

**FACTORS INFLUENCING IMPLEMENTATION OF
ECONOMICSTIMULUS PROGRAMMES IN KURIA WEST
CONSTITUENCY,
MIGORI COUNTY**

**BY
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DECLARATION

This Research Project is my original work and has never been presented for the award of any degree in any other university

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This Research Project has been submitted for examination with my approval as the University Supervisor

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EDICATION

DEDICATION

I dedicate this Research Project to my lecturers and friends who supported me throughout my study period.

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ACRONYMS AND ABBREVIATIONS

ESP – Economic Stimulus Programmes

GOK – Government of Kenya

DHIT – District Health Implementation Team

DMOH – District Medical Officer of Health.

FMC – Facility Management Committee

GDP – Growth Domestic per Capital

SPMC – Stimulus Project Management Committee

CDFC – Constituency Development Fund

DDC – District Development Committee

DFRD – District Focus for Rural Development

CDF – Constituency Development Funds

SPAN – Social and Public Accountability Network.

KHRC – Kenya Human Rights Commission.

IEA – Institute of Economic Accountability

TISA – The institute of Social Accountability

GIS – Geographical Information System.

USA – United State of America.

ABSTARCT

This study set to investigate the Factors influencing Implementation of Economic Stimulus Programmes (ESP) in Kuria West Constituency, Migori County. This study was guided by the following objectives: to establish the extent to which managerial capacity influence implementation of economic stimulus programmes in Kuria West constituency, to determine how planning influence implementation of economic stimulus programmes in Kuria West constituency and to establish the extent to which community participation influence implementation of economic stimulus programmes in Kuria West constituency. The target population consisted of the ESPs staff and members of the community. The sample population was determined using the simple random sampling techniques based on the members available in the register. A sample population of 24 ESPs staff and 146 community members. Questionnaires and interview schedules were used in data collection which was analyzed using the Statistics Package for Social Sciences. The study findings of the study were that projects teams were run and managed by mature, qualified and experienced managers, planning of the projects were not adequately done and community participation was minimal. The study also found that project implementation process faced many challenges related to personnel, and inadequate funding. The study recommended that project planning should be done adequately, community participation should be enlisted and implementing teams should have adequate finances for implementation of projects. Further nationwide study on the effectiveness of ESP project implementation in Kenya is recommended.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Since the world economy began to falter in 2007, the congress in America passed what amounted to three stimulus bills:- a bipartisan 158 billion US dollars package of tax cuts signed by then President George W. Bush in early 2008, a 788 billion US dollar bill pushed by President Barack Obama Barrack when he took office in 2009 in the wake of financial systems collapse and a tax cut and unemployment funds extension agreement reached by Mr. Obama and Congressional Republicans in 2010 and extended again to cover { United State Economic Survey (USES), 2009}. While the Republicans have derided the 2009 stimulus as a failure, the consensus among has been that it helped stave off deeper job losses and supported a modest recovery.

After Republicans took control of the house in January 2011 following their big midterm victories, debate in Washington focused on spending cuts, not stimulus. But with economic growth stalling in the late summer of 2011, unemployment still stubbornly high and the risk of a double dip recession rising, congress had to come up with a solution to the problems facing the Americans. Mr. Obama went before congress in September to push for 447 billion US dollars packed of tax cut and new government spending (State County Report of United States, 2011)

The center piece of the bill known as the American Jobs Act is an extension and expansion of the cut in payroll taxes, worth 240 billion US dollars, under which the tax paid by employees would be cut in half through 2012. Smaller businesses would also get a cut in their payroll taxes, as well as a tax holiday for hiring new employees.

The plan also provides 140 billion US dollars for modernizing schools and repairing roads. This would maintain America's competitiveness.

In October , Democratic leaders in the Senate replaced Mr. Obama's tax changes with a millionaires tax a 5.6 percent surtax on income over that level , but Republic blocked the Package from coming to a vote {Business week Report of USA, 2010} All these Programmes were aimed at improving the economy of America . Since the programmes helped in the growth of American economy, Kenya leaders also saw the need of employing the same strategies, one of them being ESP. The economic survey of 2009 recorded many hopeful projects on the future of Kenyans economy. It is recorded that before the 2008 Political crisis and the global financial meltdown. Kenya's economy had always recorded a positive growth after many years of stagnation. In 2008, Kenya almost record a negative growth in its economy (Gikonyo, 2010)

After this experience, the concept of Economic Stimulus Programme came into existence and into Public limelight in the 2009/2010. This programme was initiated by the government of Kenya to boost economic growth and lead the Kenyan economy out of a recession situation brought about by economic slowdown. The budget premised on the theme "*Overcoming Today's Challenges for better Kenya Tomorrow*" aimed at urgently jumpstarting the Kenyan economy towards long term growth and development particularly in the wake of 2007 /2008 post election violence that brutally battered the Kenyan economy and the global economic recession which had astronomical negative shocks on economy, Kenya inclusive {Republic of Kenya, 2009}. The Stimulus was made necessary by the decline in the economic growth rate from 7.1 percent to 1.7 percent in 2009 according to the government yearly report on growth rate of the year 2008/2009.

The choices of intervention measures of ESP are formed within broader policy objectives as stipulated in the vision 2030 the National Development Blue Print Agenda 4, and to restore the Economy to its Earlier Status.

Thus in the 2009/2010 budget, the then Finance Minister Uhuru Kenyatta Launched the Economic Stimulus Program {ESP} to stimulate the growth of the Kenyan economy through the rapid creation of jobs and business opportunities all over the Country . The government allocated a total budget for the Economic Stimulus Programme of Kshs 22 billion (TISA 2010). ESP was thought to be the most effective way to generate growth having succeeded in other developed Countries.

According to Gikonyo in her report of the year 2010, the key objectives of ESP were to boost the Country's economic recovery, invest in long term solution to the challenges of food security.

Expand economic opportunity in rural areas for employment creation, improve infrastructure and the quality of education and health care for all Kenyans, invest in the conservation of the environment, and expand Regional Development for equity and social stability. This would be achieved through construction and equipping of one Jua Kali sheds per Constituency. Development was to take place in phases and was envisioned to facilitate participation of Youths as Artisans and Entrepreneurs in massive in structure of projects and construction works at Constituency level.

There was also the issue of upgrading two Primary Schools per Constituency and equipping them with water harvesting and underground water storage facility. A Secondary School was to be

constructed as a Center of Excellence per Constituency and purchase of a mobile digital laboratory. On top of this, tree planting project was to be established in twenty Schools per Constituency {Guidelines in Education Report, 2009}

The health sector was also not left behind. This program rolled out a comprehensive program of healthcare reforms covering infrastructure development, promotion of healthcare and devolved management of facilities. In each Constituency, a health center was to be constructed and equipped and twenty bicycles for Community Health Workers {Health Services Research Report, 2010}

To increase fish production in the county two hundred farming fish ponds in 140 constituencies were to be constructed, Kuria West Constituency being one of them. They were to be stocked with appropriate fingerlings determined by the various needs of the beneficiaries, maize, rice production through irrigation is also another sector that was considered by looking into means of increasing and stabilizing the strategic grain reserve through rehabilitation and expansion of irrigable land. The project was aimed at supporting the commercialization of agricultural produce by increasing the per capita number and access to wholesale and fresh produce markets {Agricultural Economics Report, 2011}

ESP was teamed as a driving force of tremendous growth of Kenya's economy despite facing impediment in its implementation. However the realization of ESP and increased in government spending has played a minimal role in reducing unemployment I the county , encouraging entrepreneurship , stimulating economic growth, fostering education and innovation, all aimed towards the attainment vision 2030 (Government report from the Ministry of Planning, 2011)

While launching the Geographical information system (GSI) to track implementation and progress of project under the ESP, the government remained positive that the country's economy through the continuing stimulus programme is anticipated to grow by six percent by the end of the year 2012 (TISA,2010). The funds under ESP have been used in developing government resources in the grass root level by investing in the construction of health centers, center of excellence, horticulture markets 'jua kali' sheds to reduce economic disparity in the country.

Although not all projects have been completed, a number of them are in their final stage and a few are already operational. The launch of GIS will see ESP under way in all the two hundred and ten constituencies become more efficient¹⁴, accountable and transparent to the public as it will build confidence among citizens and enable them give feedback on the implementation of projects in their areas.

1.2. Statement of the problem

In Kenya the ESP initially budgeted at Kshs 22 billion which was designed as high impact and intensive programme and was expected to stimulate the economic activities at the local level by creating employment opportunity to the unemployed youths, spring entrepreneurial activities and supporting the building blocks that anchor a healthy education population (Republic of Kenya Budgetary report, 2009) most of these intensions have not been achieved yet 24 months have elapsed. This was a short term programme of six month therefore one year down on line; its results should clearly be seen. The Constituency Development Fund (CDF) which is the main sponsor of ESP has been the main vehicle of community participation at the local level which was established in 2003 through the CDF Act. The CDF Act targeted constituency level

development projects particularly to participate in development through its various committees. The others is the project Implementation Committee which is made of local stakeholders (Odhiambo and Taifa, 2009)

In the report, Odhiambo and Taifa singled out some of the major weakness in the CDF Act as lack of clear mechanisms for the community to participate in decision making , inability for those in managerial position to manage the availed resource by the government due to poor planning and channels used in resource allocation , in order to enhance participate as the country implements devolution at county level , there is need for clear mechanisms for engagement and articulation of community interest as (Rosemary,1998) puts it in her book, management is deciding what should be done , and then getting other people to do it . For projects to be well implemented , then the people in management position need to have some knowledge in resource management and the citizens should be given an opportunity to participate in the decision making process. With good planning, there would be no allegation of misuse and misappropriation of funds meant for these programmes. Since citizens are not directly involved in the management of ESPs, they are asking themselves why after all these billions of shillings have been spent, ESPs success is relatively not being realized and this in essence is what will form the gist of the study, therefore the study seek to establish the determinants for effective implementation of the Economic Stimulus Programme in Kuria West Constituency, Migori County.

1.3 Purpose of the Study

The purpose of this study is to investigate the factors influencing implementation of economic stimulus programmes in Kuria West Constituency, Migori County.

1.4 Objectives of the study

The following objectives guided the study

1. To establish the extent to which managerial capacity influence implementation of economic stimulus programmes in Kuria West constituency, Migori County
2. To determine how planning influence implementation of economic stimulus programmes in Kuria West Constituency, Migori county.
3. To establish the extent to which community participation influence implementation of economic stimulus programmes in Kuria West constituency in Migori County.

1.5 Research Questions.

1. How does managerial capacity influence implementation of economic stimulus Programmes Kuria West Constituency, in Migori County?
2. How does project planning influence implementation of economic stimulus programmes in Kuria West Constituency Migori County?
3. How does community participation influence implementation economic stimulus Programmes in Kuria West Constituency in Migori County?

1.6 Significance of the study.

It is hoped that the findings of the study may boost the exiting evidence on the challenges facing the implementation of the ESPs in most of the rural areas and even urban areas in Kenya as a whole.

It is also hoped that the findings of this study may inform the government of Kenya policy makers, academicians and the general public about the important aspects to be considered to curb the problems facing the implementation of the ESPs which in turn are intended to turn the economic growth of the county positively.

1.7 Limitations of the study.

At the time of carrying out this research, some of the project managers were on leave and getting them could be a problems. Responses from the respondents may not be accurate as expected. Road network in the constituency generally is very poor and therefore reaching the intended place may be a problem. Since this research is being carried out by an individual, there was a lot of financial constrains. The results obtain may also not be generalized in all constituencies.

1.8 Delimitations of the study

This study was to investigate challenges facing the implementation of economic stimulus programmes in Kuria West Constituency in Migori County. The focus was basically on factors contributing to this problem in the constituency with a view of finding out how they can be addressed. Information was sourced from the relevant stakeholders in the ESP office and the sampled constituency members. A total number of 166 respondents participated in the study.

1.9 Basic Assumption of the study

The research made the following basic assumptions,

- i) That the respondents will be co- operative and give honest and accurate information.
- ii) That the sampled respondents will give a representative picture of the target population.
- iii) It is assumed that if factors contributing to the challenges facing the implementation of the ESP in Kuria West Constituency were objectively identified, realistic alternatives and possible solutions would be reached.

1.10 Definition of Significant Terms

Community participation refers to ensuring meaningful engagement and involvement of community members in all activities taking place within the community

Economic stimulus programme refers to an attempt by the government of Kenya to boost economic growth and lead the economy out of a recession or economic slowdown

Implementation refers to the phase where visions and plans become reality

Managerial capacity refers to an assignment within an organization in which the employee primarily manages the organization or department

Project planning refers to the process of thinking about and organizing the activities required to achieve a desired goal

1.11 Organization of the Study

This study was organized into five chapters. Chapter one contained Background of the Study, Statement of the Problem, Purpose of the Study, Objectives of the Study, Research questions, Significance of the study, Limitations and Delimitations of the Study, Basic assumptions of the study and definitions of significant terms

Chapter two has introduction, economic stimulus programmes, managerial capacity, planning, community participation, theoretical framework, conceptual framework, operationalization of variables and summary of literature review.

Chapter three contains introduction, research design, target population, sample size and sampling procedures, research instruments, instruments validity, instruments reliability, data collection procedures, and data analysis techniques

Chapter four consists of data analysis on the demographic characteristic, influence of managerial capacity, influence of planning, and influence of community participation on implementation of economic stimulus programmes

Chapter five is organized under summary, conclusion, recommendation and suggestion for further study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on the following thematic areas: concept of economic stimulus programmes, influence of managerial capacity, Influence of planning, influence of community participation, theoretical framework, conceptual framework, operationalization of variables and summary of literature review.

2.2.1 Influence of Managerial Capacity on implementation of Economic Stimulus Programmes

The level of education of an individual in managing ESP is one factor that may lead to success or failure of the project being implemented. It is through proper management ESPs should be or group can achieve its set objectives. For this reason, all individuals managing ESP should be having some knowledge on the management of projects. “Management is an organ of society specially charged with making resources productive “(Drucker, 2008).

Management could also mean “Deciding what should be done, and then getting other people do it” (Falk and Rosemary 2003) Decision making of managerial life is one of the most important, indeed as seen above many writer feel that it is the most fundamental part of the manager’s task. For an individual to manage a project successful, then he/she is required to have some managerial skills.

The definition given above on management suggests that management’s main objective is not to give orders and chase people about but rather to create and maintain a work situation which is conducive to work. They simply do not mean the physical setting for the work and the provision

of good working methods, but they are concerned with providing the right motivational climate. In a very real sense, an educated manager is not only the boss, but also the servant of his/her employees.

To add on all these definitions, “Management is also seen as social process entailing responsibility for effective planning and regulation of the operations of an organization in fulfillment of a given purpose” (Brech 2007) In my view, all this work that is expected to be performed by a manager can be successful if he/she is an individual who has managerial skills.

This will enable him/her make correct judgment which in the long run will improve on performance and general living standards of the people.

The past three decades have been a period of unprecedented change and progress in the developing world. Despite this impressive records, some 800 million individuals continue to be trapped in absolute poverty; a condition of life so characterized by malnutrition, illiteracy, disease, Squalid surroundings, high infant mortality rate and low life expectancy as to be beneath any reasonable definition of managers related to their accountability to various individuals and groups both within and outside the organization. They are required to behave in an honorable way (Armstrong, 1998).

Before the introduction of the CDF Fund managers, there were high levels of wastage and misappropriation of resources. This was due to poor capacity of the committees to manage the colossal funds disbursed to them (Omolo, 2009).

One of the shortfalls of Kenya leadership is failure to receive criticism positively.

For instance, councilors for the most part do not support criticism because they fear losing electoral support. Thus most citizen at the grassroots are wary of holding their leaders accountable so that they are not victimized, Leaders must be sensitized to appreciate that citizens ‘ constructive criticism and input is essential for the success of decentralized funds.

Overall, whereas the CDF may be successful in undertaking and completing local projects, the projects usually deteriorate over time. One of the main reasons behind this is that the communities lack the managerial capacity to sustain projects handed over to them (Omolo, 2011). The same managerial problems that faced CDF Programmes could be the major setback that is also facing ESPs. The fish ponds constructed by ESP in Uriri constituency have not increased the fish harvesting in the constituency several months down the lane. A good number of them have been turned to water points by the villagers during dry spells and this in turn has interfered with the lives of the fish. To some ponds, they never received fingerlings at all, and then what was the managers doing to make the projects productive.

There has been an issue on the construction of underground water tanks that were fully sponsored by the concerned authorities and had been completed. Money was allocated for the construction and due to shoddy work done, their lifespan has been reduces and we witness most of them cracking and consequently and consequently not in a position to carry water as planned for.

2.2.1 Influence of Planning on implementation of Economic Stimulus Programmes

Planning is the process by which the organization or any particular part of it determines what is to be done. It is the process of systematic thought that precedes action, during which resources in hand, or those likely to be available, are matched against known or predicted conditions in order to achieve organizational goals (Armstrong, 1998). Goss, (1994) also states in his book that planning involves forecasting, goal setting and decision making. Forecasting is the ability of one to analyze known information (within and external to the organization) in order to predict future conditions, while goal setting is the determination in the light of forecasts and other imperatives of what the organization wishes to achieve in the relevant time span. Decision making on its side, means making choices between different goals and course of action including identification and resolution of problems, conflicts and priorities in an organization, it is the duty of the manager to make sure that employees are appropriately engaged in working on activities to meet goals and plans. This involves motivating and supervising staff towards concerted efforts needed for effective performance.

As Maslow (1954) an American psychologist puts it, people are in a continuous state of motivation and that the nature of that motivation is variable and complex. Further, people rarely reach a state of complete satisfaction, except for a short time. This implies that motivation is a continuous process and managers should know that management is not just about the setting up of structures, but also the way they continue to operate ensuring harmony in staff relationships. As an educated person, it is expected that you will work well with people and ensure their continued understanding and commitment to organizational goals and activities necessary for their achievement.

People being the most valuable asset of any project, need to be deployed with maximum efficiency and effectiveness. Human resources planning is to ensure that an organization has the right quantity and quality of employees doing the right things in the right place at the right time and at right cost to the organization (Torrington and Hall 1991) Through this human labor wastage is minimized. Since projects are run by people, the human resources planning activities are very important because they forecast how many people are required to carry out a project help it to meet its desired goals. This is an area that project managers have overlooked and it could be one of the reasons why some projects have not achieved their ser objectives.

The current decentralized fund structures provide a relatively better environment for participation to take place in comparison to previous decentralized initiatives such as the DFRD. As earlier mentioned the planning process within the DFRD was executive driven. The CDF has an elaborate local planning mechanism affected through CDF consultative forms. The forums act as platforms through which citizens have been able to articulate their interests and priorities (Omolo, 2011). In 2011, the guidelines for the preparation, implementation and monitoring of the ESP projects were revised to improve the process. The guidelines provide that the ESP desk in coordination with the community Development officers should gather encompass; baseline socio economic data, stakeholders analysis, resource and social mapping, standard designs and costing, other vital information includes lessons learnt from the previous year's ESP process, analysis of the strategic plan and identification of other national and sectoral priorities. (Omolo, 2011)

It would also be essential to review the weakness associated with the ESP planning process to ensure they are not replicated in county governance structures, some of the prevalent problems are poor record keeping of minutes of priorities arrived at in meetings and failure to hold prioritization meetings. Instead projects are identified that may not be of priority to the locals or that are based on whims. In some instances councilors invite few people known to them as a way of arriving at resolutions favorable to their interest (Odhiambo and Taifa, 2009) Politicians have also let down the programme by misplacing projects. In Uriri constituency, the construction of the school meant to be the centre of excellence has not been completed because of wrangles. The community feels that the money to be paid for their land is less therefore the project cannot continue. Then what did the planning committee plan for?

Other fundamental difficulties relate to the structure of the technical committees which lack operational continuity. The construction of seven dams in the constituency, each in every location, was just started and several months down the line they are yet to be completed. As earlier mentioned, communities are insufficiently prepared to participate in planning meetings. The voice of citizens in various planning forums would be more effective if the citizens were organized in groups to present their priorities collectively. Poor planning particularly within the CDF and ESP structures have often contributed to high rates of projects especially where technical expertise is not applied.

During the planning, communities should have a vision for their county. The community vision should be founded on desirable and achievable social –economic wellbeing, social justice and equity, sustainability and gender equity (Omolo, 2011). At present, implementation is characterized

by a thin spread of human and financial resources across many devolved funds projects. Projects are thus typified by high incompleteness rates, poor quality price inflation, collusion and other forms of mismanagement. Relevant legislation should thus deal comprehensively with the issues of human resources management, technical expertise and performance management (Omolo, 2011). Therefore, planning is the process by which the organization or any particular part of it determines what is to be done. It is the process of systematic thought that precedes action, during which resources in hand, or those likely to be available, is matched against known conditions in order to achieve organizational goals (Armstrong, 1998).

2.2.2 Influence of Community Participation on implementation of Economic Stimulus Programmes

For devolution to be successful, the citizens must be politically conscious, have access to information and participate in development programmes. They must not only be aware of their rights and responsibilities but also know channels via which they can exercise them (Omolo, 2010). There are two broad dimensions of citizen participation namely, indirect involvement and direct involvement, indirect involvement acknowledges that ESP managers and professional administrators should act on behalf of the citizens. Direct involvement suggests that citizens are the owners of the government resources and should be involved in the decisions of the state (Yang and Callahan, 2005) For the case of ESP we are going to focus on direct participation. This dimension is administrative centric. This simply means that it focuses on the role of the public in the process of administrative decision making or their involvement in decision making related to service delivery. It thus implies government efforts to involve citizens in administrative decision making and management processes.(Yang and Callahan, 2005). In the Kenyan context, like in

many other countries, participatory development began with and was for a long time confined to community development projects (Wakwabubi and Shiverenje, 2003)

Kenya attempted to institutionalize decentralized planning and implementation of its programmes as early as the 1960s through Seasonal paper. The most elaborate was the District Focus for Rural Development (DFRD) Strategy which became operational in 1983. However, the Strategy emphasized involvement of central government field workers in planning and implementation of programmes. This as Chitere and Ileri (2004) notes is contrary to the conception of the participatory approach. Ideally in participation, development workers such as civil servants have a role in facilitating the process through assisting communities to identify and solve their own problems.

A study conducted by the IEA on the CDF showed that is generally well known in many communities across Kenya's eight provinces by (85%). However, the knowledge of regulations and specifics of CDF was very low by (21%) and communities were unaware of costs of projects and disbursed amounts (EIA, 2006). Similarly the study by KHRC and SPAN (2010) ascertained that citizen awareness of CDF was very high by (96%) but involvement very low by (39%) (Okello et al., 2008). Since these programmes are carried at the same time, the same case applies for ESPs. ESPs are known by all citizens but they have in most assumed when it comes to project identification. They are only brought on board when human labor is required. This reminds us of the school of excellence in Uriri that has been rejected by the citizens. To engage effectively, citizens not only need an awareness of their roles and responsibilities but knowledge and skills on how to execute the responsibilities. Capacity building consists of developing knowledge,

skills and operational capacity so that individuals and groups may achieve their purposes (Okello, ET all 2008).

Similarly within the CDF structure, study findings show in adequate knowledge of project planning, implementation and monitoring process among communities and the various committee members (IEA, 2006). Before the introduction of the CDF Fund managers, there were high level of wastage and misappropriation of resources.

This was due to poor capacity of the committees to manage colossal funds disbursed to them (Okello, 2009).

One of the sort falls of Kenyan leadership is failure to receive criticism positively. For instance, councilors for the most part do not support criticism because they fear loosing electoral support. Thus most citizens at the grassroots are wary of holding their leaders accountable so that they are not victimized. Leaders must be sensitized to appreciate that citizens, constructing criticism and input is essential for the success of funds.

Overall, where as the CDF may be successful in the undertaking and completing local projects, the projects usually deteriorate overtime. One of the main reason behind this is that the communities lack the capacity to sustain projects handed over to them. Local councils do not reserve funds to train communities' members on project management. On a positive note, participation in economic stimulus programmes (ESP) Introduced in 2009-10 indicated high level of participation throughout the project Sacco (Shelter forum and Ufadhili Trust, 2010). Citizen only participated because of the payments made to them but after the completion of the

projects at the implementation level their participation is very low. The accountability component of citizen participation is the weakest in the development Sacco management of current structures in the country. It has been difficult to hold any one accountable for misuse of fund which lack legal parking (KHRC and SPAN 2010), the average Kenyan has in the past not been able to question procedures and process at the local level. The lack of accountability mechanism has contributed to corruption and the politics of patronage. The two are perhaps amongst the greatest risk to devolution at the county level.

2.3 Theoretical Framework

This study rests on Keynesian Stimulus Theory, propounded by John Maynard Keynes in 1936. The theory is of the view that in the short run, especially during recession, economic output is strongly influenced by aggregate demand.

This study fits into the theory in that the economic stimulus programme is meant to boost economic growth and lead the country out of economic slowdown or recession.

2.4 Research Gap

ESP Projects have been marred with poor planning and a slow pace of implementation. More than two years down the line projects that were suppose to have been funded are either are in complete or have not commenced. There is low community aware and involvement in the project funded by ESP. This can be traced from the National office where initial plans were drawn without wide consultation with organs representing mwananchi. The ESP governance structure does not adequately provide for citizens' involvement in the project (Gikonyo et. al., 2010). There is a poor floor of information of the project of the ESP project. Only a few people know

about the existence of the fund but still don't know its objectives and year marked projects. Kenyans only know about the progress of the projects funded by ESP from the parliamentary discussions or questions asked by members of parliament and through political rallies.

There is confusion between projects funded by ESP and those funded by CDF since the Member of Parliament is the patron of both funds this confusion on the part of citizen provides for better campaigns platforms for politicians.

Projects are misplaced and do not meet the priorities of the specific regions. Some constituencies (North Eastern province) would priorities road network to access markets for their goods and services since this is the only way they can sustain themselves without the government involvement (Gikonyo, 2010) This study will therefore try to analyze the challenges that are experience in the implementation of ESP projects.

2.5 Summary of Literature Review

For ESP programmes to be appreciated by the citizen, questions on management are normally brought on board. Since this is initiative that finally must be accounted for by the relevant stakeholders, the managers must be scrutinized and if possible evaluated on the basis of their competent. As drunker 2008 puts it “management is an organ of society specifically changed with making resource productive”, that thus it only through appropriate management that the society resources will be actively put to use. For one to qualify has having appropriate skills, there is always need to have academic qualification in the management field and if possible wealth of experience of the same. A good manager must be a planner. Planning involves forecasting, goal setting and decision making. Forecasting is the ability of one to analyze known

information (within an external to the organization) in order to predict future condition while goal setting is the determination in lights of forecast and other imperatives of what the organizations wishes to achieve in the relevant time span.

Decision making on the other hand means making choices between goals and course of action including identification and resolutions of problem, conflicts and priorities. In an organization, it the study of the manager to make sure that employees are appropriately engaged in working on activities to meet goals and plans Omolo, 2011). For ESP programmes to be successfully implemented the stakeholders must involve all the citizens and responsible officer to move together through all the stages to enhance its success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of research design, target population, sample size and sampling techniques, research instrument, instrument validity, instrument reliability data collection procedure and data analysis techniques.

3.2 Research Design

Is the planned structure and strategy of investigation conceived to obtain answers to research questions. It is the researcher's plan for study, which includes the methods to be used in the study, what data to be gathered, where, how, and from whom.

Research design therefore provides a frame work for conducting the study (Mugenda and Mugenda, 2003). This study adopted descriptive surveyor design to establish the relationship between the determinants of economic stimulus programmes and its implementation. It will employ the use of instruments such questionnaire and qualitative data this was because the study was going to require an in depth investigation of the challenges facing the implementation of ESPs in Kuria West constituency.

3.3 Target Population

The target population was selected members of the constituency and all the 14 concerned officers responsible in the ESPs office in Kuria Constituency which include the 4 Assistant Chiefs from 2 locations. The study was carried out within Kuria West Constituency; therefore the accessible

population is all the members registered in the members register in the constituency ESP office Kuria West Constituency in Migori County.

The target population for this study was randomly selected to participate for the case of youth who are many. Only those whose names appear in ESP register will participate. The study targeted two assistant chiefs and 6 youths per every location in the constituency who participate in the ESP. All Managers for every project will be given the questionnaires to fill, this will give the total number of people to be interviewed to be twenty.

3.4 Sample size and Sampling Techniques

According to Gay as reported by (Mugenda and Mugenda, 2003). For descriptive studies, 30% of the accessible population is enough therefore the sample comprise of all the officers in charge in the ESP office.

Because the constituency as projects which are administrators by manager incase where the manage is not available in the constituency chairman of ESP committee provided as with responses this is because the chairman is responsible of supervision of project administration time table (ESP handbook, 2010).

The members were obtained by use of voters registers as it as the total number of members in constituency. All the members in the voters register have role numbers thus I will calculate the required sample, fraction by use of the following formula let $K = \frac{K}{n}$

Where **K** is the required sample fraction

n is the total population of members

Therefore, the study selected every Kn member throughout the register, starting from the randomly chosen number one and K inclusive.

In our case K is equivalent to 10.

Therefore a number between one at ten is selected, and in this case ten will be the number to be selected the sample will composed of numbers ten, twenty, thirty, forty, until get six hundredth number. This was, the study will have got sixty members who will form the sample for study.

The ESP members were selected by use of systematic random sampling method/linear systematic sample because it produce amore precious estimate (Mutai, 2000).

3.5Data Collection Procedures

The researcher traveled to the ESP office and through the help of assistant chief, representative members from the constituency will be accessed. The researcher will then collect the completed questionnaire. This is in order to ensure maximum return rate. Data collection involves both primary collection and secondary data collection.

3.5.1. Primary data

This involved the data collected by the researcher from the ESPs managers, assistant chief and the citizen involve in the project implementation.

3.5.2. Secondary data

This involve literature review of document research findings and report on the existing default funds and other participatory mechanism from ESPs office.

3.6 Data analysis Techniques

Data analysis is the process of bringing order and meaning to raw data collected (Mugenda and Mugenda, 2003) the data will be coded and analyzed descriptively by use of means, modes, standard deviation and T-values. This will be done by use of statistical package for social sciences computer package finally; the research question will be validated through testing by use of inferential statistics.

The data was organized in tables and presented by use of graphs as graphs enable the reader to see the trend of the distribution easily (Mugenda and Mugenda, 2003). The study used bar graphs and pie charts

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter deals with the analysis, interpretation, presentation and discussion of demographic characteristics of the respondents, influence of manager capacity, planning and community participation on implementation of economic stimulus programmes in Kuria West Constituency.

4.2 Response Return Rate

This study included 166 respondents who were given questionnaire to fill. A total of 128 respondents returned the questionnaire giving a 77% response rate.

4.3. Demographic Characteristics of the Respondents

The study sought to find out the demographic characteristics of the respondents in relation to their gender, and level of education. Their response on gender was as shown in table 4.1.

Table 4.1 Gender of respondents

Gender	Frequency	Percentage
Male	83	64.8
Female	45	35.2
Total	128	100.0

From table 4.1, 83(64.8%) were male while 45(35.2%) were female. This finding indicates that most of the respondents were male.

The respondents were asked to state their level of education. Their response per gender were as shown in table 4.2

Table 4.2 Level of education per gender of respondents

Level of education	Male	Percentage	Female	Percentage
Primary	14	10.9	17	13.3
Secondary	51	39.8	22	17.2
University	18	14.1	6	4.7
Total	83	64.8	45	35.2

From table 4.2, 51(39.8%) male and 22(17.2%) female respondents had secondary school level education, while only 18(14.1%) male and 6(4.7%) female respondents had university education. 14(10.9%) male and 17(13.3%) female respondents had primary level education. This shows that majority of respondents were educated making it easier for them to understand the questionnaire and respond to the questions well.

4.4 Influence of managerial capacity on implementation of economic stimulus programmes

In order to ascertain the influence of managerial capacity on implementation of economic stimulus programmes, the researcher set out the role played by each member in the project, length of time in the position, work experience and professional qualification. Their response on the role played by each member was as shown in table 4.3

Table 4.3 Role played as reported by the respondents

Role in the project	Frequency	Percentage
Member	12	50.0
Evaluation	6	25.0
Project manager	6	25.0
Total	24	100.0

The study found out that majority 12(50.0%) were ordinary members of the various projects being implemented, 6(25.0%) from each group representing the managers and evaluation officers respectively. The findings indicate that projects are an all – inclusive activity that involves qualified members of the society. As Odhiambo and Taifa,2009, points out, politicians should play their role properly by not letting down the programmes. by misplacing projects, misappropriating the funds, on the other hand the citizens must play an active role in the projects to avoid stalling or failure of development projects. As is the case in Kuria West constituency, where the construction of a school meant to be the centre of excellence has not been completed because of wrangles. If the community played its role the feeling that money paid for their land is less therefore the project cannot continue. This has the implication that the planning community failed in its planning.

4.4.1. Length of time in the position held

The respondents were asked to state the length of time in the position held. Their response was as shown in table 4.4

Table 4.4 Length of time in the position held by the respondent

Length of time in position	Frequency	Percentage
1	6	25.0
2	10	41.7
3	2	8.3
4	4	16.7
5 and above	2	8.3
Total	24	100.0

Results of the study indicate that half 10(41.7%) of the respondents have been members of the projects for 2 years, 6(25.0%) have been members for 1 year, 4(16.7%) have been members of the projects for 4 years and 2(8.3%) each had served for three and five years respectively. The study findings indicate that the participants had a wide range of experience as members, project managers and evaluation officers. This is significance as it helped the researcher to be able to understand the role played by each member of the group in the development projects.

The findings are line with Okello, 2008 who points that to engage effectively; citizens not only need an awareness of their roles and responsibilities but knowledge and skills on how to execute the responsibilities. Capacity building consists of developing knowledge, skills and operational capacity so that individuals and groups may achieve purposes. As Omolo (2011) pointed out, one of the main reasons behind failure of project is that the communities lack the managerial capacity to sustain projects handed over to them. The same managerial problems that faced CDF programmes could be the major setback that is also facing ESPs.

4.4.2 Work experience

The respondents were asked to state whether they had worked with other project teams or not. 14(58.3%) said that they had worked with other project teams while 10(41.7%) said that they had not worked with other project teams. The respondents were therefore asked to state how they had worked. Their response was as shown in table 4.5

Table 4.5 Work experience of the respondents

Work experience	Frequency	Percentage
Worked as project managers	6	25.0
Worked as members of project team	12	50.0
Worked as evaluation officer	6	25.0
Total	24	100.0

The length of time varied from one respondent to another with 12(50.0%) saying that they had worked as members of the project teams, 6(25.0%) were previously project managers another 6(25.0%) were evaluation officers. This is attributed to the fact that joining the project teams involves one`s commitment towards the performance of assigned duties. Effective implementation of the programmes requires an individual with a wide range of experiences that may help in ensuring that implementation of the projects is sound and effective.

The respondents were asked to state their professional qualifications. Their response were as shown in table 4.6

Table 4.6 Professional qualifications of the respondents

Professional qualification	Frequency	Percentage
Masters	4	16.7
Bachelors	10	41.7
Diploma	8	33.3
Others	2	8.3
Total	24	100.0

Results of the study presented in the Table 4.6 shows the professional qualifications of the project managers, evaluation officers and project team members. The study found out that 4(16.7%) of the respondents had masters degree, 10(41.7%) had bachelors, 8(33.3%) had diplomas and only 2(8.3%) had secondary school qualification. The professionalism helped to determine the suitability of the individual in whatever capacity he or she was in. The professional qualifications are a determinant of productivity. Increased levels of professional development imply improve work performance and achievement amongst the teams. This finding is in line with Drunker (2008) who found out that the level of education of an individual in managing ESP is one factor that may lead to success or failure of the project being implemented. It is though proper management that an organization or group can achieve its set objectives, for this reason, all individuals managing ESPs should be having some knowledge on the management of projects.

4.5 Influence of planning on implementation of economic stimulus programmes

The respondents were asked to state whether there were project planning committees, whether they supported the planning committees, the problems these planning committees had on project implementation and how these committees were to be improved.

Their response on the presence of project planning committees were as shown in table 4.7

Table 4.7 Presence of Planning Committee

Presence of planning committees	Frequency	Percentage
Yes	91	71.0
No	13	10.2
Not aware	24	18.8
Total	128	100.0

The study findings presented in Table 4.7 indicates that most projects have project planning committees as reported by 91(71.0%) of the respondents. 13(10.2%) respondents indicated that the projects lack project planning committees, While 24(18.8%) respondents were not aware of the existence of the project planning committees. The committees are critical in ensuring that the goals of the projects are properly implemented. Odhiambo and Taifa, 2009, contend that for effective implementation of any type of project, there must be an active planning community. The planning aspect involves having a focus on the future. In project management, it all depends on how well the committee members set out to achieve the goals.

The respondents who were aware of the presence of the planning committees were asked to state whether they supported them or not. Their response were as shown in table 4.8

Table 4.8 Respondents response on whether they supported the planning committees

Supported planning committees	Frequency	Percentage
Those who supported	11	10.6
Those who did not support	93	89.4
Total	104	100.0

From the table 93(89.4%) respondents did not support the work of the project planning committees. Only 11(10.6%) respondents supported the planning committees. Those who did not support the committees said that the projects were not properly planned making it difficult to implement. Some went ahead to say that the committees only copy paste the projects without looking at the prevailing situations. This made many projects to stall.

The respondents were further asked to state how the planning committees could be improved. Their response were as shown in table 4.9

Table 4.9 Response on improvement of the planning committees

Improvement on planning committees	Frequency	Percentage
Appoint people with knowledge of project	86	67.2
Consult stakeholders	81	63.3
Appoint young, experienced people	77	60.2
Train committee members on project planning	54	42.2

The findings in table 4.9 shows that 86(67.2%) respondents preferred appointment of people with knowledge of project as a way of improving the project planning committees. 81(63.3%) respondents stated that consulting stakeholders was the best way. 77(60.2%) respondents preferred appointment of young, experienced people while 54(42.2%) respondents preferred training of the committee member on project planning. The respondents acknowledged that only well trained and qualified individuals would effectively implement the projects as stipulated. Trained personnel have the experience, knowledge and know – how of how the projects are implemented.

4.6 Influence of community participation on implementation of economic stimulus programmes

The respondents were asked to state whether the community members were involved in projects implementation or not. 97(75.8%) respondents said that they were not involved while 31(24.2%) respondents stated that they were involved. Asked to state the level of involvement, their response was as shown in table 4.10

Table 4.10 Level of Community involvement in project implementation

Level of involvement	Frequency	Percentage
Execution of the activities	23	74.2
Supply of materials	7	25.6
Called to see the ground breaking	21	67.7

Table 4.10 shows that 23(74.2%) respondents were involved in execution of the activities, 21(67.7%) in witnessing the ground breaking and 7(25.6%) in supply of materials. The findings show that community participation was only on non crucial stages in project implementation. The community needs to be involved during project selection, planning, and in decision making. Increased levels of participation would increase the level of out in the organization. Odhiambo and Taifa,2009,said that the community should be actively involved in planning, implementation and evaluation of the projects, this would ensure ownership of the projects. Direct involvement therefore, suggests that citizens are the owners of the government resources and should be involved in the decisions of the State (Yang and Callaham, 2005).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

The chapter deals with the summary of the findings, conclusion and recommendations of the study based on the study findings. The conclusions are presented as per the study objectives that involved finding out the determinants of economic stimulus programmes implementation in Kuria West Constituency, Migori County.

5.2. Summary of the Findings

The demographic characteristics of the respondents indicated that there is high male representation of 14 (70.0%) compared to 6 (30.0%) project team members; bachelor's degree has 4 (20.0%), while a majority 8 (40.0%) had a diploma certificate. Majority 8 (40.0%) were ordinary members of the various projects being implemented, with an equal number of (30.0%) from each group representing the managers and evaluation officers respectively.

The study findings show that half 20 (50.0%) of the respondents have been of the projects for 2 years, while 4 (20.0%) have been members for 4 years, and an equal number of 2 (10.0%) each having served for one, three and five years respectively. Most 15 (70.0%) have had previous work experience in different positions as ordinary members, managers and project evaluators. Results of the study indicate that most 12 (60.0%) have an average level of experience in project management. This is significant for effective implementation of the projects under the economic

stimulus programme. The findings also indicate that the project teams have successfully worked with several other project teams.

Findings of the study showed that the project teams were cooperative as reported by 10 (50.0%) of the participants, with 4 (20.0%) rating them as productive and innovative respectively. Results of the study indicate that academic qualifications are not necessary for effective implementation of the ESP projects, as pointed out by 18 (90.0%) of the respondents. Results of the study further indicate that majority 10 (50.0%) of the respondents rated the potential of the current team highly while 8 (40.0%) rated the teams potential very highly. based on these findings it can be pointed out that the teams have a huge potential of effectively implementing the projects.

The study found out from 14 (70.0%) of the participants that project implementation teams had committees that ensured effective implementation. These committees receive a lot of support from the communities and the members as pointed by 14 (70.0%), with the sub locations having at least 4 projects in progress as reported by 14 (70.0%) of the respondents. The project teams meet on weekly and monthly basis to deliberate on crucial project issues, while assessing the progress made towards achieving the set targets. Most members 80 (90.0%) confirmed that they are allowed to contribute towards the teams progress during the meetings.

Findings of the study from 8 (40.0%) showed that the project are profitable, able to attract more funding 2 (10.0%) and capable of initiating new projects. The most serious challenge faced by the project teams was personnel as pointed out by 10 (50.0%), financial 8 (40.0%) and funding 2 (60.0%) respondents showed that poor management of project funds and project funds misuse 2 (10.0%) are the core problems.

5.3. Conclusion of the Study

Based on the findings, the study concludes that the Economic Stimulus Projects under implementation in Kuria West constituency, Migori County are effectively managed by mature, qualified and experienced project managers, and carefully monitored by the project managers. The project teams also received a lot of support from the community, and that the community members were fully involved in the project implementation. The community also provided a lot of support the project teams. There was a sound project planning committees which ensured that the stipulated projects are effectively implemented, as indicated by the respondents the area had over four different projects under implementation. This would not be practical without a sound project planning committee.

The study findings indicated that the ESP project team face numerous challenges most of which are related to availability and management of the funds. The most critical challenge is the personnel and inadequate funds which hinder effective implementation of the projects.

The ESP projects should be allowed to continue with careful monitoring and evaluation of the overall performance of the projects. This will go way in eliminating challenges associated with financial management.

5.4. Recommendations of the Study

Based on the findings, the study recommends that the ESP project teams need to be empowered and provided with adequate funds that can ensure that the projects are carried to the end. The teams should also receive adequate support from the communities in which they carry out the projects.

The communities on the other hand must be effectively involved in the whole process right from the conception of the projects, planning and implementation. Voluntary participation of the communities may enable ownership of the projects, thus when they fail, the community would collectively say we have failed.

Sound project management principles must be adhered to, and those bestowed with responsibility of ensuring successful implementation be individuals with appropriate qualifications in project management.

5.5. Suggestions for Further Research

The study suggests that:

1. A nationwide study to be carried out to determine the effect of financial constraints on effectiveness of ESP of the regions implementation in the Country.
2. A study on the impact of managerial capacity of the ESP projects on the overall development of the regions or counties implementing the projects.
3. A research study on the influence of transport and communication system on effective implementation of the ESP projects in the county.

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APPENDICES

Appendix I: Questionnaire

I am a student at University of Nairobi Department of Extra Mural Studies pursuing a Master Degree in Project Planning and Management and as part of course requirement, I am in the process of writing a research project and hereby wish to request you to be a respondent in the data collection sample population.

I wish to assure you that all the responses in the questionnaire will be treated confidentially and are for academic purposes only. Thank you in advance.

Please tick () in the appropriate box or fill as appropriate.

SECTION 1: BIO DATA

1. Interview Date.....
2. Respondent's names (optional).....
Gender male () Female ()
3. Age.....

SECTION II MANAGEMENT OF PROJECT

1. What role do you play in the management of the Project?
Project Manager () Evaluation Manager () Member ()
2. For how long have you held the position?
1 year ()
2 years ()
3 years ()
4 years ()

5 years ()

More than 5 (specify).....

3. Have you ever worked with other Project teams before?

Yes ()

No ()

4. If yes, what role did you play?

Member ()

Manager ()

Evaluation officer ()

Other (specify).....

5. What educational or professional qualifications do you have?

PhD degree ()

Masters degree ()

Bachelor degree ()

Diploma ()

None of the above ()

6. How would you describe your experience in working with the youth project (s)?

Very experienced ()

Experienced ()

Average ()

Little experience ()

No experience ()

7. Apart from this project team, how many other project teams have you worked with?

1 ()

2 ()

3 ()

4 ()

5 ()

None ()

More than 5 (specify).....

8. For how long has this project team been in existence?

Less than a year ()

1 Year ()

2 Years ()

3 years ()

4 years ()

5 years ()

More than 5 (specify).....

9. How would you describe the current project team?

Hardworking ()

Productive ()

Co – operative ()

Innovative ()

None of the above ()

10. Is an educational and/or professional qualification necessary for one to join the project team?

Yes ()

No ()

Sometimes ()

Not sure

11. If yes, what is the minimum qualification requirement?

PhD degree ()

Masters ()

Bachelor degree ()

Diploma ()

Other (specify).....

12. In your own opinion, what is the potential of the current project team`s success?

Very high ()

High ()

Not quite high ()

Not potential ()

Not sure ()

SECTION III: PLANNING AND COMMUNITY PARTICIPATION.

1. Is there any planning committee for the project in the constituency

Yes { }

No { }

1. if any who are the members

2. what part do you play in the planning committee,

Member { }

Official { }

3. Do you support the current planning committee

Yes { }

No { }

4. if no , what do you think should be done to improve the performance of the planning communities

5. how many projects are there in your sub location

1 { }, 2 { }, 3 { }, 4 { },

More than 5 { }

6. How frequently does your group hold group meeting

7. Are you allowed to contribute in the meeting

Yes { }

No { }

8. How do you gauge the success of the project

SECTION IV: PERFORMANCE OF PROJECT

1. Strongly agree 2. Agree 3. Strongly disagree 4. Disagree 5. Not decided.

Statement

RANK

1. project is profitable									
2. project is sustainable									
3. project able to attract more funding									
4. community acceptance is achieved									
5. team able to initiate other project									
6. project faces financial challenges									
7. project faces personal challenges									
8. project faces sound bank statements									
9. project faces material challenges									
10. other challenges facing project { specify }									