

**FACTORS INFLUENCING THE IMPLEMENTATION OF THE  
ECONOMIC STIMULUS PROGRAMME INSTITUTIONAL  
INFRASTRUCTURE IN LAIKIPIA WEST CONSTITUENCY, KENYA**

**BY**

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**DECLARATION**

This Research Project Report is my original work and has not been submitted for an award of degree in this or any other University.

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## **DEDICATION**

This research report is dedicated to my wife Sarah and son Victor for their prayers, patience, and support offered to me.

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## **ABBREVIATIONS AND ACRONYMS**

**ARRA** –American Recovery and Investment Act

**BOG** -Board of Governors

**CDFC** -Constituency Development Fund Committee

**CIDC** -Constituency Industrial Development Centre

**CPTC**- Constituency Project Tender Committee

**DDC** -District Development Committee

**DEB** - District Education Board

**DWAF**-Department of Water and Forestry

**ESP**- Economic Stimulus Programme

**ICT**- Information and Communication Technology

**Kshs** - Kenya Shilling

**PTA**-Parents Teachers Association

**SIC** - School Infrastructure Committee

**SMC** -School Management Committee

**SPMC**-Stimulus Programme Management Committee

## **ABSTRACT**

Governments and other organizations undertake projects as a major link to their clients. The implementation of projects is done in a competitive world in terms of objectives, activities, resources, skills, schedules and people. This study was a descriptive research examining factors influencing the implementation of Economic Stimulus Programme (ESP) institutional infrastructure in Laikipia West Constituency. The study was guided by four objectives namely: to establish the influence of project revenue disbursement processes on the implementation of ESP institutional infrastructure; to determine the influence of management structures on the implementation of ESP institutional infrastructure; to assess the influence of contractual arrangements on the implementation of ESP institutional infrastructure; and to examine how the level of public participation influence the implementation of ESP institutional infrastructure. The target population was drawn from 47 ESP projects actors including institutional heads, departmental heads, contractors and project management committees. The sample size was systematically derived from the target population. A correlation co-efficient of 0.821 was obtained on validity of 10 data collection tools. Data collection was done using structured questionnaires with a response rate of 73.26 per cent. Qualitative and quantitative presentation of data and subsequent analysis was done using frequency tables and percentages. The study established that project revenues were received at constituency levels in single tranches upto four or more phases. The study established that timing of project revenues had significant influence on the implementation of ESP institutional infrastructure. The study established that management structures which implemented the ESP institutional infrastructure were mainly at learning centres and had significant effect on the implementation of the programme. Labour intensive and supply of materials types of contractual arrangements were mainly used and were found fairly suitable hence had significant influence on the implementation of ESP institutional infrastructure. Representation and information sharing were established as the main levels of public participation which had a significant influence on the implementation of ESP institutional infrastructure. Project management structures are recommended to ensure that their capacity and skills are consistent with project revenue frameworks. Predetermination of choice of contractual arrangements should be project specific guided by possible impacts on project budgets, skills of management structures, allowable cost standards and project timeframes. Interactive public participation is recommended for sustainability of project outcomes, structures and assets.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Programme management focuses on providing structures, focus, flexibility and control in pursuit of results. The wide range of programme components involves people with different skills and backgrounds. Detailed project plans on objectives, activities, resource requirements and schedules guide the implementation of projects. In today's global competitive environment, a responsive approach to changing requirements by beneficiaries is needed towards improving the likelihood of successful projects (Ken, 2007).

In an effort to revamp the economy and shield it from shocks of the world economic crisis and dry weather affecting the country, the Government of Kenya established the Economic Stimulus Programme (ESP) in 2009/10 national budget. This was a multi-sectoral Kshs. 22 Billion programme that was further increased with an injection of Kshs. 21 Billion in the year 2010/11 national budget (Ministry of Finance, 2010). The objectives of the programme included: boosting the country's economic recovery; invest in long term solutions to the challenges of food security; expand economic opportunities in rural areas for employment creation; promote regional development for equity and social responsibility; improve infrastructure and quality of education and health care for all Kenyans; to invest in conservation of environment; and to expand and give access, and build the Information Communication Technology (ICT) capacity of the citizens (Ministry of Finance, 2010).

The programme was implemented by different government ministries and agencies at national level and in 210 constituencies. The result was that some projects progressed better than others, leading to the question: what is it that caused disparities in the way different projects were implemented? According to the Constituency Development Fund that is also administered at constituencies (The Constituencies Development Fund Board, 2011), causes of disparities in the way different projects are implemented include: low utilization of completed facilities particularly in health and education sectors; low technical capacity to implement development

projects; and too many small projects thinly spread with little or no impact. It is under this background that the researcher analyzed the factors influencing the implementation of the Economic Stimulus Programme institutional infrastructure in Laikipia West constituency, Kenya.

The study analyzed institutional infrastructure implementation under the ESP which refers to construction work, productive assets and related installations carried out by learning centres, government departments and health facilities. Project revenue disbursement processes describe the flow of funds from the National Treasury and ministries to the constituencies or institutions that were earmarked to carry out specified project activities. The process ends by having the funds flow to payees who carried out the actual project activities. It includes the timing of project revenue against planned schedules, phases of the funds and their adequacy in relation to planned costs.

Management structures is a broad term that describes the governance structure whose mandate was to steer the project activities particularly at the Constituency level upto the entities undertaking individual projects. They include Stimulus Programme Management Committee (SPMC), Board of Governors (BoG), School Management Committees (SMC), government departmental heads and consultants. The structures are considered on the basis of managerial capacity, technical skills, oversight and leadership. This is shown in Appendix 4. Contractual arrangements describe the procurement alternatives that project managers or entities have at disposal in acquisition of materials, labour, civil works and equipment. Public participation describes the level at which stakeholders' influence and share control of project activities in terms of representation and consultations. Government regulation which is a moderating variable refers to policies, laws and rules that guide the management of affairs of a state as established by various arms of the government. Community group dynamics which are intervening variables refer to forces and motivations which are attributed to members of a community including literacy levels and occupations.

This study was carried out in Laikipia West Constituency which is in Laikipia County. The Constituency has six electoral wards in which 47 ESP institutional projects are spread. The constituency lies between latitudes 0° 15" South and 0° 43" North and between longitudes 36° 30" and 36° 50" East, covering an area of 4,140.5 square kilometers ((Ministry of State for Planning, 2008).

## **1.2 Statement of the Problem**

Project implementation is the longest phase in project management lifecycle where most resources are applied. Project managers focus on documented plans, schedules and procedures to tackle problems and changes in order to stay on course. However, even the best-laid plans can go awry. It is crucial to have a flexible approach of the project system that is able to compare schedules and budgets at various levels against the original plans (Ken,2007). Unanticipated events and situations are inevitably encountered and project managers are taxed to capacity to deal with.

The Economic Stimulus Programme (ESP) was designed as a short term, high intensity, high impact programme, aimed at investing resources in the short term, in projects with both short term and long term benefits (Ministry of Finance, 2010). Managing the various institutional infrastructure scopes, schedules, budgets, quality, risks, issues, project teams and organizational changes resulted to mixed results. In the health sector for example, one hospital was constructed, 48 health centres were upgraded to hospital status, 92 hospitals were rehabilitated and 201 model health centres were constructed across the country (Ministry of Devolution and Planning, 2013). The implementation phase concerns the execution of planned projects by various actors, so as to achieve the desired results and the purpose of the project. The required period for implementation of the Economic Stimulus Programme was six months (Ministry of Finance, 2010). Nevertheless, most projects had time overruns whereas others stalled at national level and constituency levels. The study, therefore, explored on various factors influencing the implementation of ESP institutional infrastructure in Laikipia West Constituency.



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

The study sought to examine various factors influencing the implementation of ESP institutional infrastructure in Laikipia West Constituency. The focus of the study was on project revenue disbursement processes, management structures, contractual arrangements and level of public participation.

### **1.4 Research Objectives**

The study was guided by the following objectives:

- i. To establish the influence of project revenue disbursement processes on implementation of ESP institutional infrastructure in Laikipia West Constituency.
- ii. To determine the influence of management structures on implementation of ESP institutional infrastructure in Laikipia West Constituency.
- iii. To assess the influence of contractual arrangements on implementation of ESP institutional infrastructure in Laikipia West Constituency.
- iv. To examine how the level of public participation influence the implementation of ESP institutional infrastructure in Laikipia West Constituency.

### **1.5 Research Questions**

The following are the research questions that guided the study:

- i. To what extent do project revenue disbursement processes influence the implementation of ESP institutional infrastructure?
- ii. How do various management structures influence the implementation of the ESP institutional infrastructure?
- iii. How do contractual arrangements influence the implementation of ESP institutional infrastructure?
- iv. To what extent do levels of public participation influence the implementation of ESP institutional infrastructure?

### **1.6 Significance of the Study**

This study aimed at analyzing effectiveness of project revenue disbursement processes, management structures, contractual arrangements and the level of public participation used

during the implementation of ESP institutional infrastructure. This is important in informing stakeholders and partners in development agenda on existing capacities for successful project implementation.

The study also aimed to add valuable knowledge amongst programme managers in designing and implementing infrastructural projects. The study aimed at creating sensitivity on key factors that influence project implementation that can be used in accelerating project completion levels for project teams.

### **1.7 Limitations of the Study**

Respondents may have feared that the research instruments could be used as investigation tools to unknown agencies. The respondents fear was mitigated through proper designing of data collection tools and their administration. Ethical considerations that confidentiality would be maintained on information given also guided the data collection and analysis by the researcher. In addition, the use of the findings was clarified as primarily for academic purposes. A sample of the target population was used in the study that was carried out between January 2014 and October 2014. This posed a limitation since not all administered questionnaires were completed on time. The limitation was overcome by ensuring that questionnaire response rate was satisfactory to meet standard scientific requirements.

### **1.8 Delimitations of the Study**

The study was conducted in Laikipia West Constituency targeting 47 institutions that carried out various infrastructural components of the Economic Stimulus Programme in 2009/10 onwards. The study was limited to four objectives focussed on project revenue disbursement processes, management structures, contractual arrangements and level of public participation in the implementation of the ESP institutional infrastructure. The institutions included schools, health centres and government departments.

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

The study expected that utmost co-operation would be accorded by the respondents. The study assumed that data collected from the sampled target population of ESP institutional infrastructure actors resulted to a normal distribution. The researcher expected that respondents during the data collection stage willingly gave accurate and precise information in line with the study objectives.

The study further assumed that records were readily available and that those who implemented the ESP institutional infrastructure were serving in their respective institutions or departments.

### **1.10 Definitions of Significant Terms**

**Contractual Arrangements-** Measures put in place to settle transactions agreed between or among involved parties in supply of civil works, goods, materials, equipment, installations, labour, and overheads.

**Disbursement Processes** –The course of funds flowing amongst ministries upto project management structures and payees (Ministry of Finance, 2010).

**Economic Stimulus Programme-** A Kenyan short term to medium term, high intensity, high impact programme aimed to jump start the economy towards the long term growth and development made operational through the 2009/10 Annual Budget Estimates (Ministry of Finance, 2010).

**Implementation-**The execution of documented plans to achieve desired outputs and control of variances by project teams (Ministry of Devolution and Planning, 2013).

**Institutional Infrastructure-**Constructions and buildings and other public works with related installations (equipment) for economic production activities or for service delivery specified to government departments, learning facilities, health facilities, market places, produce associations and registered societies (Ministry of Planning, National Development and Vision 2030, 2007).

**Management Structures-** State departments, institutions, committees assigned various roles in programme implementation (Ministry of Finance, 2010).

**Programme-** A group of related projects, interventions or activities managed in a co-ordinated way to obtain common benefits not available from managing them individually (Ministry of Devolution and Planning, 2013) .

**Project Revenue-**Budgetary items for project undertaking including compensation to project teams, management structures, expertise, skills and costs for supplies, goods, services and civil works (Ministry of Finance, 2010).

**Project-** A temporal endeavour in which human, material and financial resources are organized to undertake a unique scope of specified work to produce a unique outcome (Ministry of Devolution and Planning, 2013).

**Public Participation-** A process through which stakeholders influence or share control of development initiatives, decisions and resources which affect them (World Bank, 1995).

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

The study is organized into five chapters. Chapter one is on introduction that consists of background to the study, statement of the problem, purpose of the study, research objectives, research questions, delimitation of the study, limitations of the study, assumptions of the study, summary of the chapter and organization of the study. Chapter two discusses literature review of what other researchers have found out at global, regional and local level. It also contains the theoretical framework and the conceptual framework. Chapter three deals with research methodology including the research design, target population, sampling procedure, methods of data collection, validity of data collection, reliability of data collection instruments, methods of data analysis, operational definition of variables, ethical issues and summary of the chapter. Chapter four covers data collection, analysis, presentation, interpretation and discussion. Chapter five discusses summary of research findings, conclusions, recommendations and suggestions for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explains the various concepts including analytical review on past studies, theoretical framework, conceptual framework and summary and gaps to be filled by the study. This is done in line with the variables of the study.

#### **2.2 Past Economic Stimulus Packages in Other Countries**

Investment in the public sector is a common strategy by governments in mitigating economic downturns. Short to medium term popular investments are such strategies often referred to as stimulus programmes. The American Recovery and Reinvestment Act of 2009 (ARRA) commonly referred to as the Stimulus or The Recovery Act, was an economic stimulus package enacted by the 111<sup>th</sup> United States Congress in February 2009. The core objective for ARRA was to save and create jobs in view of global economic downturns during that period. The major benefits were provision of temporary relief programs for those most impacted by the recession and direct investment in infrastructure, education, health, and renewable energy. The initial cost of the economic stimulus package was estimated to be \$787 billion but was later revised to \$831 billion between 2009 and 2010 (US Congressional Budget, 2009). The Australian government also implemented a massive \$42 Billion Nation Building and Jobs Plan starting early 2009. The largest benefiting sector was education under Building Education Revolution Programme which was allocated over \$16.2 Billion (Australian National Audit Office, 2010).

The South African Government in 2009 implemented a stimulus package of \$69 Billion that targeted public investment for three years in order to encourage and sustain public sector employment programs. In addition, the government supported the financing of industries, gave incentives in order to bring back to life distressed companies as well as a tax reliefs of \$1.36 Billion. The Egyptian government implemented a stimulus packaged of \$2.7 billion in the 2008/09 budget and doubled it to \$5.4 Billion for direct spending on infrastructure. Similarly, the Nigerian government implemented a 100 Billion Naira stimulus package in 2009 towards reviving ailing textile industries (Abu, 2010).

### **2.3 Kenyan Institutional Infrastructure Under ESP**

Communities and parents have been responsible for and have made substantial investments in school infrastructure in the education sector. These efforts are complemented by partners, churches, Non State Actors and the private sector. Despite these efforts, there has been a major backlog of infrastructure provision and shortage of quality classrooms, particularly in the poor communities (Education, 2008). The ESP targeted to reconstruct and upgrade to national school (center of excellence) one secondary school in each constituency at a cost of Kshs. 30 Million. The programme further targeted to reconstruct or upgrade two primary schools in each constituency with water harvesting facilities as model schools in rural and urban areas at a cost of Kshs. Seven Million. Towards environmental conservation, the programme targeted establishment of tree fund (nurseries) in 20 primary schools at a unit cost of Ksh. 60,000 per school (Ministry of Finance, 2010).

Information Communication Technology (ICT) is a vital catalyst for social change and economic development. The Government of Kenya (GoK) has identified the need for a comprehensive understanding of ICT and ICT initiatives in order to support its activities, ensure greater coherence, develop and refine a more effective national ICT programme and optimise decision-making and allocation of resources (George Outa, 2006). The programme targeted to purchase one mobile digital laboratory for secondary schools per constituency at a unit cost of Kshs. Six Million (Ministry of Finance, 2010). Kenya in 2007 had a total of 6,194 health facilities with the Ministry of Health running 51 percent of these facilities whereas 49 per cent of the facilities were run by Faith Based Organizations and private practitioners (Ministry of Planning, National Development and Vision 2030, 2007). The ESP activities in this sector included construction of a maternity and a children ward in each constituency at a cost of Kshs. 20 Million. In addition, five motor cycles, 20 bicycles and medical kits were considered at a cost of Kshs 5.083 Million per constituency (Ministry of Finance, 2010).

The fishing sub sector contributes two percent to the agriculture sector which is the mainstay of the Kenyan economy (Ministry of Planning, National Development and Vision 2030, 2007). The development of the potential of the livestock and fisheries subsector is one of the objectives of

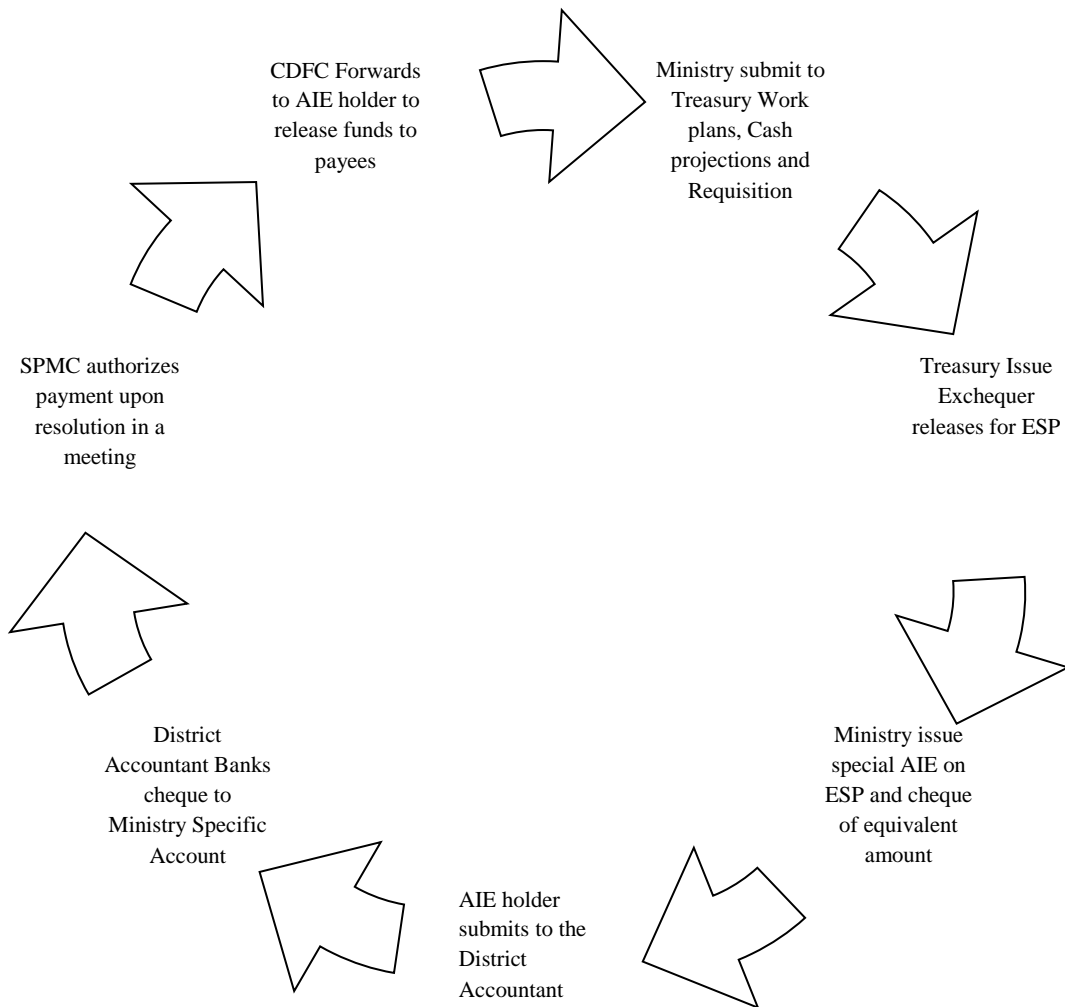
the Kenya Vision 2030. Under the ESP, 200 fish ponds in 140 constituencies were targeted for construction for fish farming at a unit cost of Kshs. 40,000 or Kshs 8 Million per constituency. Laikipia West constituency was given a ranking of 122 out of 140 constituencies (Ministry of Finance, 2010). A prototype fresh produce market was also provided for construction in 180 constituencies at a unit cost of Kshs.10 Million. Kshs. 2 Billion was provided for food production by increasing availability and accessibility of maize/ rice crop to Kenyan households and stabilizing the strategic grain reserve (Ministry of Finance, 2010). This would be done through rehabilitation and expansion of irrigable land in Bura, Hola, Perkerra, Tana Delta and Kibwezi (Ministry of Finance, 2010).

The ESP activities provided for projects that would promote equity and social stability through establishment of 210 Constituency Industrial Development Centres (CIDC). The project involved constructing sheds for artisans at a unit cost of Kshs. 2.5 Million. In addition the 210 sheds would be equipped at a unit cost of Kshs 1 Million. The sheds were to provide incubation for companies and entrepreneurs using the common manufacturing facilities (Ministry of Finance, 2010).

### **2.3.1 Project Revenue Disbursement Processes in Project Implementation**

Many organizations generate and receive multiple proposals for various new projects on a continuing basis. However, budgetary and other constraints allow only a fraction of those efforts to be realized (New York State, 2000). The flow of project revenue follows a simple pattern like the ESP case as shown in Figure 1 (Ministry of Finance, 2010). The main challenge facing many organizations budget execution is termed as ensuring that the capacity and behavior of the implementing agencies is consistent with set fiscal objectives contained within the budget framework (Public Expenditure Review, 2009).

**Figure 1: Flow of Funds Chart**



**Source: Ministry of Finance 2010**

Project revenue disbursement processes involves release of funds by the national authorities to the sub national units. The revenues are channeled to departmental bank accounts or specific institutional project accounts and later to the payees contracted for delivery of works, goods or services.

**2.3.2 Project Management Structures in Project Implementation**

Choosing the right project activities for implementation in line with common goals of communities and the state can be done using committees that represent both the community and the state (New York State, 2000). Such committees link project beneficiaries with other project



actors through dialogue and consultative meetings. The need for such committees is to ensure that project objectives are realized. Major functions of such committees include; oversight over targets, activities, schedules, cost, budgets, supplies among others. The committees further review project activities on a regular basis and make decisions on what activities to carry out or not guided by economic, technical, contractual, social and financial aspects (Ministry of Finance, 2010).

According to Hellgriegl (1989) administrative roles are also carried out by project management committees. The committees are tasked with the day to day running of projects at various levels in dealing with other project actors, customers, and stakeholders, financing and implementing agencies. The administrative roles require excellent communication skills, negotiation skills, fair judgment in unexpected circumstances and timely decisions. This way, initiatives that are geared towards creation of assets and systems are suitably supported (Ministry of Finance, 2010).

Hellgriegl (1989) also observes that a major consideration in establishing a project is the skills of project actors including the community members. Supervision is such a skill that refers to the administration of control techniques, assessment of milestones, reporting and meetings. Such a consideration enables appropriate utilization of available skills.

### **2.3.3 Project Contractual Arrangements in Project Implementation**

The purpose for procurement and contractual arrangements is to provide basic information and direction regarding procuring works, commodities and services within a project or an organization. The project management teams may be responsible for the actual tasks or may direct these through a procurement unit (The Public Procurement and Disposal Regulations, 2006). The New York State observe that these activities may have a significant impact on project budget and schedule and must therefore be integrated into the overall project schedule. Common methods of contractual arrangements according to the New York State include complete vendor-supply solutions or commonly referred to as ‘turnkey’ procurement; fixed price contracts for fully defined and specified work; staff augmentation using material and time contracts particularly where the output is labour hours; cost reimbursement within a predetermined ceiling and allowable cost standards for projects that have uncertain specifications and risks of change of

scope; indefinite delivery contracts for supply of products and services over a period of three to five years (New York State, 2000).

Olabode (2013) observes that there are two major supply arrangements namely traditional and labour-only procurements. The performance of the two is insignificant yet the project scope may determine which method a project adopts. Implementation of projects calls for award of procurement contracts to tenderers who give the best value for money. This means the best price-quality ratio, in compliance with the principles of transparency and equal treatment for potential contractors (Ministry of Finance, 2010).

The argument for contracting is that competition amongst vendors creates the high powered incentives of the market place for lowering cost and keeping up quality. The basic argument against contracting is that contractors will do only what has been agreed to in the contract and often when carefully monitored thus increasing transaction cost (Olabode, 2013). Kelman (2008) observes that South African Department of Water and Forestry (DWAF) and National Roads Agency used mainly local labour in rural community projects.

#### **2.3.4 Public Participation in Project Implementation**

The language of public participation is common in project documents. According to Langdon (2007), the reality on the ground amongst communities may fall short of the expectations. The term participation is modified with adjectives in terms of such as community participation, citizen participation, people's participation and popular participation all which have similar meaning in the development spheres. Community participation can be the process whereby residents of a community are given a choice to participate in issues affecting their lives. He further states that through citizen participation, a broad section of the community is encouraged to identify, articulate their own goals, design their own methods of change, and pool their resources together in the problem solving process (Guimaraes, 2009).

The public participation process opens dialogue between various actors. If dialogue and collaboration is achieved, decision making, planning and implementation of projects are made efficient, effective, people centred and sustainable (Ministry of Local Governments, 2009). It is

understood that participation is not a one off input into a project but is a process which should be an intrinsic part and characteristic of a project throughout its duration (Ministry of Local Governments, 2009). Hayward et al (2004) points out on a model consisting of various levels degrees of participation that move from a position to a better one. The model in Table 2.3.4 was established by Pimbert and Pretty in 1994 and envisages the use of participation instrumentally, to achieve better project outcomes or greater sustainability in rural development terms. The model is used to empower the poor and build their capacity to take collective independent action in order to improve their situation (Pimbert, 2004).

**Table 2.3.4: A Typology of Participation (Modified from Pretty 1994)**

<b>Type of Participation</b>	<b>Some Components and Characteristics</b>
Passive Participation	People are told what is going to happen or has already happened through unilateral announcement by the administration or the project management without listening to people's views. Project belongs only to external professionals.
Participation in Information Giving	People answer questions posed by extractive researchers, using surveys. People may not be able to influence the research decisions or project designs as clarity and accuracy are not checked.
Participation for Material Incentives	People are consulted and external agents listen to the views. Usually focuses on externally defined problems and solutions. People are not really involved in decision making. Participation is viewed as consultation.
Functional Participation	Includes provision of resources such as local labour. Little incentive to participate is provided such as food. Such activities are not prolonged after the incentives end, for example much farm research and community forestry.
Interactive Participation	Groups formed to meet predetermined objectives. Usually done after major project decisions are made, therefore dependent on outsiders, but may become self dependent and enabling. Participation is viewed as organization. People have a stake in maintaining structures or practices.
Self Mobilization	Already empowered communities take decisions independently of external institutions. May or may not challenge existing inequitable distributions of wealth and power. Participation is viewed as empowering.

Source: Pimbert and Pretty 1994

Social scientists argue that it is possible to move from one level of participation to a deeper one that is, from sharing information to empowering as shown in Table 2.3.4. The ESP institutional infrastructure was supply driven and the level of public participation examined for possible significant influence during the implementation period.

## **2.4 Theory of Constraints in Project Implementation**

The Theory of Constraints in the study is used by treating the variables as the bottlenecks (constraints) which if fully exploited influence the successful implementation of projects. The bottlenecks are broadly categorized as resources, material and policies. Resource, material and policy constraints under the study refer to capacities of the project revenue disbursement processes, management structures, contractual arrangements and level of public participation.

Organizations manage either stand-alone or multiple projects, be they small or large which involve uncertainty and opposing commitments of time, budget and content. In almost every organization, there are continual internal and external pressures to address important new opportunities. In organizations that attempt to manage multiple concurrent projects with common, shared resources, the job is even more challenging. Managers can quickly find themselves on ‘project overload’ with continual resource shortages and great difficulty in determining which tasks are truly the most important (Dee Bradbury Jacob and William T. McClelland, 2001). The short time frame (six months) specified for the implementation of ESP institutional infrastructure might have found some project actors on ‘project overload’.

Goldratt (Goldratt, 1986) first formulated the Theory of Constraints (ToC) in the production environment and published as a novel titled ‘The Goal’. The theory explains that the throughput rate of a system is determined by the bottleneck. This bottleneck is defined as the single resource that determines the throughput rate of a firm. This was first used in managing factory production processes with the aim of maximizing throughput rate. The bottlenecks are also termed as constraints and can involve people, supplies, information, equipment, or even policies. This was later expanded to include project management through the concept of Critical Chain (Goldratt E. M., 1997).

Heyman (Herman, 2002) observes that the theory of constraints principles have been useful in scheduling of single project to reduce project duration and simplify project control. Advocates of theory of constraints often claim that in traditional project management provisions for contingencies are too large because people might tend to commit themselves only on time

estimates that they could meet with a high level of certainty. Also, managers or co-ordinator at each level within an organizational hierarchy could build in their own reserves built in by people reporting to them.

The commonest problems in project implementation include: difficulties of completing the project on time, within the budget and with full content; too much rework activity; promised lead times that are longer than desired; conflicts on priorities and resource commitments; and slow response to important opportunities. The ability to execute project plans is essential to creating competitive advantage. More than ever, to execute plan is to properly manage the time value of money and resources. In many for-cause organizations, the key to continued support of its benefactors is the stewardship of funds leading to the successful completion of projects that are of enduring value to society (Woepfel, 2001).

According to Dee and William (2001), the root-cause that dominates the execution of individual projects is a planning and a scheduling process that is based on several erroneous assumptions. One such assumption is the widespread belief that placing protection time in every task will lead to optimized project performance- that good individual task performance will inherently lead to overall good performance.

## **2.5 Conceptual Framework**

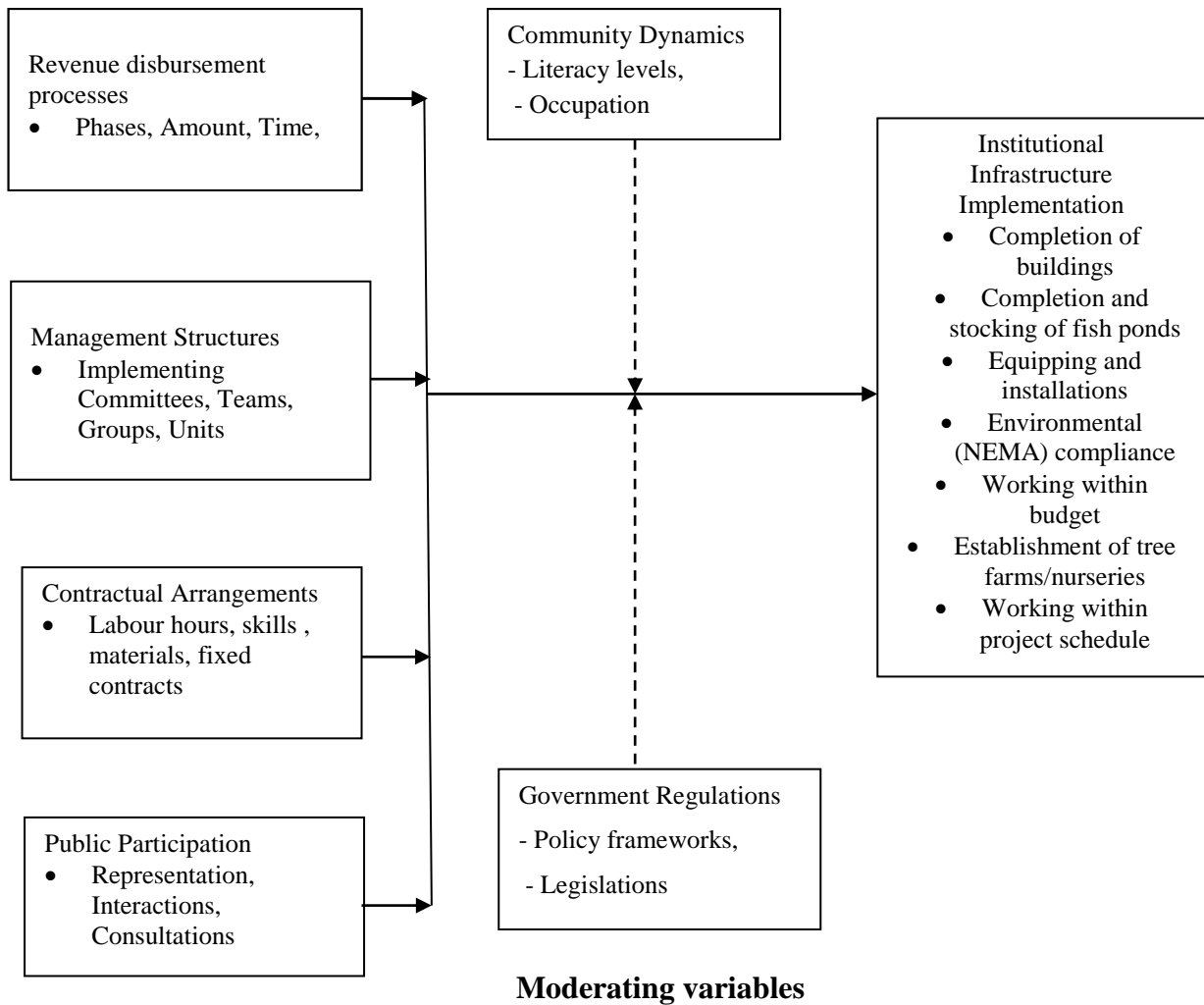
In this study, institutional infrastructure implementation is the dependent variable. The indicators on implementation include completion of buildings, fishponds, equipping, working within the budget and within the project schedule. Project revenue disbursement processes, management structures, contractual arrangements and levels of public participation are the independent variables. The indicators for independent variables include: number of funding phases, timing of disbursements and amounts of disbursements, committees or teams, number of committee members, labour hours, supply of materials, fixed price contracts, representation and information sharing. Government regulations and policy framework are the moderating variables whereas community dynamics such as literacy level and occupations are the intervening variables. The conceptual framework is a shown in Figure 2.

**Figure 2: Conceptual Framework**

**Independent variables**

**Intervening variables**

**Dependent variables**



**Figure 2: Conceptual Framework**

**Source: Researcher (2014)**

## **2.6 Knowledge Gaps**

According to Maina (2013), past studies on ESP have been carried out on specific sectors such as fisheries and recommendations made for research in other ESP sectors. Recommendations have also been made for further research on the role of procurement procedures on performance of ESP projects (Kinyua, 2012). Further recommendations have been made on the project clients' contribution towards the success of public construction projects (Kogi, 2013).

## **2.7 Summary of the Reviewed Literature**

The nature of ESP in other countries is discussed followed by ESP institutional infrastructure in Kenya. Analytical literature is also discussed on project revenue disbursement processes, project management structures, project contractual arrangements and levels of public participation in line with project implementation. The theory of constraints in project implementation is discussed followed by a conceptual framework that depicts the relationship amongst the variables. Knowledge gaps in the ESP studies have been identified and a summary on literature review provided.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research design used in the study, the target population, sample population, data collection procedures, validity and reliability of data collection instruments, methods of data analysis, operational definition of variables, ethical procedures and summary of the chapter.

#### **3.2 Research Design**

Research design explains the pattern the research intends to follow so as to control variance-maximize variance due to the independent variables, eliminate or reduce influence of extraneous variables, minimize error variance and at the same time ensure that the findings can be tested for significance (Mugenda & Mugenda 2003). The study employed descriptive design which was used to ensure that systematic collection and analysis of data was done in order to answer research questions concerning current status of an activity, project, program, or event. The design was used to investigate the target population by selecting samples. The samples were used to analyze and discover events and occurrences. Numeric descriptions were provided for events that occurred. This method allowed collection of data using basic tools and hence enhanced understanding of the area under study for valid recommendations, findings and conclusions. Questionnaires were used to facilitate clear understanding of the phenomena during data collection.

#### **3.3 Target Population**

Target population is described as members of real or hypothetical set of people, events or objects a researcher wishes to generalize the results of his or her study (Kothari, 2011). The study aimed at establishing the influence of the following factors on the implementation of ESP institutional infrastructure in Laikipia West Constituency; project revenue disbursement process, management structures, contractual arrangements and levels of public participation. The study targeted 47 projects that were carried out by institutions or government agencies. They largely consisted of projects in education, fisheries and health sectors. Others included industrial sheds, fresh produce



market, grain dryer and environmental conservation initiatives. Respondents and informants included relevant government departmental heads, school management committee members, contractors, board of governors’ members, principals and head teachers. Table 3.3 shows the categories and numbers of the target population.

**Table 3.3 Target Population**

<b>Project</b>	<b>Category</b>	<b>Target Population</b>
School Infrastructure	Principals and Head Teachers	4
	School Management Committee Members/ Board of Governors Members	12
Health Infrastructure	Officers in-charge	2
Tree Nurseries	School Management Committee Members	20
Fishponds	Board of Governors Members/	16
	School Management Committee Members	
	Principals and Head Teachers	16
All Departments	Contractors (ESP Projects)	4
	Heads of Departments (Relevant Government Offices- Laikipia West Constituency)	17
<b>Total</b>		<b>91</b>

Source: Constituency Development Fund Office, Laikipia West 2014

### **3.4 Sampling Procedure**

The researcher carried out a stratified random sampling of the ESP actors who undertook institutional infrastructure projects. The sampling frame was determined using the Krejcie and Morgan (1970) table with a confidence level of 99 percent and a margin error of five per cent. All strata whose population size was below 10 were fully considered whereas the strata whose size was above 10 considered a sample size of one less the population size. The result of a population size of 91 gave a total sample size of 86 as shown in Table 3.4.

**Table 3.4 Sample Size**

<b>Project</b>	<b>Category</b>	<b>Target Population</b>	<b>Sample Size</b>
School Infrastructure	Principals and Head Teachers	4	4
	School Management Committee Members/ Board of Governors Members	12	11
Health Infrastructure	Officers in-charge	2	2
Tree Nurseries	School Management Committee Members	20	19
Fishponds	Board of Governors Members/ School Management Committee Members	16	15
	Principals and Head Teachers	16	15
All Departments	Contractors (ESP Projects)	4	4
	Heads of Departments (Relevant Government offices-Laikipia West Constituency)	17	16
<b>Total</b>		<b>91</b>	<b>86</b>

Source: Constituency Development Fund Office, Laikipia West 2014

### **3.5 Instruments of Data Collection**

Data collection was conducted using both primary and secondary methods of data collection. Primary data was collected using observations and structured questionnaires administered by the researcher. The questionnaires contained both closed ended and open ended questions in line with the research questions on project revenue disbursement processes, management structures, contractual arrangements and levels of public participation. Likert -type scales were used to order opinions and observations from the respondents as guided by structured statements. The Likert-type scales were used to rate standardized responses from the respondents on various variables along a set range. This was done to ensure that sufficient and relevant information was obtained from the ESP actors. Establishment of contacts, deliveries and collection were the main milestones in the administration of the questionnaires. The choice of questionnaires during data collection was informed by the attributes of the tool such as familiarity to respondents, ability to administer to large number of respondents and ease of data analysis. Secondary data was collected from minutes, reports, journals and books. The secondary sources were analyzed in order to standardize the contents of the questionnaires as well as ensuring that the research questions and literature review were objective.

### **3.6 Validity of Research Instruments**

This section describes the piloting and reliability test of the research instruments.

### 3.6.1 Pilot Study

Piloting of the instruments was done in two projects that were excluded from the sample population using 10 questionnaires. This gave room for common understanding and identification of any corrections before administering them to the sample population. During the designing of structured questionnaires, themes that were in line with research objectives were considered towards enhancing accuracy and meaningfulness of inferences of research results.

### 3.6.2 Reliability of Research Instruments

Reliability refers to the measure of degree with which a research instrument is able to give consistent results of data on repeated trials (Mugenda, 2003). Internal consistency was determined using Cronbach's Coefficient Alpha. A correlation co-efficient of 0.821 was obtained using 10 questionnaires. This was considered reliable as it was above the minimum required value of 0.7. A total of 86 questionnaires were subsequently administered to the target population on the strength of the internal consistency at the pilot stage.

### 3.7 Methods of Data Analysis

Completed questionnaires were edited and serialized to aid data coding. Descriptive statistics were used to interpret qualitative data using percentages and frequency tables. The use of Statistical Package for Social Sciences was used as an aid in data analysis. Frequency tables and percentages were used to determine the relationships between independent variables and the dependent variable.

### 3.8 Operational Definition of Variables

**Table 3.8 Operational Definition of Variables**

Research Objective	Variable	Indicators	Measurement Scale	Data Collection	Type of Analysis
To establish the influence of project revenue disbursement processes on implementation of ESP institutional infrastructure in Laikipia West constituency.	Project revenue disbursement processes	Number of Phases, Time, Amount.	Nominal and ordinal scales	Questionnaire	Frequency Tables Percentages
To determine the influence of management structures on implementation of ESP institutional infrastructure in Laikipia West constituency.	Management structures	Committees, Teams, Units, Groups.	Nominal and ordinal scales	Questionnaire	Frequency Tables Percentages
To assess the influence of contractual arrangements on the implementation of ESP	Contractual arrangements	Labour hours, Skills, Materials,	Nominal and ordinal scales	Questionnaire	Frequency Tables Percentages

<b>Research Objective</b>	<b>Variable</b>	<b>Indicators</b>	<b>Measurement Scale</b>	<b>Data Collection</b>	<b>Type of Analysis</b>
institutional infrastructure in Laikipia West constituency.		Fixed price contracts.			
To establish how the level of public participation influence the implementation of ESP institutional infrastructure in Laikipia West constituency.	Levels of public participation	Representations, Interactions, Consultations	Nominal and ordinal scales	Questionnaire	Frequency Tables Percentages

### **3.9 Ethical Issues**

Questionnaires were constructed in a manner that assured confidentiality of obtained data. There was no requirement for the respondent's name or contact in the questionnaire. The use of affiliation letters enhanced co-operation amongst the respondents. The letter lay an emphasis that the study was primarily an academic work. In addition, courtesy and respect to all respondents were of utmost consideration during the data collection stage.

### **3.10 Summary**

This chapter has discussed the descriptive research design, the study target population and the sampling procedures. Methods of data collection were observations and questionnaires for primary data. Validity of the data collection instruments was considered through pilot study and internal consistency tests. Methods of data analysis used were descriptive statistics in terms of frequency tables and percentages. The chapter also contains a summary definition of variables, ethical issues that were considered and ends with a summary of the chapter.

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

The chapter includes data presentation, analysis of collected data, interpretation and discussion. This is done in line with the research objectives which are; to establish the influence of project revenue disbursement processes on the implementation of ESP institutional infrastructure; to determine the influence of management structures on the implementation of ESP institutional infrastructure; to assess the influence of contractual arrangements on the implementation of ESP institutional infrastructure; and to examine how the level of public participation influence the implementation of ESP institutional infrastructure.

#### **4.2 Questionnaire Completion Rate**

A total of 86 questionnaires were administered to respondents in 47 projects across the constituency in a period of four months. A total of 63 questionnaires were returned duly completed whereas 23 were not completed giving a satisfactory response rate of 73.26 per cent. The response rate of 73.26 percent was considered adequate for analysis and reporting as it was way above the minimum requirement of 50 per cent (Mugenda & Mugenda, 2003). In view of this, 73.26% was good and enough to carry out the analysis and present representative results. The non-response rate of 26.74 per cent was attributed to project actors in institutions who were not actively involved during the implementation as they were in different schools or work stations. Another explanation was partial completion of questionnaires as well as return of non-completed questionnaires.

#### **4.3 Demographic and Socio-economic Characteristics of Respondents**

The questionnaires were completed by secondary school principals, board of governors members, school management committee members, officers in charge of health facilities, contractors and departmental heads who undertook ESP institutional infrastructure. The socio-economic characteristics of the respondents are discussed in terms of their gender, age, occupation and level of education attainment.

### 4.3.1 Gender Composition of Respondents

Table 4.3.1 shows the gender composition of 63 respondents during the study.

**Table 4.3.1 Gender Composition of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	42	66.67
Female	21	33.33
<b>Total</b>	<b>63</b>	<b>100</b>

The highest number of respondents was 42 (66.67%) for males whereas that of female respondents was 21 (33.33%). The results indicate that school principals, head teachers, school management committee members, board of governors members, contractors and departmental heads were mainly men. The results indicate dominance of the male implementers in Laikipia West Constituency. The respondents were entrusted with major roles in project implementation and gender composition was exactly one third minimum requirement in public entity leadership composition. This minimum requirement in terms of gender composition poses a big room for improvement on involvement of female project actors.

### 4.3.2 Age of Respondents

Table 4.3.2 shows the age brackets of 63 respondents who participated in the study.

**Table 4.3.2 Age of Respondents**

<b>Age Bracket</b>	<b>Frequency</b>	<b>Percent</b>
Below 20 years	0	0
20-29 years	2	3.17
30-39 years	17	26.98
40-49 years	31	49.21
50-59 years	10	15.87
Above 60 years	2	3.17
No response	1	1.58
<b>Total</b>	<b>63</b>	<b>100</b>

The highest response was 31(49.21%) representing age bracket ranging from 40 upto 49 years. This was followed by 16 (26.98%) respondents whose age bracket was 30 upto 39 years. The percentage of respondents of age bracket 50-59 years was 15.87 while that of those above 60 years was 3.17. There were 1.58 per cent of respondents whose age bracket was not completed and none of the respondents was below 20 years. The variable with the highest frequency is an indication that skillful and experienced project actors were involved. Nevertheless, the results indicated that youthful persons and the elderly were engaged to a little extent.

### 4.3.3 Occupation of Respondents

This study sought to establish the main occupations of the respondents. 79.3 per cent of the respondents were employed, 9.52 per cent self employed whereas 4.76 per cent were in business and 3.17 percent in farming. A further 3.17 percent were in more than one form of occupation. Table 4.3.3 shows the occupation of 63 respondents who participated in the study.

**Table 4.3.3 Occupation of Respondents**

<b>Occupation</b>	<b>Frequency</b>	<b>Percent</b>
Business	3	4.76
Farming	2	3.17
Employment	50	79.3
Self employment	6	9.52
Others(More than One Occupation)	2	3.17
<b>Total</b>	<b>63</b>	<b>100</b>

The result that respondents were mainly employed was attributed to the fact that most projects were carried out by management structures under government departments and in learning institutions. This was followed by those in self employment, business and farming who represented sections of communities in various management structures.

#### 4.3.4 Education Attainment of Respondents

This study sought to establish the highest education attainment of the respondents. 23 (36.51 per cent) had attained college diplomas, 22 (34.92%) university degrees whereas 11(19.04%) had attained secondary certificates. A further 3 (4.76%) had attained up to primary certificate, 2 (3.17%) had attained masters qualifications while only 1 (1.59%) had college certificate qualifications. Table 4.3.4 shows the highest education attainment of 63 respondents who participated in the study.

**Table 4.3.4 Education Attainment of Respondents**

<b>Education Attainment</b>	<b>Frequency</b>	<b>Percent</b>
Primary Certificate	3	4.76
Secondary Certificate	11	17.46
College Certificate	1	1.59
College Diploma	23	36.51
University Degree	22	34.92
Masters	2	3.17
No Response	1	1.59
<b>Total</b>	<b>63</b>	<b>100</b>

Education attainment by project actors was found relatively high since over a third of the respondents had attained college diplomas. There were slightly over another one third of the respondents who had attained university degrees. This implies that project actors were knowledgeable and therefore gave informed responses. There was however an indication of low education attainment for those holding just primary level certificates that points out capacity gaps amongst members in the management structures.

#### 4.4 Project Revenue Disbursement Processes on ESP Implementation

This section describes the results arising from project revenue disbursement processes. This includes; establishment of whether funds were received at the constituency level, manner of receiving the revenues, whether the funds were received in institutional bank accounts, timing of



project revenues, influence on timing of project revenues, amounts received and comparison of project revenues against project costs.

#### 4.4.1 Project Revenues Received at Constituency Level

This study sought to establish whether the project revenues for departments were received at the constituency level. Table 4.4.1 shows the responses as to whether project revenues were received at constituency level or not from 63 respondents who participated in the study. 60 (95.24 per cent) of the respondents indicated that project revenues were received at the constituency level. 3 (4.76 per cent) of the respondents indicated that the project revenues were not received at the constituency level. Project revenues from 4.76 per cent of the respondents were explained as project revenues received at the ministerial headquarters.

**Table 4.4.1 Project Revenues Received at Constituency Level**

<b>Revenues Received at Constituency Level</b>	<b>Frequency</b>	<b>Percent</b>
Yes	60	95.24
No	3	4.76
<b>Total</b>	<b>63</b>	<b>100</b>

The project revenue disbursement process was duly followed through funding at constituency level. Project revenues for fresh produce market were however received at the ministerial headquarters whereas project revenues for a mobile digital laboratory were not received after the project failed to take off at the national level.

#### 4.4.2 Manner of Receiving Project Revenues

This study sought to establish the manner in which the project revenues were received. (29) 46.03 per cent of the respondents indicated that project revenues were received on a quarterly basis and a further (23) 36.5 percent on single phase basis. (8) 12.70 per cent of the respondents indicated that the project revenues were received on semi annually basis whereas 3.17 per cent of the respondents indicated they received in two phase successive months, while 1.59 percent of

the respondents did not respond. Table 4.4.2 shows the manner in which project revenues were received from 63 respondents who participated in the study.

**Table 4.4.2 Manner of Revenue Receipt**

<b>Manner of Revenue Receipt</b>	<b>Frequency</b>	<b>Percent</b>
Single Phase	23	36.51
Quarterly	29	46.03
Semi Annually	8	12.70
Two phase successive months	2	3.17
No response	1	1.59
<b>Total</b>	<b>63</b>	<b>100</b>

The ESP was expected to be implemented in 6 months starting July 2009 and ending in December 2009. This therefore called for single tranche release of project revenues in an ideal situation. Nevertheless, project revenues were received on quarterly basis, semi annually and two phase successive months. The budgetary requirements were inadequate during the financial year hence additional funding in the financial year 2010/11 in agreement with Kogi (Kogi, 2013).

#### **4.4.3 Banking of Project Revenues in Institutional Accounts**

This study sought to establish whether the project revenues were banked in respective project institutional accounts. 49 (77.78 per cent) of the respondents indicated that project revenues were received in the project accounts. 7 (11.12 per cent) of the respondents indicated that the project revenues were not received in the project institutional accounts whereas a further 7(11.11 per cent) of the respondents indicated that they did not know if the project revenues were received or not received in the project institutional accounts. Explanation given where project revenues were not disbursed into institutional accounts included administration of project revenues from ministry headquarters. Table 4.4.3 shows the responses as to whether project revenues were banked into project institutional accounts or not amongst 63 respondents who participated in the study.

**Table 4.4.3 Banking of Project Revenues in Institutional Accounts**

<b>Institutional Bank Accounts</b>	<b>Frequency</b>	<b>Percent</b>
Yes	49	77.78
No	7	11.11
No response	7	11.11
<b>Total</b>	<b>63</b>	<b>100</b>

The funding at the constituency level was done mainly through disbursement of project revenues into institutional bank accounts specified for the ESP. Project revenues for fresh produce market were however received at the ministerial headquarters whereas project revenues for a mobile digital laboratory for secondary schools were not received.

#### **4.4.4 Timing of Project Revenues**

This study sought to establish the timeliness of the project revenues. None of the respondents indicated that the revenues were received very early as well as very late. (4) 6.35 per cent indicated that project revenues were received early. (40) 63.49 per cent indicated that the project revenues were received on time. A further (17) 26.98 per cent indicated that the project revenues were received late. There was 3.17 per cent of non response on the timing of the project revenues. Table 4.4.4 shows responses on the timing of project revenues from 63 respondents who participated in the study.

**Table 4.4.4 Timing of Project Revenues**

<b>Timing of Project Revenues</b>	<b>Frequency</b>	<b>Percent</b>
Very Early	0	0
Early	4	6.35
Just on time	40	63.49
Late	17	26.98
Very Late	0	0
No response	2	3.17
<b>Total</b>	<b>63</b>	<b>100</b>

Most project revenues were received just on time attributed to the disbursements through specified bank accounts at the constituency level. However, some project revenues were received late attributed to multiple phases of disbursements as well as delays arising from administrative procedures.

#### **4.4.5 Influence of Timing of Project Revenues on ESP Implementation**

This study sought to establish the influence of the timing of the project revenues on the implementation of the ESP projects. Table 4.4.5 shows responses on the effects of timing of project revenues on the implementation of ESP institutional infrastructure. 36 (57.14 per cent) of the respondents indicated that the timing of the project revenues had very great effect on the implementation of ESP institutional infrastructure. 24 (38.09 per cent) of the respondents further indicated that the timing project revenues had great effect on the implementation of ESP institutional infrastructure. Two (3.17 per cent) of the respondents indicated that the timing of projects had moderate effect whereas the remaining 1.58 per cent indicated that the timing of project revenues had little effect on the implementation of ESP institutional infrastructure.

**Table 4.4.5.1 Influence of Project Revenues Timing**

<b>Influence of Project Revenue Timing</b>	<b>Frequency</b>	<b>Percent</b>
Very Great Effect	36	57.14
Great Effect	24	38.09
Moderate Effect	2	3.17
Little Effect	1	1.58
No Effect	0	0
<b>Total</b>	<b>63</b>	<b>100</b>

The results indicated that funds received just on time and funds received early had a great influence on implementation of ESP in agreement with findings by Munyiri (Munyiri, 2013). There was a need to have the funds received late to have been done on time to ensure that the projects were implemented within stipulated timeframes.

The relationship between the independent and dependent variables using inferential statistics was also carried out as summarized in the regression model in Table 4.4.5.2 on timing of project revenues. The coefficient of determination of  $R^2 = 0.916$  and  $R = 0.839$  at 0.05 significance level indicates that 83.9 % of the variation on ESP implementation was influenced by timing of project revenues. This shows that there exists a positive relationship between timing of project revenues and ESP institutional infrastructure implementation.

**Table 4.4.5.2 Model Regression Summary on Timing of Project Revenues**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std Error of the Estimate
	.916	.839	.826	5.73

**Predictors: ( Constant) Timing of Project Revenues**

**Dependent Variable: ESP Implementation**

#### **4.4.6. Amounts of Project Revenues Received**

This study sought to establish the amounts of project revenues received. 13 (20.63 percent) of the respondents indicated that project revenues received amounted to Ksh. 60,000. 10 (15.87 percent) indicated that project revenues received amounted to Ksh 2,000,000. A further 15.87 percent indicated that project revenues received amounted to Ksh. 20,000,000. Table 4.4.6 shows the amounts of project revenues received during the implementation of ESP institutional infrastructure.

**Table 4.4.6 Amounts of Project Revenues Received**

<b>Project Revenue Amount ( Ksh )</b>	<b>Frequency</b>	<b>Percent</b>
60,000	13	20.63
100,000	8	12.69
2,000,000	10	15.87
5,000,000	6	9.52

10,000,000	10	15.87
15,000,000	10	15.87
20,000,000	6	9.52
<b>Total</b>	<b>63</b>	<b>100</b>

The highest amount recorded was Ksh. 20,000,000 for model health centre whereas the least was Ksh. 60,000 for individual school environment projects. The amount of revenues received for industrial sheds was Ksh. 2,000,000 whereas secondary schools received Ksh. 15,000,000. The amounts were in agreement with Ministry of Finance provisions except the amount for industrial sheds which had been provided as Ksh. 2,500,000 (Ministry of Finance, 2010).

#### 4.4.7 Comparison of Project Revenues to Project Cost

The project revenues received in comparison to cost of project was established. 5 (7.93 per cent) of the respondents indicated that the project revenues received were way below cost. 29 (46.03 per cent) of the respondents indicated that the project revenues received were below cost. A further 17 (26.98 per cent) of the respondents indicated that the project revenues received matched the project cost. 12 (19.04 per cent) of the respondents indicated that the project revenues received were above the project cost. Table 4.4.7 shows the responses amongst the actors during the implementation of ESP institutional infrastructure.

**Table 4.4.7 Comparison of Project Revenues to Project Cost**

<b>Comparison</b>	<b>Frequency</b>	<b>Percent</b>
Way below cost	5	7.93
Below cost	29	46.03
Matched cost	17	26.98
Above cost	12	19.04
Way above cost	0	0
<b>Total</b>	<b>63</b>	<b>100</b>

The results indicated that project costs were not accurately prepared which contrasts with the findings by Kogi (Kogi, 2013). The results are in agreement with findings by Munyiri (Munyiri,

2013), that project revenue disbursement processes had an influence on the implementation of ESP institutional infrastructure.

#### **4.5 Management Structures on ESP Implementation**

This section describes the management structures that respondents served in and their influence on implementation of ESP institutional infrastructure.

##### **4.5.1 Management Structure Served**

This study sought to establish the management structure that respondents served in during the implementation of the ESP institutional infrastructure. 6 (9.52 per cent) of the respondents indicated that they served in the Constituency Development Fund Committee. 8 (12.69 per cent) of the respondents served in the Stimulus Programme Management Committee. 2 (3.17 per cent) of the respondents served in the Constituency Project Tender Committee. 24 (38.09 per cent) of the respondents served in the School Management Committee. 6 (9.52 per cent) of the respondents served in the Parents Teachers Association. 11 (17.46 per cent) of the respondents served in the Board of Governors. 4 (6.35 per cent) of the respondents served in the District Education Board. 2 (3.17 per cent) of the respondents served in the District Development Committee. Table 4.5.1 shows the management structures that the various actors served in during the implementation of ESP institutional infrastructure.

**Table 4.5.1 Management Structures Served**

<b>Management Structure</b>	<b>Frequency</b>	<b>Percent</b>
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Constituency Development Fund Committee	6	9.52
Stimulus Programme Management Committee	8	12.69
Constituency Project Tender Committee	2	3.17
School Management Committee	24	38.09
Parents Teachers Association	6	9.52
Board of Governors	11	17.46
District Education Board	4	6.35
District Development Committee	2	3.17
Consulting Team	0	0
<b>Total</b>	<b>63</b>	<b>100</b>

The management structures served as the governance structures in steering the project activities carried out by various entities. School Management Committees and Board of Governors were the main structures in learning institutions a finding similar to findings by Arita (Arita, 2013). The Stimulus Programme Management Committee and Constituency Development Fund Committee were also involved in overseeing projects carried out by government departments including health, industrialization and fisheries.

#### **4.5.2 Number of Members in Management Structures**

The number of members who served in various management structures during the implementation of ESP institutional infrastructure is shown in Table 4.5.2. The results indicated that 12.70 per cent of the respondents specified that there were between 1-3 members in the management structures that they served in. 30.15 per cent indicated that there were between 4-6 members in the management structures that they served in. In addition, the percentage of 7-9 and



10-12 was 36.50 per cent and 15.90 per cent respectively. The respondents indicated that 4.76 per cent served in management structures whose membership exceeded 13 members.

**Table 4.5.2 Number of Members in Management Structures**

<b>Number</b>	<b>Frequency</b>	<b>Percent</b>
1-3	8	12.70
4-6	19	30.15
7-9	23	36.50
10-12	10	15.90
13 and above	3	4.76
<b>Total</b>	<b>63</b>	<b>100</b>

The results indicate that management structures varied in terms of membership numbers. This is explained by considerations provided on the basis of managerial capacity, technical skills, oversight and leadership (Ministry of Finance, 2010).

#### **4.5.3 Influence of Management Structure on ESP Implementation**

This study sought to establish the influence various management structures on the implementation of ESP institutional infrastructure. Table 4.5.3 shows the analysis of responses provided on the influence of management structure on the implementation of ESP institutional infrastructure. 12 (19.04 per cent) of the respondents indicated that the management structures had very great influence on the implementation of ESP institutional infrastructure implementation. 31 (49.20 per cent) indicated that the management structure had great effect on the ESP institutional infrastructure implementation. 14 (22.22 per cent) indicated that the management structures that they served in had moderate effect on the implementation of ESP institutional infrastructure. In addition, 4 and 2 (6.35 and 3.18 per cent) of the respondents indicated that the management structures had little effect and no effect respectively on the ESP institutional infrastructure implementation.

**Table 4.5.3 Influence of Management Structure on ESP Implementation**

<b>Influence of Management</b>	<b>Frequency</b>	<b>Percent</b>
--------------------------------	------------------	----------------

<b>Structure</b>		
Very Great Effect	12	19.04
Great Effect	31	49.20
Moderate Effect	14	22.22
Little Effect	4	6.35
No Effect	2	3.18
<b>Total</b>	<b>63</b>	<b>100</b>

The management structures had great influence on implementation of ESP whose mandate was derived from specifications tasked to SPMC, CDFC, SIC, SMC, PTA, CPTC, BOG, DDC and DEB in line with Ministry of Finance guidelines on the implementation of ESP (Ministry of Finance, 2010). The structures had members with various skills in agreement with Hellgriegl who observes that a major consideration in establishing projects is the skills of project actors including the community members (Hellgriegl, 1989).

The relationship between the independent and dependent variables using inferential statistics was also carried out as summarized in the regression model in Table 4.5.4 on management structures. The coefficient of determination of  $R^2 = 0.474$  and  $R = 0.224$  at 0.05 significance level indicates that 22.4 % of the variation on ESP implementation was influenced by management structures. This shows that there exists a positive relationship between management structures and ESP institutional infrastructure implementation.

**Table 4.5.4 Model Regression Summary on Management Structures**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std Error of the Estimate
	.474	.224	.197	0.0633
<b>Predictors: ( Constant) Management Structures</b>				

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**Dependent Variable: ESP Implementation**

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**4.5.4 Other Relevant Management Structures**

This study sought to establish whether respondents felt the need to have had other committees involved in the implementation of the ESP institutional infrastructure. 65.07 per cent of the respondents felt that there was need to involve other committees whereas 34.93 percent felt that there was no such need. The committees or other players specified were oversight and technical teams specifically for advisory and technical support roles respectively.

**4.6 Contractual Arrangements on ESP Implementation**

This section describes the procurement alternatives used, their suitability and their influence on the implementation of ESP institutional infrastructure.

**4.6.1 Contractual Methods Used**

The study sought to establish the procurement methods used in the implementation of ESP institutional infrastructure. Table 4.6.1 shows the response on various methods used. 8 (12.70 per cent) of the respondents indicated that the procurement method used was fixed contract whereas 5 (7.94 per cent) indicated that the method used was sub contracting. In addition, 21 (33.33 per cent) indicated that labour intensive method was used whereas 28 (44.44 per cent) indicated that supply of materials was used. A further 1 (1.59 per cent) indicated the use of other methods namely a combination of supply of materials and labour intensive methods.

**Table 4.6.1 Contractual Methods Used**

<b>Contractual Method</b>	<b>Frequency</b>	<b>Percent</b>
Fixed Contract	8	12.70
Sub Contracts	5	7.94
Labour Intensive	21	33.33
Supply of Materials	28	44.44
Others	1	1.59
<b>Total</b>	<b>63</b>	<b>100</b>

Supply of materials and labour intensive methods were used as the main methods during the implementation of ESP institutional infrastructure. Technical work was however carried out through fixed contracts and sub contracts. The methods were heavily borrowed from the public procurement regulations on scope of projects attributed to the fact that ESP was a government programme. This agrees with findings by Olabode who observed that the two main supply arrangements are traditional and labour-only procurements (Olabode, 2013).

#### **4.6.2 Determination of Contractual Methods**

The study sought to establish whether the contractual methods used in the implementation of ESP institutional infrastructure were predetermined or not. Table 4.6.2 shows the response on whether the various methods used were predetermined or not. 47 (74.60 per cent) of the respondents indicated that the contractual arrangements were predetermined whereas 16 (25.40 per cent) indicated that the contractual arrangements were not predetermined.

**Table 4.6.2 Determination of Contractual Methods**

<b>Predetermined Method</b>	<b>Frequency</b>	<b>Percent</b>
Yes	47	74.60
No	16	25.40
<b>Total</b>	<b>63</b>	<b>100</b>

The predetermination was guided by the provisions in the ESP manual on scope of various projects whereas undertakings in some departments at the constituency level were guided by the Constituency Stimulus Tender Committee. The implementing or beneficiaries were mainly government departments or institutions therefore guided by the public procurement predetermined methods (The Public Procurement and Regulations, 2006).

#### **4.6.3 Suitability of Contractual Methods**

The study sought to establish the suitability of the procurement methods used in the implementation of ESP institutional infrastructure. Table 4.6.3 shows the response on various

methods used. 19 (30.16 per cent) of the respondents indicated that contractual methods used were very suitable whereas 33 (52.38 per cent) indicated that the methods used were fairly suitable. On the other hand, 8 (12.70 per cent) indicated that the methods used were not suitable whereas a further 2 (3.17 per cent) indicated that the methods used were unsuitable. In addition, 1 (1.59 per cent) of the respondents indicated that they were not sure of the suitability of the methods used.

**Table 4.6.3 Suitability of Contractual Methods Used**

<b>Suitability of Contractual Method</b>	<b>Frequency</b>	<b>Percent</b>
Very Suitable	19	30.16
Fairly Suitable	33	52.38
Not Suitable	8	12.70
Very Unsuitable	2	3.17
Not sure	1	1.59
<b>Total</b>	<b>63</b>	<b>100</b>

The methods used were suitable contractual methods such as supply of materials, labour intensive, fixed contract and sub-contracts. The supply of materials was the most preferred among the choices given followed by labour intensive. The scope of the ESP institutional infrastructure was therefore in tandem with the public procurement requirements. These methods were however in contrast with common contractual arrangements provided in the New York State Project Management Guidebook possibly due to scope and timeframe of the projects (New York State, 2000).

#### **4.6.4 Influence of Contractual Methods Used on ESP Implementation**

The study sought to establish influence of the procurement methods used on the implementation of ESP institutional infrastructure. Table 4.6.4 shows the response on various methods used. 11 (17.46 per cent) of the respondents indicated that the method of contractual arrangement used, influenced to a very great extent the implementation of ESP institutional infrastructure. 35 (55.55 per cent) of respondents further indicated that the method of contractual arrangement used,

influenced to a great extent the implementation of the infrastructure. In addition, 14 (22.22 per cent) of respondents indicated that the contractual method used had moderate extent on the implementation of ESP institutional infrastructure. A further 2 and 1 (3.17 and 1.59 per cent) of the respondents indicated that the method of contractual arrangement had little extent and no influence respectively on the implementation of ESP institutional infrastructure.

**Table 4.6.4 Influence of Contractual Methods Used on ESP Implementation**

<b>Influence of Contractual Method</b>	<b>Frequency</b>	<b>Percent</b>
Very Great Extent	11	17.46
Great Extent	35	55.55
Moderate Extent	14	22.22
Little Extent	2	3.17
No Influence	1	1.59
<b>Total</b>	<b>63</b>	<b>100</b>

The contractual method mainly used was supply of materials followed by labour intensive with fixed contract and sub-contracts ranking third and fourth respectively. The supply of materials and labour intensive were used for small projects such as establishment of fish ponds and school tree nurseries. Fixed contracts and sub contracts were used for wide-scope projects such as establishment of fresh produce market and model health centre. This finding agrees with Kelman who observed the use of local labour in rural community projects in South African Department of Water and Forestry (Kelman, 2008).

The relationship between the independent and dependent variables using inferential statistics was also carried out as summarized in the regression model in Table 4.6.5 on contractual arrangements. The coefficient of determination of  $R^2 = 0.646$  and  $R = 0.417$  at 0.05 significance level indicates that 41.7 % of the variation on ESP implementation was influenced by contractual arrangements. This shows that there exists a positive relationship between contractual arrangements and ESP institutional infrastructure implementation.

**Table 4.6.5 Model Regression Summary on Contractual Arrangements**

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**Model Summary**

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Model	R	R Square	Adjusted R Square	Std Error of the Estimate
	.646	.417	.397	0.0549

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**Predictors: ( Constant) Contractual Arrangements**

**Dependent Variable: ESP Implementation**

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#### **4.7 Levels of Public Participation on ESP Implementation**

This section describes whether members of public took part in the implementation of ESP institutional infrastructure, the level of participation and the influence of the level of participation had during the ESP implementation.

##### **4.7.1 Participation of Members of the Public on ESP Implementation**

The study sought to establish whether members of the public participated during the implementation of ESP institutional infrastructure or not. Table 4.7.1 shows the responses on public participation. 54 (90 per cent) of the respondents indicated that members of the public participated in the implementation of the ESP institutional infrastructure whereas 9 (10 per cent) indicated that the members of public did not participate.

**Table 4.7.1 Public Participation on ESP Implementation**

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Public Participation	Frequency	Percent
Yes	54	90.00
No	9	10.00
<b>Total</b>	<b>63</b>	<b>100</b>

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The results imply that principles of accountability and transparency were considered which relatively compares with observations by Munyiri that members of public were well aware of the ESP institutional infrastructure (Munyiri, 2013).

#### **4.7.2 Level of Public Participation on ESP Implementation**

The study sought to establish the nature of public participation during the implementation of ESP institutional infrastructure. Table 4.7.2 shows the nature of public participation during the implementation of ESP institutional infrastructure. 21 (33.33 per cent) of the respondents indicated that the nature of public participation was representation whereas 23 (36.50 per cent) of the respondents indicated information sharing as the nature of public participation. 10 (15.9 per cent) of the respondents indicated that consultations took place with members of the public whereas 4 (6.35 per cent) indicated that dialogue and meetings were held. A further 5 (7.94 per cent) of the respondents indicated that interactions took place between the project actors and the members of public during the implementation of ESP infrastructure.

**Table 4.7.2 Level of Public Participation on ESP Implementation**

<b>Nature of Public Participation</b>	<b>Frequency</b>	<b>Percent</b>
Representation	21	33.33
Information Sharing	23	36.50
Consultation	10	15.9
Dialogue and Meetings	4	6.35
Interactions	5	7.94
<b>Total</b>	<b>63</b>	<b>100</b>

The results indicate that the members of public had information on ESP implementation and that some were represented in management structures. Consultations and dialogue meetings were also in place though at a lower level. This depicts weak levels of public participation which relatively compares with the model by Hayward et al that points various levels degrees of participation that move from a position to a better one (Hayward et al, 2004).



### 4.7.3 Influence of Level of Public Participation on ESP Implementation

The study sought to establish the influence of levels of public participation during the implementation of ESP institutional infrastructure. Table 4.7.3 shows the response on influence of level of public participation on the implementation of ESP institutional infrastructure. 18 (28.57 per cent) of the respondents indicated that the various levels of public participation had influence on ESP institutional infrastructure implementation to a very great extent. A further 22 (34.49 per cent) indicated that public participation levels had influence on ESP institutional infrastructure implementation to a great extent. 7 (11.11 per cent) indicated that public participation levels had influence on ESP institutional infrastructure to a moderate extent. 15 and 1 (23.81 and 1.59 per cent) of the respondents indicated that there was little extent and no influence respectively of the public participation levels on the ESP institutional infrastructure implementation.

**Table 4.7.3 Influence on Level of Public Participation on ESP Implementation**

<b>Nature of Public Participation</b>	<b>Frequency</b>	<b>Percent</b>
Very Great Extent	18	28.57
Great Extent	22	34.49
Moderate Extent	7	11.11
Little Extent	15	23.81
No Influence	1	1.59
<b>Total</b>	<b>63</b>	<b>100</b>

Representation of members in the management structures and information sharing on the outputs and outcomes of the ESP institutional infrastructure contributed to the influence of public participation on implementation of ESP institutional infrastructure. The management structures also made consultations with members of public such as targeted traders for the fresh produce market. This is a similar finding by Kinyua who observed that views of project beneficiaries and interested community members were considered for decision making during the implementation of ESP (Kinyua, 2012). The finding however, contrasts with findings by Munyiri that members of public were more aware on the implementation processes of fish ponds than any other projects (Munyiri, 2013). The explanation for this is that ESP institutional infrastructure was focussed to

learning institutions, public amenities and government departments. Interactions and dialogue meetings were limited avenues for influence on implementation of ESP institutional infrastructure.

The relationship between the independent and dependent variable using inferential statistics was also carried out as summarized in the regression model in Table 4.7.4 on public participation. The coefficient of determination of  $R^2 = 0.442$  and  $R = 0.495$  at 0.05 significance level indicates that 49.5 % of the variation on ESP institutional infrastructure implementation was influenced by public participation. This shows that there exists a positive relationship between public participation and ESP institutional infrastructure implementation.

**Table 4.7.4 Model Regression Summary on Public Participation**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std Error of the Estimate
	.442	.495	.190	0.7648

**Predictors: ( Constant) Public Participation**

**Dependent Variable: ESP Implementation**

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The purpose of the study was to examine factors influencing the implementation of ESP institutional infrastructure in Laikipia West Constituency, Kenya. The study was guided by four objectives focusing on project revenues disbursement processes, management structures, contractual arrangements and levels of public participation. This was a descriptive study whose data was collected using questionnaires an analysis done using frequency tables and percentages. This chapter provides summary of findings drawn from the study. It also provides conclusions of the study objectives. The chapter further provides recommendations on improvement of future studies. Some areas for further studies are also suggested.

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

This section provides main findings of the study in line with four study objectives as discussed. The study established that 95.24 per cent of project revenues were received at the constituency level. In addition, 77.78 per cent of project revenues were banked into respective institutional accounts mainly on quarterly and single phase basis. Project revenues for mobile digital laboratory were never received after the project failed to take off at the national level.

The influence of project revenue disbursement processes on the implementation of ESP institutional infrastructure was revealed as very great by 57.14 per cent attributable to the timing of project revenues. Project revenues to the extent of 63.49 per cent were received just on time whereas 26.98 per cent were received late. In addition, 46.03 per cent of the project revenues were below the cost of the projects. This resulted to limited realization of intended infrastructure. School laboratories were for instance completed and equipped through alternate funding mechanisms.

The ESP management structures at constituency level were diverse and mainly influenced by the established project revenue disbursement processes. The ESP institutional infrastructure project actors were largely the School Management Committee members and Board of Governors at 38.09 and 17.46 per cent respectively. Membership to the ESP management structures was

highest between 7-9 members at 36.50 per cent followed by 4-7 members at 30.15 per cent. The management structures had great influence rated at 49.20 per cent on the implementation of ESP institutional infrastructure. The study found out that majority of the management structures were committees whose main role was to link project beneficiaries with other project actors through regular consultative meetings.

Project management structures were tasked with implementation of contractual arrangements. The contractual method mainly used was supply of materials at 44.44 per cent of responses followed by labour intensive arrangements at 33.33 per cent of responses received. The choice of the procurement method was largely predetermined at 74.60 per cent which implies that management structures largely executed specified guidelines. The suitability of the choice of contractual method was rated fairly and established as 52.38 per cent. The extent of influence of contractual methods used on the implementation of ESP institutional infrastructure was established great by 55.55 per cent of the respondents. This was attributed to the knowledge that procurement arrangements may significantly impact on project budgets and schedules study.

Public participation during the implementation of ESP institutional infrastructure was in place as 90 per cent of the respondents answered in affirmation. This was through representation in management structures at 33.33 per cent of the respondents and information sharing at 36.50 per cent of the respondents. The contractual arrangements encouraged functional participation of the public particularly in labour intensive contracts such as the construction of fish ponds. The influence of public participation was rated very great and great by 28.57 per cent and 34.49 per cent of the respondents.

### **5.3 Discussion of Findings**

The findings indicated that projects costs were to a high percentage below the project revenues which is in agreement with the US Congressional Budget Office on revision of the American Recovery and Reinvestment Act of 2009 from \$787 billion to \$831 billion (US Congressional Budget, 2009) . The findings further compare with the findings by Abu (Abu, 2010) on Egypt's stimulus package of 2008/09 whose allocation was doubled from the initial costs of \$ 2.7 billion. In addition, the findings agree with the New York State Project Management Guidebook

provisions that budgetary and other constraints allow only a fraction multiple project proposals to be realized (New York State, 2000).

The findings indicated that School Management Committees and Board of Governors were the main management structures used in the implementation of ESP institutional infrastructure. This compares with Hellgriel (Hellgriel, 1989) that a major consideration in establishing a project is the skill of project actors including the community members. The other management structures used included the Stimulus Programme Management Committee and the Constituency Development Fund whose composition included members of the community and the state. This compares with the provisions by the New York State for project committees on common goals (New York State, 2000). This works well since project management committees are tasked to suitably carry out administrative roles towards creation of assets and their sustainability.

Supply of materials and labour intensive methods were used as the main contractual methods during the implementation of ESP institutional infrastructure. This compares with the two major supply arrangements namely traditional and labour only procurements on community projects in Nigeria (Olabode, 2013). This further compares with findings on use of local labour in rural community projects in South African Department of Water and Forestry (Kelman, 2008).

The findings indicated that the public participated in the implementation of ESP institutional infrastructure. This compares with provisions on participatory approaches to rural development on community participation (Guimaraes, 2009). The participatory approaches open up dialogue between various actors. The findings however contrast with statements that public participation may fall short of expectations on the ground amongst communities (Langdon, 2007).

#### **5.4 Conclusions of the Study**

Project revenue disbursement processes under ESP institutional infrastructure faced the challenge of meeting the project costs as well as proper timing. This is in agreement with Public Expenditure Review findings of 2009 on budgetary development votes. Project management structures under ESP institutional infrastructure were in place to ensure that project objectives were realized in Laikipia West constituency except for projects which failed to take off or were not completed.

The establishment of project management structures had an inclination on skills of project actors which is in agreement with Hellgriegl (Hellgriegl, 1989). The skills of project actors were considered as specific project committees were provided for by the Ministry of Finance in the ESP Implementation Manual of 2010.

Contractual arrangements for delivery of ESP institutional infrastructure minimized on fixed contracts. This was in favour of labour intensive projects such as construction of fish ponds. Nevertheless, the favour of labour intensive and supply of materials arrangements did not suit structural projects in learning institutions whereby some were handed over incomplete.

Public participation during the implementation of ESP infrastructure was limited to representation and information sharing. This is attributed to the reason that ESP was supply driven giving little room for deeper levels of public participation in terms of interactive participation and self mobilization as envisaged by Pimbert in 2004.

### **5.5 Recommendations from the Study**

Project management structures are recommended to ensure that their capacity and skills are consistent with project revenue frameworks. In view of project revenue processes, project management structures should regularly review and make decisions on what project activities to carry out or not guided by financial, technical, contractual and economic aspects.

Predetermination of choice of contractual arrangements should be project specific guided by possible impacts on project budgets, skills of management structures, allowable cost standards and project timeframes.

Project management structures should act as a major link between project beneficiaries, members of public and other project actors. Interactive public participation is recommended for sustainability of project outcomes, structures and assets.

### **5.6 Suggestions for Further Studies**

The study focused on institutional infrastructure. Studies on human resource recruitment for teachers and nurses on contractual basis can be done to widen existing knowledge on factors influencing the implementation of the ESP projects. In addition, the study details the

implementation phase of ESP. Studies on other phases of ESP including assessment of impacts could further enrich existing ESP knowledge.

Comparative studies on ESP projects across government sectors are suggested. This is because productive, social and infrastructure sectors differed from one constituency to another. Comparative studies are also encouraged across constituencies since constituencies vary in terms of social amenities, economic occupations, and industrial activities among others.

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**APPENDICES**

**APPENDIX 1: LETTER OF TRANSMITTAL**

JOSEPH MWANGI KAMAU

P.O.BOX 20-20321

RUMURUTI

Date...../...../2014

.....

Dear Respondent,

**RE: Factors Influencing the Implementation of ESP Institutional Infrastructure in Laikipia West Constituency, Kenya.**

I am a student of the University of Nairobi (L50/63324/2013) at the School of Continuing Education and Distance Learning (Nakuru Campus), pursuing a Masters Degree Programme in Project Planning and Management and carrying out research titled ‘Factors Influencing the Implementation of ESP Institutional Infrastructure in Laikipia West Constituency, Kenya.’

You have been selected to be part of the study and your inputs will be highly recognized. The attached questionnaire requests you to kindly provide honest and precise responses as much as possible. Data obtained from you or your institution/facility will be treated with confidentiality and used for the academic purposes intended.

Your co-operation and time are highly appreciated.

Thanking you in advance.

**Yours Sincerely,**

**Joseph Mwangi Kamau**

**APPENDIX 2: QUESTIONNAIRE**  
**QUESTIONNAIRE FOR RESPONDENTS IN ESP INSTITUTIONAL**  
**INFRASTRUCTURE**

This questionnaire is to be completed by project management committee members, institutional heads, contractors, board of governors members and departmental heads in relation to ESP institutional infrastructure. The purpose is to investigate factors influencing the implementation of ESP institutional infrastructure in Laikipia West Constituency. Kindly respond to questions as honestly and precisely as possible.

**SECTION A**

**PERSONAL DETAILS**

1. Indicate your gender: (a) Male  (b) Female
2. Indicate your age: (a) Below 20 years  (b) 20-29 years  (c) 30-39 years   
(d) 40-49 years  (e) 50-59 years  (f) above 60 years

**SOCIO-ECONOMIC INFORMATION**

3. What is your occupation? (a) Business  (b) Farming  (c) Employment   
(d) Self Employment  (e) Any Other  Specify.....
4. Highest education attainment: (a) Primary certificate  (b) Secondary certificate   
(c) College Diploma  (d) University Degree  (e) Any Other   
Specify.....

**SECTION B**

**PART ONE**

**PROJECT REVENUE DISBURSEMENT PROCESS**

4. Were project revenues received by the Ministry department at the Constituency? (a) Yes   
(b) No
5. Indicate the manner in which project revenue was received: (a) Single phase  (b) Quarterly   
(c) Semi Annually  (d) Any Other  Specify.....
6. Were project revenues banked to the respective institutional accounts? (a) Yes  (b) No
7. If No, what was the explanation?.....

8. If Yes, Rate the timing of the revenue? Use the scale of 1-5 where 5=Very Early 4=Early 3=Just on time 2=Late 1= Very late

	<b>5=Very Early</b>	<b>4=Early</b>	<b>3=Just on time</b>	<b>2=Late</b>	<b>1=Very late</b>
Rate when project revenue was received					

9. What was the influence of your observation in (8 above) on the implementation of ESP institutional infrastructure? Use the scale of 1-5 where 5= Very Great Effect 4= Great Effect 3=Moderate Effect 2=Little Effect 1=No Effect

	<b>5=Very Great Effect</b>	<b>4= Great Effect</b>	<b>3=Moderate Effect</b>	<b>2=Little Effect</b>	<b>1=No Effect</b>
Funds received very early					
Funds received early					
Fund received just on time					
Funds were received late					
Funds were received very late					

10. Indicate the total amount of project revenue received in Kenya Shillings.....

11. Describe the cost of project in comparison to the total project revenue received.

- (a)Way below cost  (b) Below cost  (c) Matched cost  (d) Above cost   
 (e) Way above cost

**PART TWO**

**MANAGEMENT STRUCTURES**

12. Indicate the management structure you served in during the implementation of the institutional infrastructure.

- (a) Constituency Development Fund Committee (CDFC)  (b) Stimulus Programme Management Committee (SPMC)  (c) Constituency Project Tender Committee (CPTC)  (d) School Management Committee (SMC)  (e) School Infrastructure Committee (SIC)  (f) Parent Teachers Association (PTA)  (g) Board of Governors (BOG)  (h) District Education Board (DEB)  (i) District Development Committee (DDC)  (j) Consulting Team  (k) Any Other Specify .....

13. How many members served in the management structure indicated in (12)?.....

14. What was the influence of the management structure in (12) on the implementation of ESP institutional infrastructure? Use the scale of 1-5 where **5= Very Great Effect 4= Great Effect 3=Moderate Effect 2=Little Effect 1=No Effect**

	<b>5=Very Great Effect</b>	<b>4= Great Effect</b>	<b>3=Moderate Effect</b>	<b>2=Little Effect</b>	<b>1=No Effect</b>
Constituency Development Fund Committee (CDFC)					
Stimulus Programme Management Committee (SPMC)					
Constituency Project Tender Committee (CPTC)					
School Management Committee (SMC)					
School Infrastructure Committee (SIC)					
Parents Teachers Association (PTA)					
Board of Governors (BOG)					
District Education Board (DEB)					
District Development Committee (DDC)					
(Consulting Team)					
Any Other Specify					

15. Do you feel that other committees should have been involved? (a) Yes  (b) No

16. If Yes, which one and for what role?.....

**PART THREE**

**CONTRACTUAL ARRANGEMENTS**

17. What was the procurement method used in the implementation of the institutional infrastructure? (a) Fixed Contract  (b) Sub Contracts  (c) Labour Intensive   
 (d) Supply of Materials  (e) Any Other  Specify.....

18. Was the method mentioned above predetermined? (a) Yes  (b) No

19. Indicate the suitability of the method used in the project you were involved in. Use a scale of 1-5; where 5= **Very Suitable** 4= **Fairly Suitable** 3= **Not Suitable** 2= **Very Unsuitable** 1= **Not sure**

	5= Very Suitable	4= Fairly Suitable	3= Not Suitable	2= Very Unsuitable	1= Not sure
Fixed Contract					
Subcontracts					
Labour Intensive					
Supply of Materials					
Any Other Specify					

20. To what extent was the influence of the choice of the contractual arrangements used on the implementation of the ESP institutional infrastructure? Use the scale of 1-5 where

**5=Very great extent 4=Great extent 3=Moderate extent 2=Little extent 1=No influence**

	5=Very great extent	4=Great extent	3=Moderate extent	2=Little extent	1=No influence
Fixed contract					
Subcontracts					
Labour Intensive					
Supply of Materials					
Any Other Specify					



**PART FOUR**

**PUBLIC PARTICIPATION**

21. Did members of the public participate in the implementation of the projects? (a)Yes

(b) No

22. If yes what was the nature of public participation? (a) Representation  (b) Consultations

(c) Information sharing  (d) Dialogue meetings  (e) Interactions  (f) Any Other

Specify.....

23. To what extent did public participation influence the implementation of ESP institutional infrastructure? Use the scale of 1-5 where **5=Very great extent 4=Great extent 3=Moderate extent 2=little extent 1=No influence**

	<b>5=Very great extent</b>	<b>4=Great extent</b>	<b>3=Moderate extent</b>	<b>2=Little extent</b>	<b>1=No influence</b>
Representation					
Consultations					
Information Sharing					
Dialogue Meetings					
Interactions					
Any Other Specify					

Thanking you for your co-operation and time

### APPENDIX 3: SAMPLING SIZE TABLE

<b>Required Sample Size<sup>†</sup></b>								
Population Size	Confidence = <b>95%</b>				Confidence = <b>99%</b>			
	Margin of Error				Margin of Error			
	<b>5.0%</b>	<b>3.5%</b>	<b>2.5%</b>	<b>1.0%</b>	<b>5.0%</b>	<b>3.5%</b>	<b>2.5%</b>	<b>1.0%</b>
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	<b>1176</b>	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

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The formula used for these calculations was:

$$n = \frac{X^2 * N * P * (1-P)}{(ME^2 * (N-1)) + (X^2 * P * (1-P))}$$

Where:

n = sample size

$X^2$  = Chi - square for the specified confidence level at 1 degree of freedom

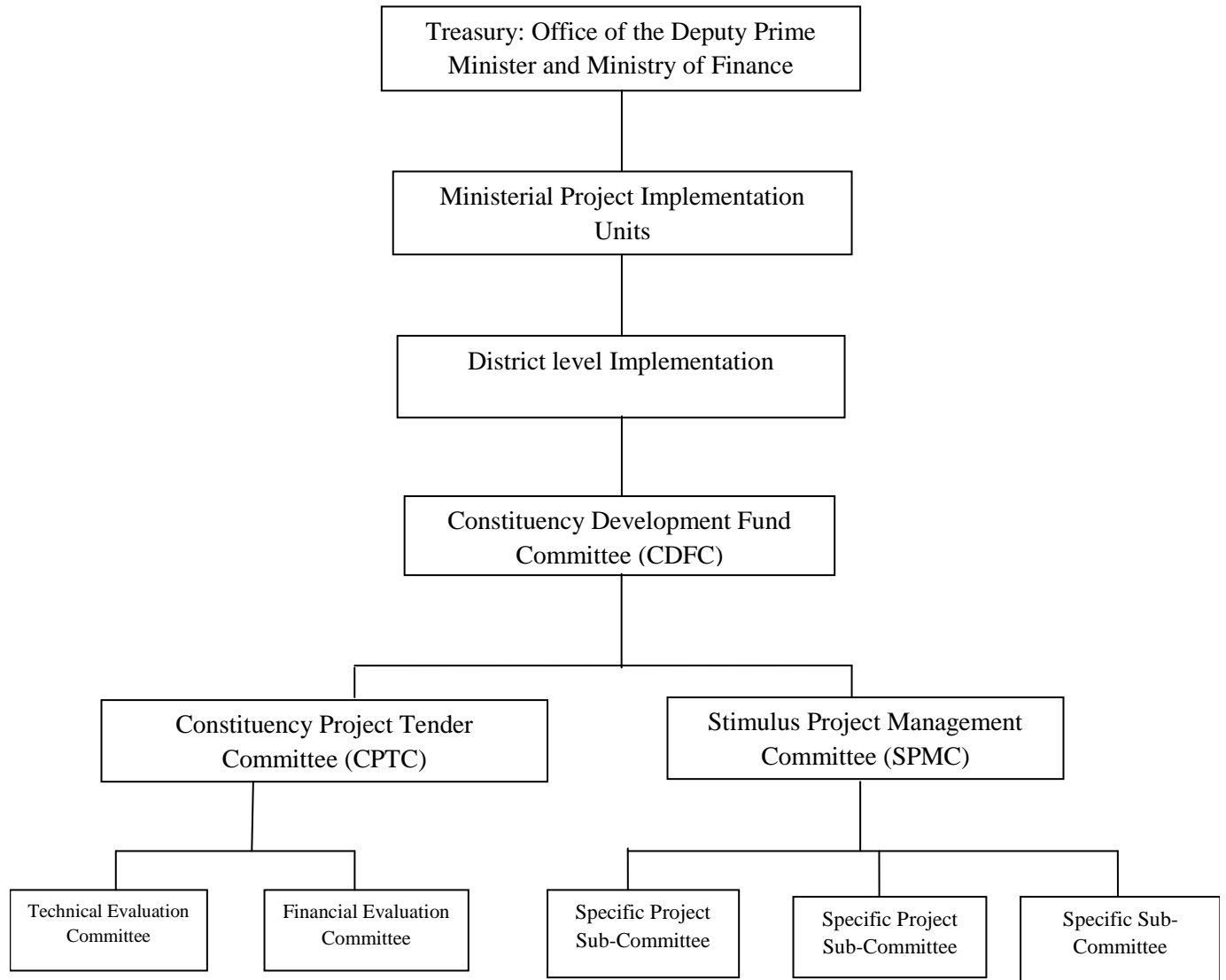
N = Population Size

P = population proportion (.50 in this table)

ME = desired Margin of Error (expressed as a proportion)

## APPENDIX 4: ESP ORGANOGRAM

### ESP Governance Structure



*Source: The Economic Stimulus Programme 2009*