

**FACTORS INFLUENCING IMPLEMENTATION OF  
ECONOMIC STIMULUS PROJECTS  
IN EAST POKOT SUB-COUNTY.**

**BY:**

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## DECLARATION

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

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This research project is presented for examination with my approval as University supervisor.

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## **DEDICATION**

This research project is dedicated to my dear wife, Susan Chepkatam and my children Lornah Cheruto, Nancy Cheyech, Prudence Mariach and Shadrack Arupe who supported and encouraged me during my entire study period.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ASAL</b>	:	Arid and Semi Arid Lands
<b>CDPO</b>	:	Constituency Development Planning Officers
<b>ESP</b>	:	Economic Stimulus Projects
<b>GDP</b>	:	Gross Domestic Product
<b>ICT</b>	:	Information Computer Technology
<b>KHRC</b>	:	Kenya Human Rights Commission
<b>MDGs</b>	:	Millenium Development Goals
<b>MOA</b>	:	Ministry of Agriculture
<b>MOF</b>	:	Ministry of Finance
<b>SIC</b>	:	School Infrastructure Committee
<b>SPAN</b>	:	Social and Public Accountability Network
<b>SPMC</b>	:	Stimulus Project Management Committee
<b>SPSS</b>	:	Statistical Package for Social Science
<b>USA</b>	:	United States of America
<b>WC</b>	:	Water Committee

## **ABSTRACT**

Various governments of the world have in the past used tactics such as lowering interest rates, increasing government spending and quantitative easing to stabilize the economy. The government then introduced Economic Stimulus Programme (ESP) which was aimed at urgently jumpstarting the Kenyan economy towards long-term growth and development particularly in the wake of the post-election violence and the global economic recession. The main purpose of this study was to establish factors influencing implementation of economic stimulus projects in East Pokot District in the larger Baringo County. The study specifically sought to establish the influence of support infrastructure, project financing, project management and community participation. The study used survey research design targeting a population of 150 respondents comprising project beneficiaries, project management committee members and constituency development planning officers. The study used stratified sampling technique to allocate at least 65% of the respondents from each strata form the sample. The sample used in this study were 110 respondents comprising 76 project beneficiaries, 32 stimulus project management committee and 2 constituency development planning officers. Questionnaires were used to collect data. The copies of questionnaire were piloted among ten (10) respondents who did not form part of the actual study sample. The aim of piloting was to ensure that the data collection instruments were valid and reliable. Information from the pilot survey was then incorporated into the questionnaire before the actual data collection began. Data from questionnaires were analyzed using Statistical Package for Social Sciences (SPSS) Version 20.0 quantitatively and presented in frequencies, percentages and tables. The study found that infrastructure and financing play critical roles in enhancing project implementation. Further, it was established that community participation and management are also important in ensuring successful implementation of government funded projects. The study recommends enhanced training of committee members, proper scheduling and channeling of funds and enhancement of community participation schemes. Finally, the study suggests that further studies be carried out to model the factors influencing project implementation in order to enhance generalizations in different setups and scenarios.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Globally, in response to the financial and economic crisis of 2008-09, most major economies embarked on an unprecedented level of fiscal expansion in the form of stimulus packages. Among the G20 countries alone, the size of fiscal stimulus amounted to \$2trillion – roughly 1.4 per cent of the world GDP. More importantly, the response to this crisis stood out because of the synchronicity among major economies on all fronts – financial, monetary, and fiscal responses. An examination of country responses reveals that Asia put in place comparably large stimulus packages. Asia and the Pacific, not including Japan and Korea, spent 9.1 percent of its 2008 GDP on stimulus efforts. China was the main driver of the stimulus spending in Asia as it had a stimulus package worth 12.7 percent of its 2008 GDP. Meanwhile, advanced economies such as those in Europe and North America spent 3.4 percent of their 2008 GDP on stimulus (ILO, 2010).

However, the timeliness of response across the globe was largely a function of the channels through which crisis spread around the world. For example, the crisis spread to the rest of the world slowly through various transmission mechanisms such as the domestic banking sector's exposure to the global financial markets, decline in world trade, and reduction in global aggregate demand. For example, as the crisis gripped the developed economies, it seemed that emerging economies had indeed “decoupled” from the advanced world; but, it quickly became clear that decoupling was a myth, and like the advanced economies, emerging economies had to intervene. In terms of the effectiveness

of fiscal stimulus measures, it is still widely accepted that no fiscal stimulus injection would have been much worse to the global economy in terms of the lost output. The current recovery of the global economy owes much to the active use of fiscal stimulus measures against the global crisis (ILO, 2010).

In Africa, a number of countries implemented different approaches in mitigating the effects of the recession. In South Africa for example, the main purpose of this economic surplus package was to make business establishments spend more by way of introducing attractive incentives. In Ethiopia, their economic stimulus package targeted safety net programs aimed at cushioning the poor (World Bank, 2009). According to Hammerstad (2012), most African governments unfortunately find it necessary to increase spending in order to maintain the current poverty rates and more importantly to avoid social discontent and political instability. The study noted that long term economic gains could be achieved by increasing spending more so if the money is spent wisely. This could lead to an increase in monetary stimulus resulting into an attractive policy for Africa at this time especially if external funds could be secured. According to a study by Yahya(2009), considerable percentages of projects in Africa are falling behind schedule and that about half of projects were behind schedule. The recent history is littered with many examples of projects that have not succeeded as well as desired. In another study by Raed (2007), it was established that many government projects in Africa had many instances where critical aspects of design were either poorly executed or overlooked altogether.

According to MoF (2010), the Kenyan economy grew from a minimum 2% to a maximum of 7% from 2002 to 2007. Due to local and external actors, the economic growth dropped from 7.1% in 2007 to 1.7% in 2009. The post election violence of 2007/2008 led to a slowdown of economic activities, poor inter- regional trade due to disruptions of transports systems and directing of limited resources to remedying the effects of the post election violence. The foreign tourists' arrivals further dropped for fear of being caught up in the violence. The world economic growth declined internationally, leading to shrinking of demand for our exports and drop in remittances from Kenyans living in the Diaspora. The government then introduced Economic Stimulus Programme (ESP) which was aimed at urgently jumpstarting the Kenyan economy towards long-term growth and development particularly in the wake of the post-election violence and the global economic recession.

According to Mwala (2012) in their study on influence of project monitoring on project performance, the concept 'Economic Stimulus Package (ESP)', came into existence and public limelight in the 2009/2010 budget speech in which the government allocated a total budget of Kshs.22 billion for ESP projects. The key objectives of the economic stimulus included: boosting the country's economic recovery; investing in long-term solution to the challenges of food security; expanding economic opportunities in rural areas for employment creation; improving health care for all Kenyans; investing in the conservation of the environment; expanding access to, and building the ICT capacity of the Kenyan people; promoting regional development for equity and social stability and improving infrastructure and the quality of education.

Furthermore, ESP guidelines outlines the following as the key components under the objective of improving infrastructure and quality of education; upgrading of one secondary school per constituency; upgrading of two primary schools per constituency, recruiting additional 50 primary schools teachers per constituency and 10 secondary school teachers per constituency; purchase of 1 mobile digital laboratory for secondary school per constituency and establishing a Kshs.60,000 tree fund for 20 schools per constituency(GoK, 2009). According to the 2009 Medium Term Report, a total of Kshs.6.3 billion was disbursed to 355 secondary schools to transform them into Centers' of Excellence (GOK, 2011). However, ESP status report by the Ministry of Education indicates that only 210 out of 355 secondary schools were implemented in the year 2010, most of which were below 50% completion (GOK, 2011). Furthermore, an audit report by OSIEA (2010), also warned that ESP might not achieve its objectives due to: poor planning and slow pace of implementation; low community awareness and involvement in the projects and poor flow of information on the progress of the ESP projects.

Among the beneficiaries of ESP initiatives was East Pokot Sub-County in the larger Baringo County, Kenya. East Pokot Sub-County is classified as an Arid and Semi-Arid Lands (ASAL). The Sub-County has very low rainfall and is often associated with high illiteracy and high poverty levels. The problem is compounded by insecurity in most parts of the Sub-County. Cattle rustling and loss of lives and property characterizes the level of insecurity in the area. In East Pokot Sub-County, ESP funds were used to construct a primary school and a secondary school to serve as centers of excellence, enhance enrollment and improve the quality of education. The ESP funds were further used to



construct a model health center geared towards improving maternal and child health. In addition, one fresh produce and wholesale market were constructed. The objective was to improve food security and empower economically the local population and enhance their agricultural and entrepreneurial skills. Additional tools and personnel were hired to support the functions of these facilities. For the purpose of this study, ESP projects undertaken in the sub-county formed the core focus.

## **1.2 Statement of the Problem**

Economic Stimulus Programmes were considered a major driving force that could have led to tremendous growth of the country's economy. Successful implementation of ESP would have led to an increase in government spending from a national point of view. It would also have played a major role in reducing unemployment in the country, encouraged entrepreneurship, stimulated economic growth, fostered education and innovation. A number of studies (Gathoni, 2012, Munyiri, 2013 & Kogi, 2013), however indicate that the realization of the ESP goals was not adequately achieved partly due to poor infrastructure and management practices within the localities, lack of adequate finances and minimal community participation among other reasons. In their studies, they also report that most of the projects under ESP were not completed within the intended completion duration. There were a host of challenges experienced during implementation stage which included experienced cost overruns, prolonged completion periods beyond the initially envisaged dates thereby denying clients of the opportunity to enjoy the facilities in good time while others have never to date been practically completed.

According to an ESP status report by the Ministry of Education, only 210 out of 355 secondary schools were implemented in the year 2010, most of which were below 50% completion (GOK, 2010). Furthermore, an audit report by OSIEA (2010), also warned that ESP might not achieve its objectives due to poor planning and slow pace of implementation, low community awareness and involvement in the projects and poor flow of information on the progress of the ESP projects. From these reports therefore it is clear that there are a number of factors influencing implementation of ESP projects.

Furthermore, government funded projects are usually received with high expectations by would-be beneficiaries. However, when such projects are not completed on schedule, the same community members become disgruntled, hopeless and disillusioned. This research study intends to identify those factors that influence implementation of government funded projects. The study will assume that the selection process was prudent and undertake to study how financing, infrastructure, community participation, management practices influences project implementation. A clear understanding of how these factor influence government funded projects such as the economic stimulus programmes coupled with the nature of the area under study is of vital importance to policy makers when undertaking projects in ASAL localities.

### **1.3 Purpose of the Study**

The purpose of this study was to investigate factors influencing implementation of Economic Stimulus projects in East Pokot Sub-County.

#### **1.4 Research Objectives**

This study was guided by the following research objectives:

1. To evaluate how the infrastructure influences implementation of Economic Stimulus projects in East Pokot Sub-County.
2. To investigate how financing influences implementation of Economic Stimulus projects in East Pokot Sub-County.
3. To establish the extent to which management influences implementation of Economic Stimulus projects in East Pokot Sub-County.
4. To examine how community participation influences implementation of Economic Stimulus projects in East Pokot Sub-County.

#### **1.5 Research Questions**

The study sought to answer the following research questions:

1. How does infrastructure influence implementation of Economic Stimulus projects in East Pokot Sub-County?
2. How does financing influence implementation of Economic Stimulus projects in East Pokot Sub-County?
3. To what extent does management influence implementation of Economic Stimulus projects in East Pokot Sub-County?
4. To what extent does community participation influence implementation of Economic Stimulus projects in East Pokot Sub-County?

## **1.6 Significance of the Study**

This study was expected to identify and document factors influencing implementation of government funded projects in East Pokot Sub-County, Kenya. The findings of this study would be of importance to project managers, policy makers and the government in general since it was expected to provide insights into the major issues facing implementation of government funded projects. The study would also provide background for future scholars, development practitioners and students on re-mapping the traditionally established paths towards the project implementation and hopefully it would contribute to the global knowledge on factors influencing project implementation.

## **1.7 Limitations of the Study**

The study faced a number of challenges. Some of these challenges include the geographical vastness of the area, general insecurity facing the district, the availability and willingness of the respondents to participate in the study and language barrier. The researcher sought the assistance of research assistants to ensure adequate collection of data and coverage.

## **1.8 Delimitations of the Study**

The study was delimited geographically to within gazetted boundaries of East Pokot Sub-County, Kenya. The study focused on factors influencing implementation of government funded projects specifically economic stimulus programmes. In trying to achieve its intended objectives, the study targeted project beneficiaries who were also community members, Stimulus Project Management Committee members (SPMC), and the

Constituency Development planning officers (CDPO) within East Pokot Sub-County, Kenya.

### **1.9 Basic Assumptions of the Study**

The study made several assumptions. Firstly, the study assumed all the project beneficiaries were aware of the processes of government funded projects. Secondly, the study assumed that in awarding contracts, the selection process was clear and transparent. Lastly, the study assumed that the respondents are a representative of the general population and their responses would be valid and reliable in making general conclusions.

### **1.10 Definition of Significant Terms Used in Study**

**Community Participation:** Is the involvement of the local members of the society in the implementation process of economic stimulus project and how it influenced its effectiveness.

**Infrastructure:** Are the basic physical structures and services needed for the effective implementation and operationalization of projects.

**Project Management:** Are the activities of planning, organizing, staffing directing and controlling the implementation of the Economic Stimulus Projects.

**Project Beneficiaries:** Are members of the community who will benefit from government funded projects.

**Project Financing:** Are funding issues in relation to the implementation of projects.

### **1.11 Organization of the Study**

Chapter one of this research project provides the background of the study, purpose of the study and objectives of the study. Moreover, included also in this chapter are the research questions, significance of the study, delimitations of the study and limitations of the study. Besides, basic assumptions of the study and definitions of key significant terms are also outlined. Chapter outlines the literature review based on the research objectives, theoretical framework and conceptual framework of the study.

Chapter three presents the research methodology specifically the research design, target population, sample and sample selection. It also features data collection instruments, instruments pretesting, validity and instruments reliability. Included also in this chapter are procedures of data collection, methods of data analysis and ethical issues in research.

Chapter four discusses the research findings that includes the demographic information, findings based on the objectives and finally draws inferences based on these findings.

Chapter five provides a summary of the findings, conclusions inferred from the findings and recommendations made based on the findings. Further, the chapter provides areas for future research in the study area.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature on the factors influencing implementation of government funded projects with bias on economic stimulus projects. The chapter is sub-divided into the following sections: influence of support infrastructure on project implementation, influence of project financing on project implementation, influence of project management on project implementation and influence of community participation on project implementation. The chapter then summarizes key aspects identified, depicts them in a conceptual framework and identifies research gaps deduced.

#### **2.2 Overview of Project Implementation**

According to Gustafsson and Wikstrom (2008), projects are temporary endeavors undertaken to produce specific objectives within a given time and at a specified costs. This means that a project must have a clearly defined scope of work to be done and specific performance requirements that must be met, have a definite starting and ending points and a budget for successful completion. In project management, four key constraints that is, scope, time, quality and budget relates to each other in successful completion of the projects. Projects worldwide are initiated with aims of solving a particular problem, satisfaction of need for the community or to take advantage of an existing opportunity in the business world. In developed countries, projects sponsored by the respective governments have played a great role in job creation, food sustainability, provision of health services as well as education with an aim of poverty eradication and



development in the countries. To speed up their economic development with the implementation of significant number of infrastructure projects, developing countries are depending on different type of funding.

Business today is operating under high level of uncertainty and projects implementation are open to all sorts of external influence, unexpected events, ever growing requirements, changing constraints and fluctuating resource flows. This clearly shows that if projects are applied and steps are not taken in order to manage them effectively and efficiently, the chance of failure is high (Baccarini, 1999). Previous studies in literature indicate that a number of factors influence project implementation. Some of the factors include support infrastructure, project financing, political issues, project management practices, community participation, skills and competencies among others. The present study will attempt to interrogate the influence of support infrastructure, project financing, project management and community participation on project implementation on government funded projects. The literature will focus on projects funded under the ESP initiative across the country.

### **2.2.1 Influence of Infrastructure on Project Implementation**

In their report of infrastructure in African countries, OECD (2011) pointed out that good quality infrastructure is a key ingredient for sustainable development. This is why all countries need efficient transport, sanitation, energy and communications systems if they are to prosper and provide a decent standard of living for their populations. Many developing countries unfortunately possess poor infrastructure, which hinders their

growth and ability to trade in the global economy. Most projects are limited in meeting the goals and objectives they are set for because of poor infrastructure.

According to OECD (2011), infrastructure development is critical for economic growth and poverty reduction. <sup>8</sup> In Africa, infrastructure can potentially contribute as much as 2% to Gross Domestic Product, with particularly positive effects in East and Central Africa. In other parts of the developing world, notably in China, massive investments in infrastructure established the backbone for other economic activities such as manufacturing, which in turn fuelled economic growth. A similar path lies open for African countries. Moreover, increased access to infrastructure services such as roads, electricity, telecommunications, water and sanitation can entail direct social benefits such as health, education, and women's empowerment, thereby help achieve the MDGs. Conversely, deficient infrastructure can hamper economic activities and weaken human development efforts. Poor infrastructure quality has been found to undermine productivity among manufacturing firms in Africa, especially in low-income countries in Central Africa. It is critical to address these deficiencies in order to unlock Africa's productive potential and maximize infrastructure's impact on economic growth and human development. In order to achieve this, significant financial resources are required.

Another study carried out by Williams (2000) on the impact of transport infrastructure investment on regional development established that transport infrastructure investment can contribute to growth by expanding the stock of capital available for use in producing goods and services. With more capital and increased efficient production, both real

income levels and standard of living can be expected to rise. The study further indicated that there is an abundance of literature on the productivity of infrastructure investment and that public capital has an impact on private capital, on labour productivity and hence on economic growth, but the magnitude and significance of these effects are not clear. All the roads in East Pokot District are earth roads with has no single tarmac road in the entire district. The study will thus focus on the influence of the road infrastructure on project implementation.

According to Gray and Larson (2008) a project is a complex non-routine, one life time effort limited by time, budget and resources to met customers' needs. Effective funds management in projects is determined by parameters which govern funds control such as auditing (Kogan, 2004). The project management guidelines stipulates that funds for any project should be adequate and be disbursed in time for successful implementation of projects, the project implementers allocates project fund as grants and is allocated through a thorough process every financial year and the PMCs are mandated to prudently manage the allocated project funds (Bennel & Sayid, 2012). This therefore under ideal circumstance should lead to adequate and timely financing of these projects which as has been reported in many studies is not the case.

### **2.2.2 Influence of Project Financing on Project Implementation**

Webster (2000) pointed out that project financing is one of the key determining factors in the sustainability and full effectiveness of a project. The study noted that funding projects not only requires start-up funds but also running costs. It concluded that many projects

find funding for running costs very difficult to obtain and as a result, projects have constantly reinvented themselves so as to qualify again for set-up funding. The study further observed that project finance is the long-term financing of infrastructure and industrial projects based on the projected cash flows of the project rather than the balance sheets of its sponsors. The funding obtained is mostly non-recourse loans, which are secured by the project assets and paid entirely from project cash flow, rather than from the general assets or creditworthiness of the project sponsors, a decision in part supported by financial modeling. The financing is moreover typically secured by all of the project assets, which even include the revenue-producing contracts. Project lenders are given full authority on all of these assets and are able to assume control of a project if the project company has difficulties in complying with the loan terms.

Another study by Bosch (2010) argued that risk identification and allocation is a key component of project finance in project implementation. The study points out that a project may be subject to a number of technical, environmental, economic and political risks, particularly in developing countries and emerging markets. Financial institutions and project sponsors may conclude that the risks inherent in project development and operation are unacceptable. Project sponsors in these industries are generally complimented by a number of specialist companies operating in a contractual network with each other that allocates risk in a way that allows financing to take place hence boosting the implementation of such projects. The financing of projects must be distributed among multiple parties, so as to distribute the risk associated with the project

while simultaneously ensuring profits for each party involved. The study highlighted the issues of risk spreading to various multiple players.

Several studies carried out in Kenya on project implementation (Munyiri, 2013 & Otundo, 2012) indicates that project financing plays a critical role in ensuring project implementation and sustainability. They further propose that there should also be regular auditing of the project funds and resource allocated to projects so as to enhance efficiency and effectiveness. The studies point out that effective financial management calls for fund managers to be skilled and competent. It is therefore evident that project financing is critical in a project life cycle. There is however shortage in literature dealing with ASAL regions and counties affected by rampant insecurity such as East Pokot District. The understanding of these aspects from such a critical angle will lay a basis for better generalization of the factors influencing project implementation.

### **2.2.3 Influence of Project Management on Project Implementation**

Project management entails planning, organizing, motivating, and controlling resources to achieve specific goals of a give project. The temporary nature of projects stands in contrast with business operations, which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies (Schultz & Slevin, 1987).

According to Schultz and Slevin (1987), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success and failure. Beck (1983) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Further, Manley (1973) indicated that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

A study on the harmonization of decentralized development in Kenya, examined the effects of the existence of multiple funds and the duplication of implementation jurisdictions. The study established that these funds have largely deterred citizen engagement in local governance. Citizens have been confused by the existing overlaps between administrative boundaries which have made it difficult for them to understand or recall the processes involved in fund administration especially in the implementation of projects such as Economic Stimulus Projects. These overlaps have also made it difficult to conduct monitoring and evaluation (KHRC & SPAN, 2010).

Management can be defined as the act of getting things done by other people in order to achieve organizational goals (Kootz & O'Donnell, 2008). Members of the PMCs are supposed to act as leaders in projects where they are selected to oversee implementation.

This does not indicate the level of education of project management committee to qualify for appointment. Owuor (2013) argues that management faces varied challenges, some of which include: The organization structure in managing projects, project identification criteria, political interference and corruption. Leadership is defined as ability to influence activities of others through communication they may be as a group or a single person towards achievement of specific goals or objectives (Ivancevich *et al.*, 2003). Kimenyi, (2005) in his study on efficiency and efficacy of Kenya's CDF, noted that unlike other development funds that filter from the central government through longer and more layers of administration organs and bureaucracies, this fund goes directly to the local people. He highlighted some characteristics that determine efficiency and efficacy of CDF among them as; citizen demand and constituency characteristics, size and population density and dispersion of a constituency and strategic choice of projects among others.

#### **2.2.4 Influence of Community Participation on Project Implementation**

A community is a group of people residing in a locality who exercises local autonomy (Mulwa, 2004) and the locality satisfies their daily needs including health, education, social, cultural and historical heritage among others (Okumbe, 2011). Community participation was first espoused as a health-promotion strategy by the World Health Organization (WHO). Community participation is described as a social process in which groups with shared needs living in a "certain geographical area" actively identify needs, make decisions, and set up mechanisms to achieve solutions/goals (Adesina, 2010).

However, heterogeneous groups and individuals can become a community and collectively take action to attain shared and specific goals.

Community participation is one of the important factors that influence project implementation and sustainability. The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. Oakley and Marsden (1987) defined community participation as the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development. In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits. The community development approach emphasizes self-help, the democratic process, and local leadership in community revitalization (Barker, 1991). Most community development work involves the participation of the communities or beneficiaries involved (Abbot, 2004). Thus, community participation is an important component of community development and reflects a grassroots or bottom-up approach to problem solving.

It is widely recognized that participation in government schemes often means no more than using the service offered or providing inputs to support the project (Abbot, 2004). This is contrasted with stronger forms of participation, involving control over decisions, priorities, plans, and implementation; or the spontaneous, induced, or assisted formation



of groups to achieve collective goals. The most important and complicated issue bearing on local level planning and development is community participation. Effective community participation may lead to social and personal empowerment, economic development, and sociopolitical transformation (Kaufman & Alfonso, 1997). Yet there are obstacles: the power of central bureaucracies, the lack of local skills and organizational experience, social divisions, and the impact of national and transnational structures. There is no clear-cut agreement in the literature of community development on the nature of community participation or on a prescription to ensure it. The need for community participation in development and management is nonetheless accepted and recognized in the professional literature.

McCommon (1993) observed that genuine participation by community members, including youth, is the key since community members control the project at the same time that professional partners build the community's capacity to make informed decisions and to take collective action. The study pointed out that the problems and challenges encountered during the planning and implementation of projects arises due to the fact that people in leadership positions make decisions on behalf of the communities. The communities are not involved in community decision making and leaders only call a meeting to sell a particular idea. Community participation should therefore be aimed at empowering people by ensuring that skills developed lead to employment creation.

### **2.3 Theoretical Framework**

In trying to understand the theoretical framework of project implementation, studies have focused on a number of theories. Some of these theories include Chaos theory, Theory of Constraints, Systems Theory, Institutional Theory and Complexity Theory among others (Singh & Singh, 2002). According to Nutt (2006), the Theory of Effective Project Implementation is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted (Nutt, 2006). Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous (Nutt, 2006).

Contingency theories describe how situations influence leadership actions. The Hersey Blanchard Situational Leadership Theory created by Hersey and Blanchard (2009) encourages leaders to choose a style based on the capability of their subordinates. If new subordinates need specific instructions, effective project managers tell them what to do, typically by providing comprehensive step-by-step procedures (Hersey & Blanchard, 2009). When team members know how to accomplish a task, project managers tell subordinates what needs to be done but spend less time communicating how to do it. If the project team members don't require much direction, the project leader focuses on

motivating the team to produce quality results. When a project team member can operate completely on his own, the project manager delegates authority to him/her (Fielder, 2004). Using this theory, effective project managers select a style that fits the current situation to work most productively.

Further, according to Mackey (2005), the Theory of Constraints Knowledge a constraint is anything that prevents the system from achieving its goals. This is a management paradigm that views any manageable system as being limited in achieving more of its goals by very small number of constraints. According to Eliyahu (2013), in order to ensure that the main goal of a project is achieved, various stages have to be followed. They include identification of constraints, exploring the constraints, channel resources to the constraints and finally make changes to increase constraints capacity. Eliyahu (2013) further observes that buffers should be placed before the governing constraints, thus ensuring that the constrained is never strained.

The present study opted for complexity theory since it offers more strengths than weaknesses in project management based on available literature. Complexity theory evolved from chaos theory and works on the notion that a system should not be broken down into fundamental parts to understand the whole system. The theory states that critically interactive components self-organize to form potentially evolving structures exhibiting a hierarchy of emergent system properties (Hass, 2009). The theory acknowledges that humans by nature when living or working together are an open system. The theory differs with other traditional approaches in that it acknowledges that

there are parts of the system that cannot be explained but acknowledges that there is normalcy in the randomness.

Complexity theory accepts that there are simply unknowns when handling projects and the best manner to handle these would be to have a flexible process rather than a rigid contingency (Weaver, 2007a). The theory further adds that too many individuals believe that certain systems are predictable and can be modeled mathematically thus becoming a major stumbling block towards the acceptance of complexity theory. Lines of communication are critically important in complexity theory as it is the representation of command and control. A project manager must thus prepare for change within a project and must retain a level of connection with contacts and leads.

Complexity theory can assist a project manager in becoming successful though it can also offer additional problems for a project. The theory urges focus on key areas that include good communication, proper handling of change and understanding the transformational nature of projects. This study therefore chose complexity theory because it not only addresses the nature of complexity in a project environment but attempts to factor in the issue of unknowns that can affect project implementation. the main weakness of the theory is that it only accepts the unknowns without offering solutions to how the unknowns can be modeled to ensure predictability.

## 2.4 Conceptual Framework

The hypothesized relationship between the variables in the study is depicted in figure 2.1.

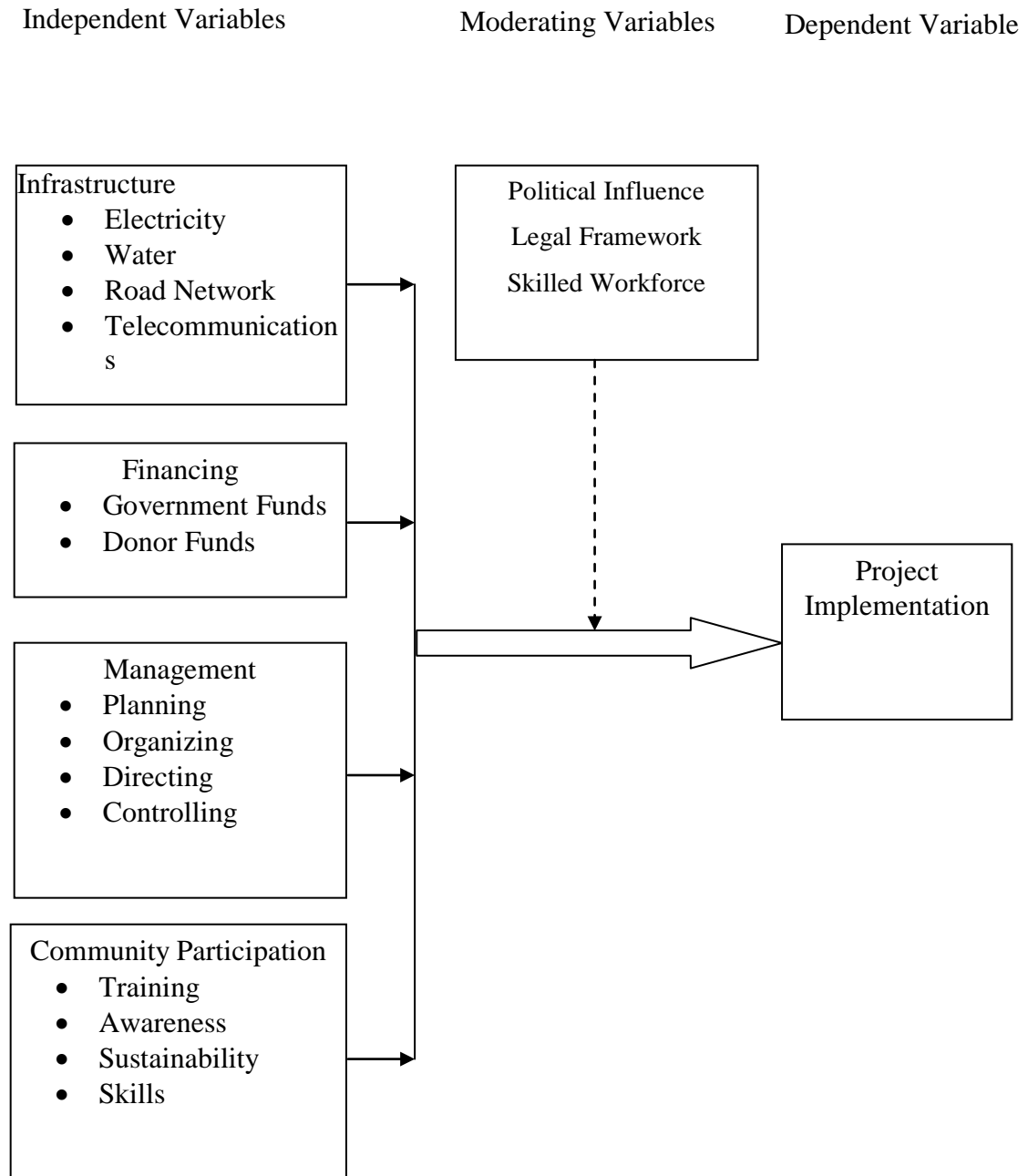


Fig. 2.1: Conceptual framework adopted by the study

The framework adopted by this study views project financing, project management, support infrastructure and community participation as critically influencing project implementation. The framework further identifies the intervening and moderating variables that may influence project implementation. Some of these variables include the existing legal framework, political influences and availability of skilled and competent workforce. Based on the conceptual framework, support infrastructure including electricity, water, land, road network and mobile telephony are the basic physical and organizational structures needed for project implementation. Secondly, project financing which includes government funding, donor support and suppliers all play a key role in the project implementation. Thirdly, project management which encompasses the function of planning, organizing, directing and controlling in any project influences project implementation. Lastly, community participation which entails community training, skills, education awareness, and community input greatly influences project implementation and sustainability.

## **2.5 Research Gaps**

Most of the studies reviewed in literature have been carried out in western nations and in the Asian continent with limited studies in Kenya. Some of these studies have attempted to address project management issues ranging from planning, control, managerial actions (Chan *et al.*, 2004); communication, plan, control (Chan & Kumaraswamy, 2002); control, decision making and communication (Yu *et al.*, 2006). Other researchers have focused on general management and organizational aspects such as flexible management, change management (Yu *et al.*, 2006); organizational structure (Chan *et al.*, 2004) and

procurement (Chan *et al.*, 2004). Similar studies have focused on environment economic, political, physical, social, technical, industry relations (Chan & Kumaraswamy, 2002); learning from past experience, organizational culture (Fortune & White, 2006).

A key factor identified in literature is the role of the people which includes client's experience, nature, size, expectations in terms of project costs, quality, duration and team leader's planning, organization, motivation and control abilities(Chan *et al.*, 2004); performance management capabilities and client's attributes (Chan & Kumaraswamy, 2002); client, user, stakeholder management (Yu *et al.*, 2006); user/ client involvement, competence, qualified project team, relations with sponsor/ champion (Fortune & White, 2006); leadership style (Müller & Turner, 2008); contractor's flexibility (Achrva & Lee, 2005); team spirit and partnership between key project players (Chen & Chen, 2007). All these studies clear show that in the Kenyan context, there is still a vacuum in knowledge generation of the influence of some of these factors reviewed in literature. This study aims at contributing towards addressing this knowledge gap.

## **2.6 Summary of the Reviewed Literature**

From the reviewed literature, it is evident that a number of factors influence project implementation. For the purpose of this study, the factors that will be considered are those reported in literature to be critical in influencing project implementation. The study will focus on the influence of support infrastructure including efficient transport, sanitation, energy and communications systems; project financing structure which involves sourcing, utilizing and ensuring sustainability of funding in the long-term; the

influence of project management and the role it plays in planning, organizing, motivating, and controlling resources to achieve specific goals of a given project and lastly, the study will look at community participation since studies show community members control project and are critical in ensuring sustainability.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research design and methodology used in this study. The chapter covers the research design, target population, sample and the sampling procedures, research instruments, validity and reliability of research instruments, data collection procedure and data analysis procedure.

#### **3.2 Research Design**

A research design serves as the blueprint for conducting a study that maximizes control over factors that could interfere with the validity of the findings (Burns & Grove, 2001). A research design therefore provides a framework for the collection and analysis of data. The study employed a descriptive survey research design. The design was appropriate as survey design entails the collection of data on more than one case and at a single point in time in order to collect a body of quantitative or quantifiable data in connection with two or more variables, which are then examined to detect patterns of association (Bryman, 2012). The research procedures involved identifying target population, developing questionnaires and piloting them, selection of a relevant sample, and administration of questionnaires.

#### **3.3 Target Population**

The term population means the total number of individuals, objects, or any other subject of concern which by virtue of a common characteristic is of interest to the researcher and may lead to the obtaining relevant information regarding a phenomenon under study (Saunders *et al.*,

2007). According to Polit and Hungler (1999), target population is the totality of all the objects, subjects or members who conform to a set of specifications. The population of the study was carefully chosen, clearly defined and specifically delimited in order to set precise parameters that ensured discreteness to the population. The target population of the study was 1500 respondents comprising 1050 project beneficiaries for each of the seven projects, 420 project management team members and 30 members of the constituency development planning office.

### **3.4 Sample Size and Sample Selection**

According to Mugenda and Mugenda (2010), sampling is the act, process or technique of selecting a suitable sample or a representative part of a population for the determining parameters or characteristics of the whole population. Sampling may also be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about aggregate or totality is made (Kothari, 2006).

#### **3.4.1 Sample Size**

A sample is the segment of the population that is selected for investigation. It is also small group taken from a larger population composed of members being studied (Bryman, 2012). According to Mugenda and Mugenda (2003), for descriptive studies, a sample size should be 10% and 30% of the target population and in this study the researcher used a sample of 10% as indicated in table 3.1.

**Table 3.1: Target Population and sample size**

<b>Stratum</b>	<b>Total Population</b>	<b>Sample Percentage</b>	<b>Sample Size</b>
Project beneficiaries	1050	10	105
Project Mgt committee	420	10	42
Comm.Devpt. plnn offi	30	10	03
<b>Total</b>	<b>1,500</b>	<b>10</b>	<b>150</b>

### **3.4.2 Sample Selection**

Simple random sampling technique will be adopted in this research study to select respondents from the various groups of respondents as shown in table 3.1. The groups that will form the sample include project beneficiaries, Stimulus Project Management Committee Members and the County Planning Development Officers. The study will attempt to sample at least 65% of the respondents in each subgroup as shown in table 3.1.

### **3.5 Data Collection Instruments**

This study used questionnaires in collecting data from project beneficiaries, stimulus project management committee members and constituency development planning officers. The questionnaire was used to collect data from the project beneficiaries and project management committee members because it is a straight forward and less time consuming for both the researcher and the respondents and it enables reaching a representative number of respondents with ease (Owens, 2002). The questionnaire consisted of close-ended items that will aim at obtaining data from the respondents.

According to Bachman (2000), a questionnaire has the advantage that, it can be used to collect information from large sample and diverse regions.

Questionnaires also save time and uphold confidentiality and more so, since they are presented in paper form, there is no opportunity for the interviewer bias. The instrument comprised of closed ended questions. Closed ended questions were designed in such a way as to elicit objective information from the respondent based on their background and working environment. Barrick and Mount (2001) assert that matrix questions share the same set of response categories and the most commonly used form of the category is the Likert type scale. For convenience and better analysis, a five point Likert Scale was used for the closed- ended questions. A self-administered questionnaire was constructed based on the above-mentioned instruments.

### **3.5.1 Instruments Pretesting (Pilot)**

The researcher piloted the constructed questionnaires with a small representative sample identical to, but not including the group in the survey. Ten teachers in some private schools were interviewed as a means of pre-testing the questionnaire. The main reasons was to determine whether the questions are measuring what they are supposed to measure, check the wording and sentence construction, if the respondents are interpreting the questions clearly and whether the questions are provoking.

### **3.5.2 Instruments of Validity**

According to De Vos (1998), a valid instrument measures the concept in question accurately. To ensure validity, the researcher used accurate measuring instruments,

standardize data collection procedures by guiding the respondents appropriately and carried out piloting to determine usefulness of instruments, clarity in terminology, focus of questions, relevance and applicability, time required and methods for analysis. The findings of the pilot study and the respondents' comments were used to enhance the quality of the questionnaires so that they adequately address the constructs of the study.

### **3.5.3 Reliability of Instruments**

A questionnaire with a high reliability would receive similar answers if it is done again or by other researchers (Bryman and Bell, 2007). Utilizing data from the pilot test, the reliability was determined through the Cronbach alpha coefficient analysis. The Cronbach alpha reliability recommends a reliability coefficient of  $\alpha = 0.70$  and above. Cronbach alpha provides a good measure of reliability because holding other factors constant the more similar the test content and conditions of administration are, the greater the internal consistency reliability.

### **3.6 Data Collection Procedures**

Data was collected primarily using questionnaires. Secondary data such as personnel lists were sourced from departmental documentation. The researcher attempted to personally administer the questionnaires to ensure correct information is received from the respondents. Secondary data were also collected from annual financial publications and relevant documentation within the committees. The collected data was organized and accounted for in terms of categorization and analysis. After collection of data, it was processed and then analyzed.

Litwin (1999) reports that the primary purpose of pre-processing data is to correct problems that may have been identified in the raw data and this may include differences between the results obtained. During this stage, unusable data were eliminated, interpretation of ambiguous data and elimination of contradictory data from related questions. After correcting the errors that may influenced data analysis, the researcher then formulated a coding scheme. The core function of the coding scheme was to create codes and scales from the responses, which assisted in the summary analysis of the collected data. Williams (2001) views a coding scheme as an unambiguous set of prescriptions of how all possible answers are to be treated, and what numerical codes are to be assigned to particular responses. Coding of the data was done by first preparing a code sheet, which provided different categories for different responses. Code sheet is useful, especially, when dealing with qualitative data analysis. For effective data analysis, the researcher made use of statistical software package. The other software that was used was word processor, in which case, data was entered in text form straight into a word processor. The advantage of this approach was that, the researcher did not have to waste time on unnecessary processing.

### **3.7 Methods of Data Analysis**

Kathuri and Pals (1993), defines data processing and analysis as categorizing, manipulating and summarizing data in order to obtain answers to research questions. The data will be analyzed quantitatively and qualitatively. The qualitative approach will be used to analyze data from the interview guide. For the quantitative approach, the data collected will be coded and analyzed using Statistical Package for Social Science (SPSS) for descriptive analysis.

### 3.8 Operational Definition of Variables

This section defines variables in terms of objectives, their measurable indicators with associated measures, measuring scale and data analysis processes. The breakdown is based on each objective and is depicted in table 3.2.

**Table 3.3: Operational Definition of Variables**

<b>Objective</b>	<b>Variable</b>	<b>Indicator</b>	<b>Measurement</b>	<b>Scale</b>	<b>Data Collection</b>	<b>Data Analysis</b>
Influence of infrastructure on project implementation	Support Infrastructure	Electricity Power grid Road network Water Supply	Availability of access to roads, electricity, water and land	Nominal  Ordinal	Interview  Guide  Questionnaire	Computation of frequencies and percentages
Influence of financing on project implementation	Project Financing	Funding by Government  Donors	-Availability of construction material  - Evidence of work done and completed projects	Nominal  Ordinal	Interview  Guide  Questionnaire	Computation of frequencies and percentages
Influence of management on project implementation	Project management	Practice of: planning, organizing directing controlling	Evidence of planning, organizing, Controlling and directing	Nominal  ordinal	Interview  Guide  questionnaire	Computation of frequencies and percentages
Influence of community participation project implementation	Community Participation issues	-Trained community members -supply of labour and materials by community	- Number of trained community members -number of community members aware	Nominal  ordinal	Interview  Guide  questionnaire	Computation of frequencies and percentages

### **3.9 Ethical Consideration**

According to Dooley (2007), ethics involves the study of right and wrong conduct. In the current study ethical standards and procedures were ensured by assuring all respondents of the confidentiality of the research process before any undertook to answer the questionnaires. Furthermore, there was a deliberate attempt to ensure authorization of the research process from all relevant authorities. The researcher adhered to all necessary ethical consideration including ensuring confidentiality, integrity and openness. Further, all processes was undertaken with full authorization from relevant bodies. In the entire questionnaire and research process, no personal identification details was required which ensured that the level of confidence was increased. Finally, the researcher informed the respondents on the purpose of the study in writing prior to the respondents answering the question.



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The chapter provides a descriptive analysis of the collected data, interpretation and discussion of the findings. Following the processing and analyzing of the collected data, the findings are presented and discussed in this chapter. The findings and discussions are in line with the variables and objectives of the study. The responses on all the variables are on a 5-point scale while the statements in the view of the same are on a Likert scale. In the 5-point scale 1, 2, 3, 4 and 5 represent strongly disagree, disagree, neutral, agree, and strongly agree respectively.

#### **4.2 Response Rate**

Out of 110 questionnaires that were issued to the sampled respondents, 96 of them were filled and returned. Of the returned questionnaires, 12 were incorrectly filled and thus were not used in the final analysis. Therefore, 84 were correctly filled and hence were used for analysis representing a response rate of 76.4%. According to Curtin (2000), getting a high response rate (>80%) from a small, random sample is considered preferable to a low response rate from a large sample. The study further noted that getting a higher response rate is preferable because the missing data is not random and thus is an important element in proving the statistical significance of the responses. The response rate was thus deemed significant to enable generalizations of the findings of the study.

### 4.3 Respondents' Profiles

The profile of respondents identifies the main information about the characteristics of those who participated in the research process depending on the relevance of the information sought. The researcher sought to find out the distribution of the respondents according to their gender, age bracket, education level and their awareness of economic stimulus programmes in the region.

#### 4.3.1 Distribution of Respondents by Gender

The study sought to establish the gender of the respondents in the study and possibly link gender to the variables under study. Table 4.1 shows the distribution of the respondents according to their gender.

**Table 4.1: Distribution of Respondents by their Gender**

	<b>Frequency</b>	<b>Percent</b>
Male	63	75.00
Female	21	25.00
<b>Total</b>	<b>84</b>	<b>100.00</b>

According to the findings, majority of the respondents were male (75%) while the female respondents were 25%. The reason attributed to this may be due to the existing gender gap in employment in Kenya and the cultural values of majority of the residents which limits the role of women in leadership.

### 4.3.2 Distribution of Respondents by Their Age Group

In this section, the study sought to establish the distribution of the respondents based on their gender with an aim of establishing any relationships with the variables under study.

Table 4.2 shows the distribution of the respondents according to their age groups.

**Table 4.2: Distribution of Respondents by Their Age**

	<b>Frequency</b>	<b>Percent</b>
26 – 35 Years	6	7.20
36 – 45 Years	14	16.60
46 – 55 Years	38	45.20
Above 56 Years	26	31.00
<b>Total</b>	<b>84</b>	<b>100.00</b>

The findings in Table 4.2 indicate that a majority of the respondents in the region were of the age group 46 - 55 years (45.2%) while the least age group was between 26 – 35 years (7.2%). This can be attributed to the cultural practices prevalent in the region which accords leadership position to the mature and elderly in society and therefore representation of the youth in ESP projects in the region was limited.

### 4.3.3 Distribution of Respondents by Their Attained Educational Level

In this section, the study sought to establish the distribution of the respondents based on their attained educational levels with an aim of establishing any relationships with the variables under study. Table 4.3 shows the distribution of the respondents according to their attained educational levels.

**Table 4.3: Distribution of Respondents by Their Educational Level**

<b>Educational Level</b>	<b>Frequency</b>	<b>Percent</b>
Certificate and Below	60	71.40
Diploma	14	16.60
Degree	8	9.50
Masters	2	2.50
<b>Total</b>	<b>84</b>	<b>100.00</b>

From Table 4.3, the study found that 71.4% of the respondents had a certificate and below qualification which was attributed to the nomadic lifestyles of the communities residing in the region. Further, only 11% of the respondents had either a bachelors or masters degree further indicating low uptake of education in the region and thus it was generalized that most members of ESP projects had relatively low educational qualifications.

#### **4.3.4 Working Experience of the Respondents**

The researcher further wanted to establish the working experience of the respondents. This was important since previous studies indicated strong relationship between experience of project committee members and successful implementation of the projects. The findings of the relationship are as illustrated in Table 4.4.

**Table 4.4: Distribution of Respondents According to their Working Experience**

	<b>Frequency</b>	<b>Percent</b>
Less than 1 Year	12	14.30
2 – 5 Years	24	28.60
6 – 10 Years	25	29.80
Above 10 Years	23	27.30
<b>Total</b>	<b>84</b>	<b>100.00</b>

In terms of working experience, most of the respondents (29.8%) had between 6 – 10 years working experience. Cumulatively, more than 42% had less than 5 years of experience while only 27.3% had more than 10 years working experience. The study attributed this trend to the fact that job opportunities were scarce initially and the devolving of government functions has contributed immensely creating employment opportunities for the communities residing in the region. It was therefore concluded that the respondents had relatively low working experience.

#### **4.3.5 Awareness of ESP Projects**

The researcher further wanted to establish awareness of project committee members on the ESP projects undertaken in the region. This was deemed critical as it ensured the general knowhow of the stimulus projects in the region and also it would indicate participation in running these stimulus projects. The findings of the relationship are as illustrated in Table 4.5.

**Table 4.5: Distribution of Respondents According to Awareness of ESP Projects**

	<b>Frequency</b>	<b>Percent</b>
Primary School	28	33.30
Secondary School	18	21.40
Fresh Produce Market	16	19.10
Health Center	22	26.20
<b>Total</b>	<b>84</b>	<b>100.00</b>

In terms of awareness of ESP projects, it was found that all the respondents were aware of ESP projects in the area with majority of the respondents (33.3%) being aware of construction of a secondary school. It was therefore deduced that all project committee members were aware and involved in ESP projects.

#### **4.4 Findings of the Study Variables**

The researcher analyzed the effect of four key factors influencing the implementation of government funded projects specifically ESP projects in the region. The selected factors which formed the independent variables were infrastructure, financing, management and community participation. The dependent variable was implementation of ESP projects.

#### 4.4.1 Infrastructure and Implementation of Government Funded Projects

The results of the analysis on factors associated with infrastructure as it relates to implementation of government funded projects are shown in Table 4.6.

**Table 4.6: Infrastructure and Implementation of Government Funded Projects**

	n	Min	Max	Mean	Std. Dev.
Does inadequate infrastructure affect implementation of government funded projects	84	1	5	4.31	0.591
The poor road network is a hindrance for materials and other items to reach this place hence slowing down the implementation process of government funded projects.	84	1	5	3.98	0.997
The sub-county has poor communication infrastructure which hinders communication in the implementation process of government funded projects	84	1	5	4.24	0.674
The sub-county experiences frequent power or water shortages which hinders implementation of government funded projects	84	1	5	4.12	0.712
The sub-county has no public land thereby hindering the implementation of government funded projects	84	1	5	2.98	1.114

The sub-county has poor security infrastructure					
thereby hindering the implementation of	84	1	5	2.72	1.042
government funded projects					
There is a deliberate effort to develop infrastructure					
in the sub-county to enhance project implementation	84	1	5	2.88	1.212

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From the findings the respondents agreed on a number of issues. They agreed that inadequate infrastructure affects implementation of government funded projects (4.31), that the poor road network affected project implementation (3.98), that the sub-county has a poor communication network (4.24) and that frequent power and water shortages in the sub-county affects project implementation (4.12). Further, the respondents were unsure whether lack of public land hindered project implementation (2.98), whether poor security infrastructure hindered project implementation (2.72) and whether there is a deliberate effort to develop infrastructure in the sub-county. The researcher therefore deduced that infrastructure influences implementation of government funded projects specifically the ESP projects.

#### **4.4.2 Financing and Implementation of Government Funded Projects**

The findings in this section are in line with the second study objective. Table 4.7 shows the findings related to financing and implementation of government funded projects in East Pokot Sub-County, Kenya.



**Table 4.7: Financing and Implementation of Government Funded Projects**

	<b>n</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev.</b>
Financing is the greatest hindrance to implementation of government funded projects	84	1	5	3.67	1.102
Funds provided are adequate to facilitate implementation of government funded projects	84	1	5	3.73	1.003
There is no criteria followed in the distribution of funds to facilitate the implementation of government funded projects	84	1	5	2.87	1.227
Most of the funds for implementation of government funded projects originate from government	84	1	5	3.75	1.102
There is no proper supervision of fund usage thus hindering the implementation of government funded projects	84	1	5	4.01	0.973
There is a deliberate effort to enhance usage of funds in order to enhance project implementation	84	1	5	2.32	0.998

From Table 4.7, the results indicate that majority of the respondents agreed that funds provided for project implementation were adequate (3.73), that most of the financing originates from the government (3.75) and that there is no proper supervision of funds usage thus hindering implementation of government funded projects (4.01). Further, the respondents disagreed that there was a deliberate effort to enhance usage of funds in order to enhance project implementation (2.32). However the respondents were unsure as

to the criteria followed on the distribution of funds to facilitate implementation of government funded projects (2.87). In addition, majority of the respondents (3.67) agreed that financing is the greatest hindrance to project implementation. The study therefore deduced that though financing is a critical component in enhancing project implementation, proper usage of funds needs to be taken into account for project implementation to be successful.

#### **4.4.3 Management and Implementation of Government Funded Projects**

In this section the researcher presents various aspects touching on management and implementation of government funded projects. The findings are based on a 5-point Likert scale and are depicted in Table 4.8. The results in Table 4.8 indicate that most of the respondents agreed that majority of the stakeholders were not adequately trained to ensure effective project management thereby hindering implementation of government funded projects (4.32). The respondents were further generally agreed that decision making in project implementation is inclusive thereby enhancing the implementation process (3.46). The respondents generally disagreed when asked whether stakeholder's morale was high thereby enhancing project implementation (2.32) and whether there was a deliberate effort to improve management issues in order to enhance project implementation (2.12). However, the respondents were unsure whether communication channels between various stakeholders were open thereby enhancing implementation of government funded projects (2.85). The respondents however agreed that management was the greatest hindrance to the implementation of government funded projects (3.87). The study therefore deduced that management is critical component of successful project

implementation and therefore project management teams and committees must be well trained, must be participatory and inclusive and communication channels must be open to all so as to ensure successful project implementation. Moreover, schemes to enhance stakeholders morale and ownership needs to be put in place and there must be deliberate attempts to improve management issues in order to enhance project implementation.

**Table 4.8: Management and Implementation of Government Funded Projects**

	n	Min	Max	Mean	Std. Dev.
Management is the greatest hindrance to implementation of government funded projects	84	1	5	3.87	0.954
Stakeholders are not adequately trained to ensure effective project management thereby hindering implementation of government funded projects	84	1	5	4.32	0.645
Decision making in project implementation is inclusive thereby enhancing implementation of government funded projects	84	1	5	3.46	1.046
Communication channels between various stakeholders are open thereby enhancing implementation of government funded projects	84	1	5	2.85	1.103
Stakeholders morale is high thereby enhancing implementation of government funded projects	84	1	5	2.31	1.247

There is a deliberate effort to improve management	84	1	5	2.12	1.253
issues in order to enhance project implementation					

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#### **4.4.4 Community Participation Management and Implementation of Projects**

The findings in this section are in line with the last study objective. Table 4.9 shows the findings related to community participation as it influences implementation of government funded projects in East Pokot Sub-County, Kenya. From the results in Table 4.9 it was established that majority of the respondents agreed that community mobilization and participation is a long process which impedes negatively to some extent the implementation process (3.67). However, the respondents were unsure if community members participate in contributing of resources whether land, electricity or water but they do not involve themselves in field activities of projects (2.49) or whether there is a deliberate effort to community participation issues in the district to enhance project implementation (2.57). The respondents however disagreed that the community members were illiterate and had no skills to facilitate effective implementation of projects (2.16) and that community participation was the greatest hindrance to the implementation of government funded projects (1.78).

The study therefore deduced that community participation is a key component in ensuring successful project implementation. Furthermore, project implementers must therefore enhance community participation and involvement to ensure completion, ownership and sustenance of such government funded projects. The study further deduced that majority of community members in Kenya today have the necessary basic

skills to implement projects and that though the participation and mobilization process is lengthy and tedious, it is an essential component in ensuring the success of government funded projects and therefore project implementers must factor enhanced community participation schemes in project implementation plans.

**Table 4.9: Community Participation and Implementation of Projects**

	n	Min	Max	Mean	Std. Dev.
Community participation is the greatest hindrance to implementation of government funded projects	84	1	5	1.78	0.844
Community mobilization and participation is a long process which impedes negatively to some extent the implementation process	84	1	5	3.67	0.947
There is adequate community participation in decision making thereby enhancing implementation of government funded projects	84	1	5	2.42	0.962
Community members participate in contributing of resources whether land, electricity or water but they do not involve themselves in field activities of projects	84	1	5	2.49	1.251
Community members are illiterate and have no skills to facilitate effective implementation of projects	84	1	5	2.16	1.033
There is a deliberate effort to community participation issues in the district to enhance project implementation	84	1	5	2.57	1.263

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presented the summary of the findings, conclusions and recommendations based on the study area which was to establish the factors influencing the implementation of government funded projects in East Pokot Sub-County, Kenya.

#### **5.2 Summary of the Findings**

The main purpose of this study was to examine the factors influencing the effective implementation of government funded projects in East Pokot Sub-County. This study was further guided by a number of objectives including to establish the influence of infrastructure, financing, management and community participation on implementation of government funded projects. The study employed a descriptive research design with a sample of 110 project beneficiaries. Questionnaires were used to collect information from the project beneficiaries and the collected data was analyzed with the help of SPSS Version 20. Descriptive analysis was used in data analysis and data from questionnaires were analyzed quantitatively and presented in frequencies and percentages.

#### **5.3 Discussion of the Findings**

This section presented a discussion of the findings based on the objectives of the study. This included financing, management, and community participation and infrastructure.

### **5.3.1 Infrastructure**

This study has established to some extent that there was lack of adequate infrastructure to support fully the implementation of projects. This corresponds with Munyiri (2013) who found that good quality of infrastructure influences to some extent the effective implementation of projects. The findings of this study on infrastructure are also in agreement to those of Gathoni (2012) who observed that transport infrastructure helped to improve the growth and expansion of various projects.

### **5.3.2 Financing**

Financing was found to be a critical element in the overall implementation process of projects with majority of the respondents agreeing that it plays a critical role in project implementation. According to Neupane (2012), project finance is the long-term financing of infrastructure and industrial projects of which they form the backbone of projected cash flows of a project and therefore systematic and timely financial scheduling and strict implementation with consistent monitoring and evaluation of usage of funds is critical in enhancing project implementation.

### **5.3.3 Management**

This study established that managerial issues and the criteria of disbursing funds used in the implementation of projects may influence its effective implementation. These findings were aligned with those from the study conducted by Otundo (2012) on factors influencing effective implementation of projects in public secondary schools in Nyamira District. It was evident that management skills, criteria used to allocate and utilize

resources and stakeholders support influenced the implementation of projects. The findings also correspond to those of Gathoni (2012) who found out that 92% of respondents indicated that poor knowledge on key concept of management contributed to the ineffectiveness of the committee members in executing their roles towards the implementation of projects.

### **5.3.4 Community Participation**

Majority of the respondents in this study indicated that though community members participated in the implementation of economic stimulus projects, mobilization was a lengthy process which hindered project implementation. In this study, it was however, noted that community members were involved in the provision of manual labor for the projects. This was simply because they had some knowledge about their area of expertise which conforms to Chamber (1994) views that community participation is a process whereby control over resources and regulative institutions by groups previously excluded from such control is increased.

### **5.4 Conclusion**

Based on research findings and summary, the following conclusions were made on the factors influencing the implementation of government funded projects in East Pokot Sub-County, Kenya. Firstly, poor and sometimes lack of requisite infrastructure has also been noted in the findings of this study as being a major challenge affecting the implementation of government funded projects. Consistent power shortages, poor water supply and poor road and communication networks have all been noted to hinder project



implementation process. Secondly, despite the fact that the government and donors are involved in the provision of funds, still these funds have not been adequate enough to facilitate the effective implementation of projects. There is also need for a well established funding criterion to be formulated for effective implementation of projects.

Thirdly, poor management and lack of managerial skills has also been raised to influence negatively the implementation of projects. Some of the managerial shortcoming issues were due to lack of training, poor knowledge and skills, political influence on the appointment of managers involved in the implementation process, lack of cooperation from the government officials, lack of coordination by the necessary stakeholders and delays in the signing of payment vouchers. This affected to a greater extent the effectiveness of the management committee in the implementation of government funded projects in the region.

Lastly, despite the fact that there are a few members of the community involved in the implementation process, more needs to be done to ensure more participation by the community members. The lack of training and awareness among the community members has contributed to the community being less involved in the implementation process. This has been noted to slow down the implementation process of projects and hindered projects sustainability and ownership by the community. In conclusion therefore, all these factors collectively slowed the implementation process of government funded projects in East Pokot Sub-County, Kenya.

## **5.5 Recommendations**

This study recommended a number of issues arising from the findings of this study including:

1. Training for project management committee members and beneficiaries especially in relation to the areas of management, leadership and technical skills.
2. The improvement of the requisite infrastructure simultaneously as the implementation of the projects is ongoing.
3. The study further recommended a review of the funding methods to mitigate inadequacy and delays which affected the ongoing projects in the two constituencies.
4. The departure from the quarterly funding model for government funded projects would be appropriate to catalyze the efficiency and effectiveness expected in the implementation of the ESP projects.
5. The streamlining of procurement procedures which are the biggest impediment to timely completion of projects
6. The enhancement of community awareness schemes and processes to ensure overall participation and enhanced involvement by the community which is key in enhancing community ownership and enhancing project sustainability.
7. The provision of adequate security and security guarantees in insecurity prone areas so as to ensure timelines are met and project implementers are secure from harm and thus would enhance their productivity.

## **5.6 Suggestions for Further Studies**

The study recommended that the following areas should be considered for further investigation:

1. Youth involvement in the implementation of government funded projects considering the unemployment rates and changing use of technology.
2. The contribution of other agencies such as non-governmental organizations in facilitating the implementation of government funded projects
3. Project identification process which would enhance community involvement and ownership of the entire project life.
4. Modeling of the factor in order to enhance generalization of the findings in different scenarios and setups.

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## APPENDIX I: QUESTIONNAIRE

You are invited to participate in this research on Factors influencing the Implementation of Government Funded Projects: The Case of Economic Stimulus Projects in East Pokot District. The information you provide is meant for academic purpose only. Thank you for your willingness to participate.

### Section A: Background Information- tick (✓) where appropriate

- |                               |                    |   |   |
|-------------------------------|--------------------|---|---|
| 1. Gender                     | Male               | [ | ] |
|                               | Female             | [ | ] |
| 2. Age Bracket                | 25 years and below | [ | ] |
|                               | 26 - 35 years      | [ | ] |
|                               | 36 - 45 years      | [ | ] |
|                               | 46 - 55 years      | [ | ] |
|                               | Over 55 years      | [ | ] |
| 3. Highest Level of Education | Certificate        | [ | ] |
|                               | Diploma            | [ | ] |
|                               | Degree             | [ | ] |
|                               | Masters            | [ | ] |
|                               | PhD                | [ | ] |
| 4. Work Experience            | 1 year and below   | [ | ] |
|                               | 2 - 5 years        | [ | ] |
|                               | 6 - 9 years        | [ | ] |
|                               | 10 - 15 years      | [ | ] |
|                               | 16 years and       | [ | ] |

5. Which ESP project(s) are you most aware of about its (their) implementation and management processes?

Primary school [     ]

Secondary school [     ]

Fresh produce market [     ]

Health centre [     ]

**Section B: Infrastructure and Implementation of Government Funded Projects**

**Using the scale below, please indicate your level of agreement to the following propositions on infrastructure and implementation of Government funded Projects.**

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

		5	4	3	2	1
6.	Does inadequate infrastructure affect implementation of government funded projects					
7.	The poor road network is a hindrance for materials and other items to reach this place hence slowing down the implementation process of government funded projects.					
8.	The district has poor communication infrastructure which hinders communication in the implementation process of government funded projects					

9.	The district experiences frequent power or water shortages which hinders implementation of government funded projects					
10.	The district has no public land thereby hindering the implementation of government funded projects					
11.	The district has poor security infrastructure thereby hindering the implementation of government funded projects					
12.	There is a deliberate effort to develop infrastructure in the district to enhance project implementation					

13. What infrastructural measures do you suggest that need to be put in place to ensure implementation of government funded projects in your district? \_\_\_\_\_

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**Section C: Project Financing and Implementation of Government Funded Projects**

**Using the scale below, please indicate your level of agreement to the following propositions on project financing and implementation of government funded projects.**

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

		5	4	3	2	1
<b>14.</b>	Financing is the greatest hindrance to implementation of government funded projects					
<b>15.</b>	Funds provided are adequate to facilitate implementation of government funded projects					
<b>16.</b>	There is no criteria followed in the distribution of funds to facilitate the implementation of government funded projects					
<b>17.</b>	Most of the funds for implementation of government funded projects originate from government					
<b>18.</b>	There is no proper supervision of fund usage thus hindering the implementation of government funded projects					

<b>19.</b>	There is a deliberate effort to enhance usage of funds in the district to enhance project implementation					
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**20.** What project financing measures do you suggest that need to be put in place to ensure implementation of government funded projects in your district? \_\_\_\_\_

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\_\_\_\_\_

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**Section D: Project Management and Implementation of Government Funded Projects. Using the scale below, please indicate your level of agreement to the following propositions on project management and implementation of government funded projects.**

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>21.</b>	Management is the greatest hindrance to implementation of government funded projects					
<b>22.</b>	Stakeholders are not adequately trained to ensure effective project management thereby hindering implementation of government					



	funded projects					
<b>23.</b>	Decision making in project implementation is inclusive thereby enhancing implementation of government funded projects					
<b>24.</b>	Communication channels between various stakeholders are open thereby enhancing implementation of government funded projects					
<b>25.</b>	Stakeholders morale is high thereby enhancing implementation of government funded projects					
<b>26.</b>	There is a deliberate effort to improve project management issues in the district to enhance project implementation					

**27.** What project management measures do you suggest that need to be put in place to ensure implementation of government funded projects in your district?\_\_\_\_\_

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**Section E: Community Participation and Implementation of Government Funded Projects. Using the scale below, please indicate your level of agreement to the following propositions on community participation and implementation of government funded projects.**

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>28.</b>	Community participation is the greatest hindrance to implementation of government funded projects					
<b>29.</b>	Community mobilization and participation is a long process which impedes negatively to some extent the implementation process					
<b>30.</b>	There is adequate community participation in decision making thereby enhancing implementation of government funded projects					

31.	Community members participate in contributing of resources whether land, electricity or water but they do not involve themselves in field activities of projects					
32.	Community members are illiterate and have no skills to facilitate effective implementation of projects					
33.	There is a deliberate effort to community participation issues in the district to enhance project implementation					

34. What community participation measures do you suggest that need to be put in place to ensure implementation of government funded projects in your district? \_\_\_\_\_

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**THANK YOU FOR YOUR COOPERATION**

**APPENDIX II: LETTER OF TRANSMITTAL**

UNIVERSITY OF NAIROBI,  
SCHOOL OF CONTINUING AND DISTANCE LEARNING,  
KISII EXTRA MURAL,  
P.O. BOX 2461 – 40200,  
KISII

26<sup>TH</sup> JULY 2015

Dear Sir/Madam

**RE: LETTER OF TRANSMITTAL**

I kindly wish to bring to your attention that as a requirement for my Masters of Art in Project Planning and Management programme, I intend to conduct a research study on the “*Factors Influencing The Implementation Of Government Funded Projects: A Case Of Economic Stimulus Projects In East Pokot Sub-County, Kenya*”.

The data for this study will be collected through questionnaires to project committee members and all the data will be treated with strict confidence. Your cooperation will be highly appreciated.

Yours faithfully,

Sign: \_\_\_\_\_

Jackson Limaris