Evaluation of Performance	20	3	3	3	1	4.27	1.18
Technological Challenges	11	7	8	2	2	3.77	1.20
Poorly defined Project Mission/Objects	4	6	7	13	0	3.03	1.08
Political patronage	18	5	5	0	2	4.23	1.15
Problems with the Original Technique	12	7	3	2	6	3.57	1.54
Time Failure	13	11	5	1	0	4.20	0.83
Other Factors	1	4	15	5	5	2.70	1.00

Table 4.7 indicates how different factors bring challenge to project implementation even after receiving the World Bank funding. Likert-Scale was used where the most severing factor was awarded 5 points while the factor that was believed to have no influence at all to the implementation of projects was given 1 point. Mean and standard deviation was applied in analyzing the data. From the table, Poor Monitoring and Evaluation of Performance had a mean of 4.27 with a standard deviation of 1.18 while factors other than Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique had a mean of 2.70 with a standard deviation of 1.00. This implies that poor monitoring and evaluation of performance is the biggest challenge in projects implementation even after funding the projects. The graph below illustrates the same information.
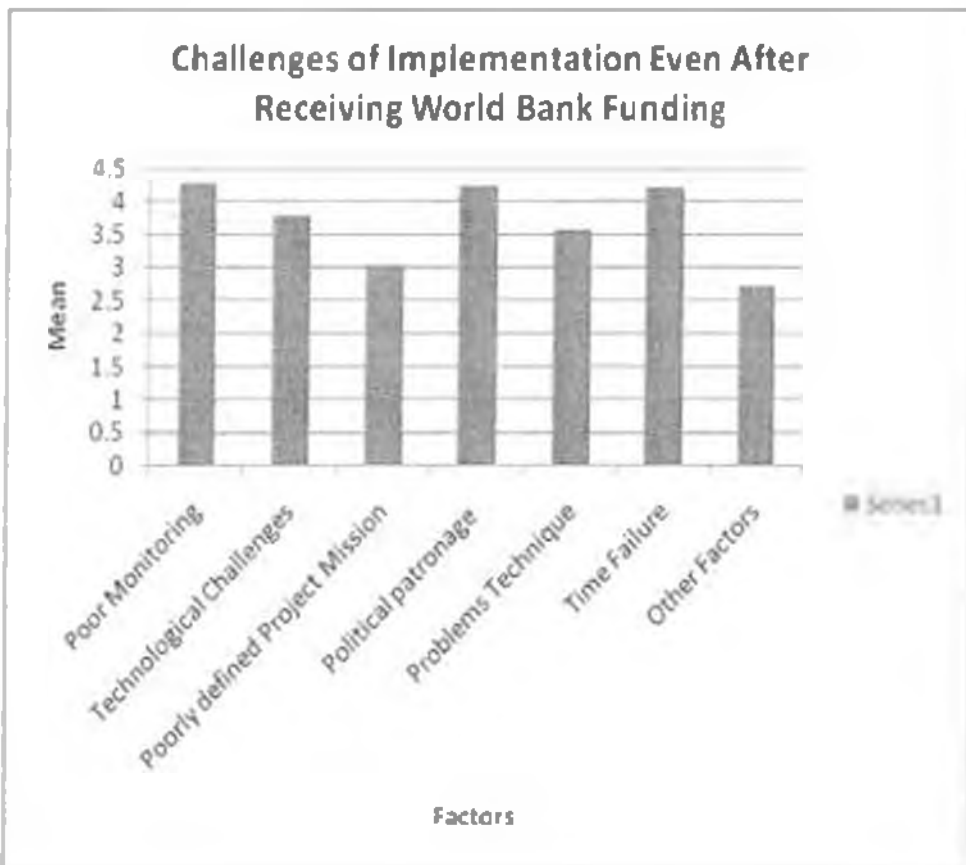
4.3 Findings from the Interview Guide

The lead managers of projects of World Bank were interviewed and the results were analyzed qualitatively. From the interview, it was found that World Bank has a mixed ownership. Concerning the number of projects completed from the previous year to date, World Bank claimed that 65% of all the projects had been implemented while 35% remained unimplemented. This implies that despite the challenges facing project implementation in the organizations, most projects remained implemented.

Concerning the length of time, the respondents' organization have been operating in Kenya, it was found that, World Bank has operated in Kenya for 35 years. This is an indication that World Bank has operated in Kenya for a long period. The researcher also wanted to know the number of branches that the respondents companies have in Kenya. From the findings, the World Bank has only one branch office in Nairobi.

On whether the respondents' company has ever experienced a project failure in terms of time or budget estimates, it was found that the World Bank has faced the problem of time and finance in implementing projects. This implies that time and finances are of great essence in meeting project implementation demands. On whether the objectives of a particular project are always written down, the findings of the respondents from the Bank claimed that they always lay down in writing the objectives of the particular project to be implemented.

The researcher also enquired on the technology that the respondents' companies do employ and how prepared the companies are for their employees in keeping up with the dynamicity technology in the construction industry. From the response, World Bank had not kept its employees up with the changing technology in the project implementation. This could be a major contribution to the challenges facing project implementation of the funded projects.

The respondent's company's project team is structured in accordance to the project at hand. For major projects to be carried out in a long duration there is a team to work on the project site to ensure compliance. There would be the support team not necessarily on

the site and the evaluation team. The teams work together and present a report upon the project's completion. An independent body ensures the projects are well implemented. The World Bank maintains a formal relationship with their development partners and maintains a legacy of high profile project developers.

On whether political patronage does play any role in the projects, the respondents from World Bank said that political patronage plays a vital role in project implementation. According to the respondents, most projects are not implemented in time and sometimes remain unimplemented at all because their implementation is heavily politicised. This discussion reveals that the findings from the study fits the empirical and theoretical arguments stated in the literature review. Therefore the study fits well in the field

4.4 Chapter Summary

This chapter dealt with data analysis, presentation and interpretation. The chapter was divided into various sections. The first section discussed the findings from the questionnaires whereby the researcher considered both the demographic and the general data. The second section dealt with the discussion on the interview guide. These findings were interpreted and then presented in form of table, pie charts and the bar graphs. The chapter discussed into details the challenges that the process of project implementation face as well as what the respondents felt should be done in order to improve the situation.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the findings, discussion, conclusion and policy recommendations regarding the major factors that hinder successful implementation of projects in Kenya. The chapter also gives the limitation that the researcher faced in carrying out the research

5.2 Summary of Findings

The study dealt with the challenges facing project implementation with a descriptive survey of World Bank. From the study, the researcher made some observations as summarized below:

Concerning the job designation of the respondent, 53.5% were in the Project Development Department while 32.2% were in other departments apart from finance Only 14.4% were in the finance department. It was observed that, 51.1% of the respondents were male while 48.9% were female On the age, 48.9% were aged 30 - 39 years while 20% aged between 20 -29 years. Only 12.2% were 40 - 49 years of age. The rest constituting 18.9% of the respondents were over 50 years of age. Regarding the job experience of the respondents, 44.4% had an experience of 11 – 15 years. Only 17.8% had an experience of 5 years and below while 22.2% had an experience of 20 years and above

On whether the respondents had been faced by any challenges while implementing projects 71.1% of the respondents said that they had been faced with challenges while 28.9% said they had never been challenged.

Concerning the severity of certain factors on project implementation, poor workmanship had a mean of 1.53 with a standard deviation of 1.05 while time had a mean score of 3.63 with a standard deviation of 1.63. This implies that poor workmanship is a severe

challenge facing projects implementation while time has the little influence in project implementation.

World Bank has more male lead manager than female lead manager. This was verified during the study where 51.1% of all the respondents were found to be male while 48.9% were female. Majority of these lead managers are in the project development department but very few are drawn from the finance department. The researcher can also conclude that, majority of the respondents were middle aged as was confirmed by the study where a 48.9% majority were ranging between 30 and 39 years. In addition, majority of the lead managers had a working experience of at least 11 – 15 years as indicated by 44.4% of all lead managers who were interviewed.

From the findings, poor workmanship had a mean of 1.53 with a standard deviation of 1.05 while time had a mean score of 3.63 with a standard deviation of 1.63. This implies that poor workmanship is a severe challenge facing projects implementation while time has the little influence in project implementation. In addition, Poor Monitoring and Evaluation of Performance had a mean of 4.27 with a standard deviation of 1.18 while factors other than Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique had a mean of 2.70 with a standard deviation of 1.00.

In addition, the researcher was concerned with why most projects fail in implementation even after the projects are funded by the World Bank. The researcher realized that Poor Monitoring and Evaluation of Performance had a mean of 4.27 with a standard deviation of 1.18 while factors other than Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique had a mean of 2.70 with a standard deviation of 1.00. This implies that poor monitoring and evaluation of performance is the biggest challenge in projects implementation even after funding the projects.

5.3 Discussion

From the study, the researcher can make the following discussions.

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World Bank has operated in Kenya for over 35 years, which is relatively quite a long term. This has enabled the organization to deal with many projects, some of which have been funded and implemented while others are still under appraisal. The respondents who were the lead managers in the various active projects disclosed that time and finances are of great essence in meeting project implementation demands. Politics in Kenya have continued to play both positive and negative roles in the performance of projects and most often hindering project implementation.

Majority of the respondents had a working experience of at least 11 - 15 years in their respective companies. This has an implication that majority of the respondents have a lot of experience in project implementation. Also was revealed that majority of the project implementers are faced with problems when implementing the projects since 71.1% said that they had been faced with challenges in implementing a project while 28.9% said they had never been challenged.

It is also worth to note that, poor workmanship and time are the major hindrances to project implementation. This was supported by the research findings whereby poor workmanship had a mean of 1.53 with a standard deviation of 1.05 while time had a mean score of 3.63 with a standard deviation of 1.63 as given in table 4.6. This implies that poor workmanship is a severe challenge facing projects implementation while time has the little influence in project implementation.

Another discussion to be made is that technology is also a major factor contributing to the challenges facing project implementation of the funded projects. From the respondents, World Bank had not kept its employees up with the changing technology in the construction industry.

Poor Monitoring and Evaluation of Performance supported by its mean of 4.27 with a standard deviation of 1.18. Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique with a mean of 2.70 and a standard deviation of 1.00, implies that poor monitoring and

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evaluation of performance is the biggest challenge in projects implementation even after funding the projects.

The respondents from both the Bank said that political environment plays a vital role in project implementation. According to the respondents, most projects are not implemented in time and sometimes remain unimplemented due political influence.

5.4 Conclusions

The researcher made the following conclusion, which was based on the findings from the researcher

Poor monitoring and evaluation of projects is the biggest challenge in projects implementation even after funding the projects. In addition, political patronage and corruption also play a major role on project implementation. The researcher found that corruption is endemic and takes many facets including under quoting tenders in order to win and then they wait when the project is due for variation, they revise the quote. Moreover, development partners always lay down in writing the objectives of the particular project to be implemented. This acts as a guide throughout the project execution process. Finally, the research can conclude that, World Bank had not kept up its employees with the changing technology in the construction industry. This could be a major contribution to the challenges facing project implementation of the funded projects

5.5 Recommendations for Policy and Practice

The government should create a good relationship with the development partners to ensure as many projects as possible are funded for the very purposes of improving the standards of living for the people in Kenya as the overriding long term goal. World Bank and other development partners should open more branches in other towns in Kenya and more especially in the remote areas. This will help the development partners reach more areas which needs to be funded. At the same time, this will help these projects to be implemented effectively since most of them take place in these remote areas.

For relatively cheap, effective and on time project implementation, technology should be kept up to date and the personnel involved in projects implementation are equipped well with modern machinery. Resource constraint is a major hindrance in projects implementation and therefore an issue that the government should be keen about In addition, the objectives of the particular project to be implemented should be laid down both in papers and in actions if the project implementation process is to be successful. It is also notable that, lead managers who do not have enough experience on projects execution run projects that end up been unsuccessfully implemented. Experienced lead mangers should therefore be chosen to run the projects. This will also solve the challenges faced due to poor workmanship.

To overcome the problems of cost over-run, projects should be executed within the least time possible, an action that would ensure project costs are not affected by the inflation. Moreover, the donors and other stakeholders should observe concentration on few projects at a time. This would ensure enough fund is allocated for a particular project that would then be executed immediately that are caused by the inadequate fund or work force.

It is also worth noting that, most of the projects fail to complete in time because of poor follow up either through stewardship or otherwise. Policies that would ensure proper stewardship of projects should therefore be formulated. The government should also take a stern measure on any party who is found to be engaging on corruption deals or embezzling the fund that are mean for project implementation.

5.6 Limitations of the Study

There were some limitations encountered in the process of carrying out this study.

Cost of carrying the research was high. These are such as cost of printing the questionnaires, cost of binding and typing the project, cost of traveling from school to the World Bank and other development partners' offices. The internet proved very effective but its access it was very costly. In addition, there was delay in getting the questionnaires since most of the respondents did not return them in time. This meant delay in data

analysis and interpretations by the researcher. Finally, Time was also another factor that was limiting   This is because the time allocated for the research was limited thus affecting collection and analysis of data.

5.7 Suggestion for Further Research

The researcher would advise that future studies should look into the challenges that the process of project implementation face with particular reference roads construction and building industry in general. In addition, procurement procedures should be followed to the letter while observing the ethical policies spelt out. Future researchers should also expand the population of study to include other donors or financiers.

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APPENDICES

Appendix I: Interview Guide

1. What is the ownership of the company? Is it foreign owned, local or mixed ownership?

2. How many projects have you completed from last years to date?

3. For how long have you been operating in Kenya?

4. Has your company ever experienced a project failure in terms of time or budget estimates? Please elaborate.

5. Do you always have a project mission statement for every project?

6. Are the objectives of a particular project always written down?

7. What technology do you employ in your firm and how prepared are your employees in keeping up with the changing technology in the construction industry?

8. How do you structure your project team?

9. What is your relationship with your development partners? Is it formal or informal relationship?

10. What is the legacy of your projects in Kenya?

11. How do you monitor and evaluate performance?

12. Does political environment play any role in your projects? If yes, how?

Appendix II: Questionnaire

1. Name of company

2. Position of respondent

3. Length of time the company has operated in Kenya

   0-5 Years   ( )

   6-10 Years   ( )

   11-15 Years   ( )

   16-20 Years   ( )

   Over 21 years ( )

4. Number of branches in Kenya

....

5. Please rank the following causes of project failure in your organization according to experience, with "1" being the most severe cause and "5" the least severe.

	1	2	3	4	5
Late Delivery					
Cost Over-runs					
Poor workmanship					
Resource constraint					
Time					

Table 2: Active Project, World Bank Kenya

PROJECT ID	PROJECT NAME	PRODUCT LINE	REGION	COUNTRY	LENDING INSTRUMENT	LENDING PROJECT COST	TEAM LEAD	BORROWER
P098067	Institutional Reform and Capacity Building Technical Assistance Project	IBRD/IDA	AFRICA	Kenya	Technical Assistance Loan	25000000		GOVERNMENT OF THE REPUBLIC OF KENYA
P095063	Kenya - Natural Resource Management Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	70000000	Peter Clausen Albert	GOVERNMENT OF KENYA
P086301	Micro, Small and Medium Enterprise Competitiveness Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan		Marie Marijn Swann	
P085414	Development of the National Statistical System Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	50500000		GOVERNMENT OF KENYA
P083479	Education Sector Support Program	IBRD/IDA	AFRICA	Kenya	Sector Investment and Maintenance Loan	1.36E+06	Mills, Michael	GOVERNMENT OF KENYA
	Energy Sector Recovery Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	1.25E+08	Aishman, Paul	GOVERNMENT OF KENYA
P083250	Financial and Legal Sector Technical Assistance Project	IBRD/IDA	AFRICA	Kenya	Technical Assistance Loan		Fuchs, Michael J	MINISTRY OF FINANCE AND PLANNING
P082811	Northern Corridor Transport Improvement Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	2.73E+08		GOVERNMENT OF KENYA
P001329	FIN SEC ADJ	IBRD/IDA	AFRICA	Kenya	Sector Adjustment Loan	44000000	N/A	
P001304	FINANCIAL SECTOR ADJUSTMENT	IBRD/IDA	AFRICA	Kenya	Sector Adjustment Loan	87300000	N/A	
P001165	EXPORT DEVELOPMENT	IBRD/IDA	AFRICA	Kenya	Sector Adjustment Loan		N/A	GOVERNMENT
P001151	AG SEC ADJ	IBRD/IDA	AFRICA	Kenya	Sector Adjustment Loan	97000000	N/A	GOVERNMENT

P088656	BioCF Kenya Greenbelt Movement	United Nat...	AFRICA	Kenya		2390000	Sending, Ingra	KENYA GREENBELT MOVEMENT
P095050	Kenya Arid Lands Resource Management Project Emergency Additional Financing	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	0700000	Cornelis, Christia n	REPUBLIC OF KENYA
P085777	Kenya Municipal and Water Services Project	Proposed Executed Activities	AFRICA	Kenya	Specific Investment Loan	1101300	Vega, Xomon	COMMUNITY WATER PROJECTS
P081712	Total War Against HIV and AIDS (TOWA) Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	1.1E+08	Mra, Mutan	GOVERNMENT OF KENYA
P070694	Development Learning Centre Project	IBRD/IDA	AFRICA	Kenya	Learning and Innovation Loan		Los Mauses Dua	GOVERNMENT OF KENYA
P070718	Regional Trade Facilitation Project - Kenya	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	25000000	Archondo, Sharo Ellen	MINISTRY OF FINANCE
P096367	WATER AND SANITATION SERVICE IMPROVEMENT PROJECT	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	1500000	Kim, Hak Gwan	REPUBLIC OF KENYA
P074108	Western Kenya CDD and Flood Mitigation Project	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	86000	Olhaye, Nyambura	MINISTRY OF FINANCE
P095050	Arid Lands Resource Management Project Phase Two	IBRD/IDA	AFRICA	Kenya	Specific Investment Loan	17500000	Cornelis, Christia n	MINISTRY OF FINANCE AND PLANNING
P072981	Western Kenya Integrated Ecosystem Management Project	Global Environment Project	AFRICA	Kenya	Specific Investment Loan	4650000	Peter, Christen Albert	GOVERNMENT OF KENYA
P090000	Lewa Wildlife Conservation Project	GE+ Medium-Sized Project	AFRICA	Kenya	Specific Investment Loan	750000	Kagambe Richard son	

Source: World Bank, 2007

Appendix III: Analysis of the Active Project, World Bank Kenya

These active projects that were connected to the World Bank funding as at January 2008 were as follows:

Total War against HIV and AIDS. This credit of US$ 80 million is the first from the World Bank for HIV/AIDS in Kenya since December 2000. The development objective of the project is to assist Kenya to expand the coverage of targeted HIV/AIDS prevention and mitigation interventions through sustaining the improved performance of the National Aids Control Council and supporting the implementation of the Kenya National Aids Strategic Plan for 2005/6 – 2009/10. It is part of a US$ 115 million program co-financed by the Bank, Britain's Department for International Development (DFID) and the Kenyan Government. This credit is the successor to the Kenya HIV and AIDS Disaster Response Project--a US$ 50 million credit approved in December 2000 that closed in December 2005.

Arid Lands Resource Management Project. While supporting human development in general, the Bank is also aware that some communities are more vulnerable than others. Those living in arid areas generally fall into this category because of droughts, and even floods at times. Additional financing approved in 2006 for the Arid lands project raised the total project credit from US$60 million to US$120 million. The additional financing expands the work of the Bank in the arid lands area from about 1 million people in 22 districts to an additional 1 million people in an additional 6 districts. The financing also attempts to create alternative livelihood opportunities so that the population in these areas, who otherwise largely depend on livestock, is not so vulnerable when the rains fail.

Education Sector Support Program. After the government introduced free primary education in January 2003, an estimated 1.5 million children who had dropped out of school or never attended school before were enrolled in primary schools all over the country, thereby increasing the primary school enrolment to more than 7.2 million children. The impact of this policy on equity and access to learning opportunities for children has been tremendous. The World Bank supported this highly successful public

policy intervention with a grant of US$50 million to finance the supply of text books and instructional materials to improve the quality of learning (see more on the Free Primary Education Support Project below). The US$80 million financing for the Education Sector Support Program will deepen these achievements by enhancing equity in access to basic education and improve the quality of education for all children by 2010.

Western Kenya Community Driven Development and Flood Mitigation Project. The US$86 million project aims to create new opportunities for the local communities in Western Kenya to engage in wealth creating livelihood activities and reduce their vulnerability to flooding. Although Western Kenya is rich in natural resources, the local communities remain poor and vulnerable to flooding, disease and natural resource degradation. The project will provide technical support and funding for demand-driven, income generating micro projects in 600 communities, including 200 projects earmarked for youth groups in Western Kenya Province, Siaya and Bondo. There is also funding for the fight against malaria. Over one million community members will directly benefit from Community Driven Development (CDD) activities.

Natural Resource Management Project. The US $68.5 million project will be used to help Kenyans better manage water and forest resources, and improve the livelihoods of surrounding communities. Communities organized in Water Resource User Associations and Community Forest Associations will benefit from funding to improve catchment management and efficient water use. As an alternative to forestry, communities will also receive support for asset building and income generating micro-projects which encourage the sustainable use of the natural resources. About 1,000 communities will receive this assistance which will generate benefits for over 2 million people. The project will target communities in the critical Upper Tana catchment and key ecosystems in the Nzoia and Yala river basins, linking with the Western Kenya project. It will also strengthen key national institutions.

Transparency and Communications Infrastructure Project. This is part of the World Bank-financed Regional Communications Infrastructure Program designed to improve the connectivity of the East and Southern Africa with the rest of the world and make the

region more competitive. The US $114.4 million for Kenya will facilitate connectivity for the country's emerging business process outsourcing industry, support the creation of digital villages in rural and urban areas, and accelerate e-Government services such as the digitization of Land and High Court Registry records, and drivers' license registration.

The Development of The National Statistical System Project is a US $20.5 million credit that aims at establishing a sustainable national statistical system to provide reliable, timely and accurate data in accordance with international standards through: (a) strengthening the capacity of the relevant statistical agencies through training and adoption of new information and communication technology; (b) carrying out legal and institutional reforms that promote statistical data.

The Institutional Reform and Capacity Building Technical Assistance Project is a US $25 million TA that aims to strengthen public financial management systems to enhance their transparency, accountability, and responsiveness to public expenditure policy priorities as well as to improve public service delivery. Public financial management systems will be strengthened through the effective implementation of Results Based Management.

The East Africa Trade and Transport Facilitation Project (Kenya component) is a US $120.6 million project that aims to improve railway services in Kenya and Uganda. The project consists of the following components: (a) Support to East African Community (EAC) Customs Union Implementation; (b) Institutional support for Transport Facilitation; (c) Investment Support for Trade and Transport Facilitation; and (d) Support to Kenya and Uganda Railways Concessions.

The Kenya Agricultural Productivity Project (KAPP) will help revitalize agriculture. The project has four components: (a) Facilitation of Sector Policy and Institutional Reforms; (b)) Support to Extension System Reforms; (c) Support to Research System Reforms; and (d) Support to Farmer/Client Empowerment.

The Nairobi Water and Sewerage Institutional Restructuring Project is a US $40.0 million project that intends to build a strong governance, institutional, and service delivery framework for sustainable delivery of water and sewerage services to the

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population of Nairobi The three main project components will be (a) support a new autonomous asset holding entity — Nairobi Water Services Board (NWSB) — and a new autonomous and ring-fenced water and sewerage service provision company for Nairobi, the Nairobi City Water and Sewerage Company (NWSC); (b) support activities to strengthen the commercial, financial, and technical operations of NWSC; and (c) support monitoring of project activities and implementation of a communication program that complements the transformation in services provision.

The Northern Corridor Transport Improvement Project is a US $207.0 million project that seeks to increase efficiency in road transport along the Northern Corridor, facilitate trade and regional integration, and enhance aviation safety to meet international standards. The project will also promote private sector participation in the management, financing, and maintenance of road assets.

Arid Lands Resource Management Project (ALRMP) is a US $60 million project, it is being implemented over six years, will mitigate the risk posed by drought and other factors by strengthening and institutionalizing natural resources and drought management systems. This will reduce the vulnerability of the population in an area that experiences frequent, acute food insecurity related to drought

The Micro, Small and Medium Enterprise Competitiveness Project is a US$22 million project that targets increased productivity and employment in participating micro, small, and medium enterprises (MSMEs) At least 2,500 new jobs are expected to be created in participating MSMEs by the end of the project as well as a corresponding increase in value added per worker of 20 percent. The project has four main components: (a) access to finance; (b) strengthening enterprise skills and market linkages; (c) improving the business environment; and (d) institutional capacity building.

Financial and Legal Sector Technical Assistance Project. This project is a US$18 million technical assistance operation that focuses on creating a sound financial system and strengthened legal and judicial capacity to ensure broad access to financial and related legal services. Several outcomes are expected of this project: (a) an increase in the number of people with access to financial services; (b) a rise in private sector credit; (c)

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fewer non-performing loans; (d) lower spreads between average deposit and lending rate for prime customers; and (e) smaller backlogs in commercial cases and higher business satisfaction with the judiciary.

Development Learning Centre LIL is US$ 2.7 million project will test the effectiveness and sustainability of a development learning centre in Kenya as part of a global knowledge-sharing network to strengthen the capacity of public, private, and civil society decision-makers and implementers to design, plan, and manage social and economic development policies and programs.

The Energy Sector Recovery Project is a US$80 million project with several objectives: (a) enhance the policy, institutional, and regulatory environment for private sector participation and sector development; (b) expand power generation capacity to meet the economy's projected supply deficits by FY2006/07; and (c) increase access to electricity in urban and peri-urban areas while improving the efficiency, reliability, and quality of services to existing consumers.

Regional Trade Facilitation Project. A US$25 million regional project, this project will improve access to financing for productive transactions and cross-border trade by establishing a regional political risk insurance facility (the project covers seven COMESA countries) The operation has two main components: (a) establishing a political risk insurance facility; and (b) funding operating and capital costs of the new African Trade Insurance Agency (ATI).

Western Kenya Integrated Ecosystem Management Project is a US$4.1 million GEF (global environmental facility) project whose objective of is to promote a set of integrated ecosystem management interventions in order to achieve local and global benefits. These benefits include reduced land degradation, reduced greenhouse gas (GHG) accumulation in the atmosphere, improvement on-and-off-farm biodiversity, and decreased erosion in watersheds that feed into the Nyando, Yala, and Nzoia river basins