

**FACTORS INFLUENCING IMPLEMENTATION OF GOVERNMENT AFFIRMATIVE
ACTION PROJECTS: A CASE OF UWEZO FUND PROJECTS IN EMBAKASI EAST
SUB-COUNTY, KENYA**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2016

DECLARATION

This research project report is my original work and has not been presented for any award in the University of Nairobi or any other University.

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This research project report has been submitted with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my parents Mr. and Mrs. Eliud Simiyu for their encouragement, selfless support and unfailing love.

ACKNOWLEDGEMENTS

My sincere gratitude to Dr. Charles Wafula, my project supervisor, for his guidance and constructive criticism towards this research. Similarly, I wish to express my sincere gratitude to the University of Nairobi for providing me an opportunity to pursue this course as well as all my lecturers at the college of education and external studies for their input, which has been a source of great inspiration towards the successful realization of what I set out to achieve. I am also grateful to the staff of Uwezo Fund Secretariat and Embakasi East community for their cooperation in the process of data collection.

I thank all my dear colleagues, especially Mr. Amos Misati, Ms. Charity Motanya and the CEO of Uwezo Fund Mr. Wilfred Buyema with whom we discussed and whose contribution and encouragement has immensely stimulated my reading and understanding, enabling me to successfully complete this research.

I also thank my family members and friends for their understanding, tolerance and encouragement during the entire course and the period of research.

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ABBREVIATIONS AND ACRONYMS

DAC	Development Assistance Committee
HRI	Humanitarian Response Index
PEV	Post Election Violence
MDG	Millennium Development Goals
GO	Governmental Organization
UFOB	Uwezo Fund Oversight Board
GOK	Government of Kenya
CDF	Constituency Development Fund
MP	Member of Parliament
NGO	Non-Governmental Organization
PWD	Persons with Disability
NG-CDF	National Government Constituencies Development Fund
AASDF	Affirmative Action Social Development Fund
YEDF	Youth Enterprise Development Fund
WEF	Women Enterprise Fund
AGPO	Access to Government Procurement Opportunities
SCM	Supply Chain Management
NWFP	North West Frontier Province

ABSTRACT

This research project is aimed at establishing the factors influencing implementation of government affirmative action projects; A case of Uwezo fund projects in Embakasi East Sub County in Kenya. Uwezo Fund is one of the affirmative action programmes funded by the government of Kenya under the ministry of Devolution and Planning. The programme is designed to increase employment among the target groups and reduce the level of poverty. The purpose to conduct research on Uwezo Fund was based on the fact that it has implemented more development projects that contribute immensely to the Kenya Vision 2030 than other government affirmative actions with regards to youth, women and persons with disability. It is of critical importance to know whether these projects have been of great impact in reducing unemployment and alleviation of poverty. This research was set out to achieve the following objectives: The importance of stakeholder involvement in successful implementation of government affirmative action projects; The extent to which management contributed to the implementation of government affirmative action projects; The relationship that existed between capacity building of community self-help groups and sustainability of affirmative action projects and how the level of funding by government affirmative funds affected the implementation of projects. To achieve the above objectives, a total population of 95 projects and sample size of 76 projects was selected based on the Krejcie & Morgan sampling formula while a descriptive survey was used to gather information. The target population was youth, women and persons with disability funded projects. Primary data (qualitative and quantitative) was collected from indicated target groups using a closed format questionnaire while secondary data was obtained from government monitoring and evaluation reports. Statistical Package for the Social Science tool assisted in descriptive data analysis and the outcome presented using frequencies cross tabulation and percentages. Research findings showed that stakeholder involvement, level of funding, management and capacity building had an influence in the implementation of government affirmative action projects of Uwezo beneficiaries. 51.4% of stakeholders were largely involved in the implementation of Uwezo Fund projects. Communication, planning and organization also played a big role in management of projects with 64.9 % of teams doing moderate planning of their activities. 75.7% of project teams had undergone training which impacted 78.6% of their ventures. 78.4 % of the groups had received 31% and above of financial support from Uwezo and attributed success of their projects to the funds. The study will impact the way government affirmative action funds are managed to achieve the greatest impact in sustainable development in Kenya and globally. The study finally recommended that government affirmative action oversight boards build on the already established programmes to achieve higher impact.

CHAPTER ONE

INTRODUCTION

This chapter presents background information on the subject of research and covers statement of the problem, research objectives, research questions and significance of the study. It also covers other sections including limitations and delimitations of the study and the scope. In the background of the study key concepts are reviewed and how they relate to each other.

1.1. Background to the Study

Government Affirmative Action funds are of great importance to any nation, developing and developed. It is meant to break down barriers, both visible and invisible and set level playing fields to ensure that everyone is given an equal opportunity to develop economically. Government Affirmative Funds Oversight Boards have been constituted to oversee the operations of the affirmative funds. The Oversight Boards are expected to be effective in order to achieve concrete development outcomes and eliminate poverty at the county level. Despite the large amounts of government funded projects aimed at facilitating development and alleviation of poverty in Sub Saharan Africa, there is lack of effectiveness in ensuring that the objectives of the funding are achieved.

Countries such as South Africa, Tanzania and Kenya have had unprecedented push for the governments to decentralize many services; social, political and financial amongst others. Indeed, it has been emphasized that there should be devolution of authority to local units of governance that are accessible and accountable to the local people at the grass-root level (Maina, 2005). According to Burki et al. (1991) and World Bank (2000), countries in the Caribbean, East Asia, and East Europe have embraced decentralization as a crucial component of the development agenda and have fared better than African countries. Decentralization strengthens local governance, democratization and greater efficiency and equity in the use of public resources and service delivery for development (Rbot, 2002).

The involvement of Kenyan, Tanzanian and Ugandan parliaments in grassroots projects and in community development according to Baskin (2010) has been growing. Uwezo Fund was launched by His Excellency the President of the Republic of Kenya on 8th September 2013 and

enacted through a Legal Notice No. 21 of the Public Finance Management Act, 2014 and published on 21st February 2014 (Legal Notice No. 21, 2012). It is designed to expand access to finances and promote women, youth and persons living with disability led enterprises at the constituency level in agriculture, trade, service and manufacturing.

The extent of success of government funded projects is determined by both technical and managerial capacity of the human resources of the implementing agencies. In addition, appropriate supportive infrastructure is necessary. According to Pritchett (1994) accountability is a key pillar of effectiveness. Accountability refers to full transparency regarding the purpose, content, responsibility and performance of the development agency. Evaluation is also a key aspect in the success of the project in order to eliminate performance problems and provide feedback to the community (Muramira, 2001).

Sub Saharan Africa including South Africa, Tanzania, Uganda and Ghana are lagging behind other continents in achieving the Education for All (EFA) and Millennium Development Goals (MDGs). EFA and MDGs were designed to focus primarily on how the developed world could finance improvements in developing nations especially Africa in areas of education as per EFA; Poverty and Development as per MDGs. Since time is almost up for the MDGs, the United Nations looked to build upon MDGs progress by crafting an updated and inclusive post 2015 agenda called the Sustainable Development Goals (SDGs). Uwezo is among the institutions that has taken up the SDGs. The SDGs will frame the next 15 years of international development with a focused coherent plan of action towards a sustainable future. Poverty, bad governance, conflict and HIV/AIDS pandemic have made the task of raising the development levels of Africa even more difficult to accomplish. It is also clear that there are groups that are particularly disadvantaged in terms of access, retention and performance in education. This includes the poor rural populations, youth, women, the physically challenged, orphans and people in armed conflict and post conflict situations (UNICEF, 2004).

The implementation of government affirmative funded projects started with the identification of needs (Mwangi, 2005). Uwezo Fund has funded approximately 41,000 groups countrywide comprising of more than 25,000 women groups, 15,000 youth groups, 1,000 People with Disability groups. In Embakasi East Sub-County, the constituents are expected to be active in implementation of all Uwezo approved projects to ensure that objectives of the project is met

using resources allocated for them within a given period of time. Parliamentary involvement in grass root projects and community development has grown in a diverse set of countries i.e. Kenya, India, Uganda, Jamaica and Papua New Guinea (Mwangi & Meagher, 2004). In spite of the grassroots projects being implemented there are many questions of how effective the implementation of these projects are, in which both Western and local organizations have explosively grown in Africa yet poverty is on the increase at the same time.

1.2 Statement of the Problem

This study assessed the factors influencing the implementation of government affirmative action projects specifically Uwezo funded projects in Embakasi East Sub County.

Uwezo Fund programme main objective is to expand access to finances of youth and women enterprises at constituency level, gain self-employment for youth and women and to model an alternative framework in funding community driven development. Despite funding of group projects by Uwezo Fund, most of the projects started do not complete successfully thus not alleviating poverty or reducing unemployment among the target groups.

To be able to respond to both internal and external factors in a project that affect implementations, it is necessary to investigate, identify and understand these variables and establish to what extent they individually or collectively contribute to project implementations.

1.3 Purpose of the Study

The purpose of the study was to investigate factors that influence the implementation of Government Affirmative Action projects; A case of Uwezo fund projects in Embakasi East Sub-County, Kenya.

1.4 Objectives of the Study

The study was guided by the following specific objectives:

- i. To establish how stakeholder involvement influences implementation of Government Affirmative Action projects.

- ii. To examine how management influences implementation of Government Affirmative Action projects.
- iii. To establish how capacity building influences implementation of Government Affirmative Action projects.
- iv. To examine how the level of funding influences implementation of Government Affirmative Action projects.

1.5 Research Questions

The study was based on the following research questions:

- i. How does stakeholder involvement influence implementation of Government Affirmative Action projects?
- ii. How does management influence implementation of Government Affirmative Action projects?
- iii. How does capacity building influence implementation of Government Affirmative Action projects?
- iv. How does level of funding influence implementation of Government Affirmative Action projects?

1.6 Significance of the Study

The study would be of importance to several stakeholders including Uwezo Fund Oversight Board, Government of Kenya through the Ministry of Public Service, Youth & Gender Affairs, Ministry of Devolution and Planning and other government ministries, future researchers and academicians. With close to 700,000 workers employed by the Kenyan government (Kenya National Bureau of Statistics, 2014) any improvement in government affirmative action initiatives could have significant financial and service impact for the Kenyan government as well as achievement of the coveted Kenya vision 2030 goals. In addition the outcomes of the study sought to help the public sector top management and Oversight Boards in addressing outstanding challenges of inefficiency, formulating and implementing policies that enhance better distribution of the affirmative funds and identifying the key factors influencing affirmative action initiatives performance thus putting them in a better position at reviving competency in public

sector. The study will also bring into light critical issues concerning government affirmative funds, its implementation and development that will probably facilitate a new development perspective towards government funded projects particularly in Kenya and Africa as a whole.

To the scholars and researchers, the study sought to help them expand their knowledge on factors influencing implementation of government affirmative action projects and related areas as well as come up with relevant areas of study within the study. Moreover, through this study an additional source of secondary data for reviewing literature will be created. To the employees in the public sector, this study will remain a useful self-examination tool for reflection and also used as a reference in academia.

1.7 Delimitation of the Study

The study was carried out in Nairobi County, specifically Embakasi East Sub-County, Kenya, targeting youth, women and persons with disability groups' Uwezo funded projects in the sectors of agriculture, trade, service and manufacturing. The study sought information from these groups carrying out projects funded by Uwezo.

1.8 Limitations of the Study

Uwezo Fund comprises of 290 constituency offices and the headquarter office. For ease of data collection a sample size was selected. Due to the vastness of the area, constraints on time and finances to cover the entire Embakasi East Sub-county Uwezo funded projects may arise. In spite of there will be proper management of both time and finances.

1.9 Assumptions of the Study

The study assumed that the information and figures that will be received from the respondents are factual. The respondents were also expected to cooperate with the researcher in order to make the study both valid and reliable.

1.10 Definitions of Significant Terms

Government Affirmative Action projects

In this research government affirmative action projects are initiatives carried out by money set aside by the government through the Public Management Act 2014 to support disadvantaged groups i.e. women, youth and persons with disability in order to enhance equity. These include CDF, Youth fund and Uwezo Fund.

Implementation of Government Affirmative Action projects

This refers to project execution of government affirmative action projects within the required time, cost and with accepted quality while effectively managing the risk.

Stakeholder involvement

This is the process by which an institution involves people who may be affected by the decisions it makes or can influence the implementation of its decisions.

Management of Government Affirmative Action projects

This is the ability or skill of team leaders to plan, organize, direct and control projects funded by Uwezo.

Capacity Building

This is the process of developing and strengthening the skills, abilities and processes that groups need to ensure the sustainability and success of projects.

Level of funding

This is the amount, duration and management of funds given to affirmative action groups.

Community

This is a group of people who live in the same region (such as county, constituency).

Local leaders

This is a designation for people perceived to represent a community (such as chiefs)

Government officers

These are persons employed by the government who act as the governing authority at the county level (such as youth officers, CDF officers)

Planning

This is a basic management function involving formulation of plans with available resources.

Organisation

This is a management function involving coming up with structures and determining relationships within groups.

Communication

This is a two way process of reaching mutual understanding in which participants exchange information, ideas to create and share meaning.

Affirmative action

Action taken on a temporary basis in favor of a disadvantaged group so as to enhance equity.

Affirmative action groups

When used in this research, these are people residing in the county who due to historical injustices have been disadvantaged in terms of accessing services such as education, health, employment and representation in decision-making bodies.

1.11 Organization of the Study

The research project report has been organized as follows:

Chapter One introduction to the study covering the following areas: background to the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, delimitation of the study, limitations of the study, assumptions of the study and definition of the significant terms used.

Chapter Two consists of a literature review and address itself into what has been done in relation to the topic by exploring further the research objectives and finally identifying the gap in knowledge that exists locally. It covers the following areas: historical perspective of government

funds in rural areas, the influences of governance, stakeholder involvement, level of funding, management and capacity building in the implementation of government funded projects.

Chapter Three highlights the methodology which comprises: introduction, research design, target population, methods of data collection, validity and reliability, operational definition of variables, methods of data analysis and a summary.

Chapter four contains data analysis, interpretation, presentation and discussion of findings of the research in line with the research objectives. Finally Chapter five focuses on a summary of the research findings and discussion, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section critically reviewed the available literature on factors that influence the implementation of government affirmative action projects from global, African and Kenyan perspective. It also gives literature on stakeholder involvement, management, capacity building and level of funding as factors influencing implementation of government affirmative action projects. In addition the theoretical framework, conceptual framework and a summary of literature review are also covered.

2.2 Implementation of Government Affirmative Action Projects

The government affirmative funds support various activities including; Education, health, water, transportation, marketing and processing of agricultural and livestock production. A number of studies have been carried out by researchers on the Affirmative Action Funds in Kenya including Constituency Development Fund, Youth Enterprise Development Fund and Women Enterprise Fund. CDF has since been changed to National Government Constituencies Development Fund (NG-CDF) with effect from 19th February 2016. Nyagah (2010) concluded in his study that the biggest challenge that faced CDF funded projects is that projects undertaken were substandard and implemented selectively. The study clearly captured the belief of most Kenyans that CDF was meant to benefit a few people (Nyaga, 2010). Heeks (2002b) demonstrates common problems with government funded projects in South Africa which is similar with the problems seen in other parts of Africa. He offers proposals on how to make such projects effective using a model called 'simplify, standardize, replicate and monitor'.

Summer(1999) studied project outcomes in context of cost and attributed it to poor communication among the stakeholders, inadequate financial resources, lack of motivation and training, tendering methods and poor project definition and organization. Arrowsmith (1998) in analyzing project failure factors for Kenya Railways projects, identified poor communication, little experience of the project manager, late procurement of equipment, lack of training of project managers and slow project selection methods.

The selective implementation of CDF projects was skewed towards Members of Parliament who took projects to areas where their political support was strong denying political opponent areas. Baskin (2010) reinforced the above conclusion on new MPs abandoning projects initiated by their predecessors by stating that it was necessary to address the politicized nature of government affirmative funds. This would ensure that projects begun in one regime would be completed regardless of electoral results (Baskin, 2010).

Youth Enterprise Development Fund (YEDF) on the other hand was established in 2006 with the sole purpose of reducing unemployment among the youth who account for over 61% of the unemployed in Kenya (Legal Notice 21, 2006). The target of the fund is young people within the age 18-35 years who number 13 million. It is in recognition of the above facts that the government conceived the idea of institutional financing as a way of addressing unemployment which essentially is a youth problem. The concept is based on the premise that micro, small, and medium enterprise development initiatives are likely to have the biggest impact on job creation. Young people who constitute the largest segment of our society, is the future of any economy and a key driver of employment growth and economic activities (Hussen, 2010).Mapesa & Kibua (2006) depicts that affirmative action funds are faced with a number of challenges including; lack of monitoring and evaluation, low awareness levels, lack of community participation, and political interference among others. Uwezo Fund also faces some of the challenges especially low awareness among the target groups and also lack of community participation.

Uwezo Fund is also a flagship programme for vision 2030 aimed at enabling women, youth and PWDs to access finances to promote businesses and enterprises at the constituency level enhancing economic growth towards realization of MDG 1(UFOB Service Charter, 2015).It is upon CDF platform that Uwezo Fund was actualized. Projects over the 290 constituencies have benefited from the fund with different phases of disbursement still going on in other parts of the country, (UFOB Service Charter, 2015). This study is an eye opener on how various affirmative action funds affairs were carried out and it presented a starting point for any scholar who had an interest in carrying out studies on devolved funds. Therefore one can rightly conclude that even though the area of devolved funds has continued to receive interest from scholars; there is a gap to be filled in the area of project implementation, (Kuen et al, 2008).

The most common causes of project failure are: Frequent change of specification project scope, Unclear project goals, Unclear roles and responsibilities, Inadequate estimation of required human resources and efforts, Inadequate project monitoring and control, Inadequate project management skills, Inadequate risk management, Poor project planning, Staff turnover that affects the project (Grant, 2003).

Further, if proper records are kept of information and data on issues that lead to the failure of projects in the past, such information could minimize the probability of the same failure occurring twice (Manikutty, 1998). Embakasi-East sub county has implemented a number of projects with the help of Uwezo Fund while others have either stalled or failed. Many of the above reasons for project failure can be quantified. These quantified reasons allow project managers to work with an established archive of historical data in order to keep all aspects of the project within the standards of acceptability for the organization. These quantified standards and procedures improve the probability of project success (Grant, 2003). There are however quantifiable factors that cause the failure of projects. For example, poor communication has been cited as a major reason for project failures (Manikutty, 1998). Unanticipated shortage of resources, in other words business process management issues, has also been reported as determinants of project failure (Grant, 2003).

2.3 Stakeholders Involvement in Implementation of Government Affirmative Action Projects

The World Bank defines stakeholders as those who are “directly” or “indirectly” affected by a process or activity and who could affect the outcome of a proposed intervention or are affected by it (Environmentally and Socially Sustainable Development Network, 2001).

Community is a very important unit in the implementation of affirmative fund projects. A community is a social unit that share common value within a given geographical area (Oxford Dictionaries, 2014). In recent years, participation of the communities in development initiatives intended to benefit them has been acknowledged as important in achieving sustainable development. The question is: why? The assumption is that people themselves can better understand their economic and social milieu they face and probably have insights that can help shape initiatives intended to benefit them (Benjamin,2012).

Stakeholders play a role and interact at multiple levels—from local to global level and their role and interaction determine the effectiveness of the implementation of a development intervention. Anton de Wit(1988) Research has been done on the best project success measurements, and that these studies all recognize the importance of considering key stakeholders' perceptions for project success.

Other stakeholders in Uwezo funded projects are government officers .These are local representatives at the county level responsible for execution and overseeing of groups funded by Uwezo Fund. They include youth officers, ward representatives, Constituency Development Fund Manager, development officers and ministry officers. These officers are important in the implementation of Uwezo funded projects as they manage and facilitate disbursement of funds, recovery of the same. Local community leaders at the sub-county level should also sensitive the target groups to take up the funds for affirmative action and improving their life.Cheung in his research among the public organization of Australia's defense industry found that project managers appear to understand most important issues for each stakeholder group; which was rated as a very important success factor, (Cheung, Zolin, Turner, & Remington, 2010).

Another research done on the stakeholder involvement in natural resource management in Northern CoGO, where the researcher pointed out that if projects are to be sustainable and yield long-term benefits, communities must be more explicitly involved in design and implementation and in defining their own contribution (Neba, 2009). Therefore, analysis and exploration of stakeholder interaction, their role in decision making process according to their relative position and power relations is obligatory for the success of any project (Wattoo et al., 2010). This also is in agreement with Kimani's detailed case study analysis on affirmative funded projects in Embakasi where he concluded that it was only through participatory planning, monitoring and evaluation, that meaningful development can be realized. He further stated that satisfying key stakeholder requirement is central to achieving a successful project outcome (Kimani, 2009).

2.4 Management in Implementation of Government Affirmative Action Projects

Good management means the effective management of resources in a manner that is open, transparent, accountable, equitable and responsive to people's needs (EYONG, 2009). It also

means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal (UN, 2011).

The issue of management has been key to the functioning of successful government bodies although it is essential to all organizations (for-profit, private and not-for profit) where resources must be managed in a manner that is transparent, accountable, equitable and responsive to the needs of the people (Lekorwe & Mpabanga, 2007). Onyango (2009) acknowledges that organizations operate in complex and dynamic business environments and subsequently require complex, but flexible governance. The issue of good governance today is widely regarded as one of the key ingredients for poverty alleviation and sustainable development which project managers must not lose sight.

Management of the groups and funds disbursed to groups is vital to the success of the group. Since Uwezo funded projects are aimed at becoming sustainable, then good governance becomes a vital aspect of their existence. Uwezo Fund Management Committees are also constituted to ensure that the projects funded by Uwezo gain self-employment and better their lives (UFOB Service Charter, 2015). Participatory approach or Communication is essential to the achievement of sustainable projects because it helps to ensure good accountability and effectiveness. Community-based approach is the way of working in partnership with persons of concern during all stages of the project cycle. This ensures that the project members are informed and accountable for the funds assigned to them.

To ensure effective and proper management of resources, Organization as part of good management becomes an important aspect of every project. Government affirmative funds Oversight Boards need to be accountable for their actions and performance (UFOB Service Charter, 2015). Without such accountability, they face pressure to meet reasonable standards of governance and to ensure that an acceptable standard of human, financial and material management is maintained. The achievement of accountability, participation and effective institutions is not easy; it requires a considerable range of technical expertise, skill and commitment of resources.

The concept of efficiency in the context of good management also covers the sustainable use of natural resources and the protection of the environment whereas accountability is a key requirement of good governance, (UN, 2011). It is not just governmental institutions that must be accountable to the public but also the private sector and civil society organizations. Every organization has its public (stakeholders) besides the direct beneficiaries. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law (UN, 2011).

Good management has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision making. It is also responsive to the present and future needs of society (UN, 2011).

2.5 Capacity Building in Implementation of Government Affirmative Action Projects

Capacity building is regarded as the enhancement of the competency of individuals and local communities to engage in activities in a sustainable manner for positive development, poverty reduction and also meeting the MDGs, (Hope, 2009). Capacity building involves strengthening performance capabilities by empowering those who are most marginalized by providing equal chances for community to access resources. In the implementation of Uwezo funded projects, the beneficiaries need the ability to perform many functions to ensure they maximize on the outputs of the projects.

A study conducted by Webbs Rogers (2003) for instance, shows that in order to produce more and more nutritious food the beneficiaries have to use agricultural knowledge and farming skills which are technical assets. Capacity building is not only a stand-alone training interventions but rather a strategically coordinated set of activities aimed at improving the abilities of skills of individuals for a better performance. According to Kistern (1998), capacity development and skills training are determinants of successful developments.

For CDF, YEDF and Uwezo funded projects to realize its objectives, the guidelines of the project cycle must be vigorously implemented. The cycle should however further incorporate

participative process, social integration, capacity development and economic diversity (Kistern, 1998).Capacity building was developed following the enactment of the Public Finance Management (Uwezo Fund) Regulations 2014.This equips prospective groups who are fund beneficiaries with basic entrepreneurial and management skills to enhance success and sustainability of their businesses (UFOB Capacity Training Material, 2014).

Training is a pre-requisite to applying for Uwezo fund and it focuses on four key areas namely: General Information on Uwezo Fund; Business Development Services and Mentoring; Table banking concept; and Access to Government Procurement Opportunities (AGPO) for youth, women and PWDS.The facilitators customize the training material to suit varying needs and capacities across the country, (UFOB Capacity Training Material, 2014).The major training modes include: lectures,discussions,role play,brainstorming,mentorship,expert interviews and field visits and excursions. The frequency of the training correlates directly to sustainability of their projects even after Uwezo finalizes on the groups last phase of funding. Different focus areas require different number of trainings with mentorship taking majority of time while promoting AGPO taking the least time, (UFOB Capacity Training Material, 2014).

2.6 Level of Funding in Implementation of Government Affirmative Action Projects

Government funded projects mostly have the aspect of funding taken care of by the current government annual budget. The composition of project finance is a key factor that will influence the implementation of projects funded by government affirmative funds. Analysis on a number of researches has shown that sources of finance have a positive influence on projects. In his study, Kasoo (2010) reiterated in his findings that besides community participation, sources and composition of project finance has a bearing on project success as well. Another study purposed to establish the influence of financing on institutional capacity of Early Childhood Education (ECE) centers in Kikuyu District in Kenya using descriptive survey identified financing as a major impediment towards the realization of the institutional capacity (Kimani, 2009).

Governments provide reliable flow of funds while monitoring the implementation of the projects closely. Some of these sources of funds attach some conditionality before committing themselves to full funding arrangements. Some of the conditions have a positive influence because they require the community members to actively participate in the project hence their high chances of

success. In the case of Uwezo Fund, groups must provide financial repayment of the total project allocation amount at 1% interest (UFOB Service Charter, 2015). This demonstrates that communities almost entirely depend on government or donors to jumpstart any development project. It is therefore important for development stakeholders to know that timeliness of finances is crucial in any project for it to be successfully implemented.

Uwezo Fund access of funds is on a first come first served basis, subject to assessment and approval of the loan, provided that the Committee shall ensure equitable distribution of funds in the wards. The levels of funding for groups in marginalized zones should enable them actualize their projects. An eligible qualifying amount for a group is a minimum of fifty thousand (50,000) and a maximum of five hundred thousand (500,000) shillings at any one time for Uwezo Fund (UFOB Service Charter, 2015). Duration of funding of projects should be very consistent and the finances availed in a timely fashion to ensure that the undertaken projects are completed in a timely manner within the available time and budget.

Capacity building links with management to ensure that the funds are utilized as per the project needs. Uwezo fund just as CDF and YEDF operates as a revolving fund that ensures continuity and sustainability. The beneficiaries to the fund need to utilize the fund as per their requests (Uwezo Fund Structure, 2014). Therefore the duration, timeliness and management of Uwezo funds is a big determinant of whether the project implemented will be a success or failure.

2.7 Theoretical framework

The concept of affirmative action project implementation can be linked to a number of theoretical perspectives including; theory of project, theory of management, stakeholder theory, finance theory and theory of change. This theoretical foundation is summarized and used for explaining the specific objectives linked to this study.

Howell and Koskela (2002b) foundation can be divided into a theory of project and a theory of management. The theory of project is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. There are a number of principles which a project is managed. These principles suggest for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently (Howell and Koskela (2002b).

The stakeholder theory addresses morals and values in managing an organisation from every stakeholder interest or perspective (Robert, 2003). The theory addresses two ethical questions one must resolve; the first is that organizations are dependent on their stakeholders for their successes and failures; the second is based on multifaceted theory of ethics. It suggests that clear definition of stakeholders, rating stakeholder importance, determining knowledge level of stakeholders and their level of decision making is crucial. This is in view of literature on stakeholder involvement.

There is a managerial part and an effect or part in the project as per the management theory (Howell and Koskela (2002b)). The primary function of the managerial part is planning, and the primary function of the effect or part is to translate the resultant plan into action. The management theory further comprises of the theory of planning whose main principles are: Knowing the current state of the world, the desired goal state, and the allowable transformations of state that can be achieved by actions, a series of actions, the plan, can be deduced; the plan is translated into reality by the effect or part of the organization. The theory of execution still under the theory of management shows that execution is about dispatching tasks to work stations. The theory of control also depicts that there is a process to be controlled, a unit for performance measurement, a standard of performance and a controlling unit (thermostat control) (Howell and Koskela (2002b)).

Another theory under capacity building is the theory of change which expresses the importance of capacity building in the success of projects. Though the theory is primarily concerned with capacity building in civil society organizations, the lessons equally apply to government bodies. It emphasizes on a sensible blend of tools, methodologies and approaches that should meet the needs of the stakeholders (Nigel, 2010).

The concept of finance theories involves studying various ways by which businesses and individuals raise money as well as how money is allocated to projects while considering the risk factors associated with them. One of the finance theories such Rate of Return compares the rate of return of a project over a long period of time. The projects also funded by Uwezo should not only start repayment after 2 years but the return on the youth and community should be able to alleviate poverty. In view of the above literature on the factors that influence implementation of government affirmative action projects, the body of literature that came to mind as closely related to this area of study was the stakeholder theory, theory of project and theory of management and was therefore proposed as appropriate reference discipline.

2.8 Conceptual framework

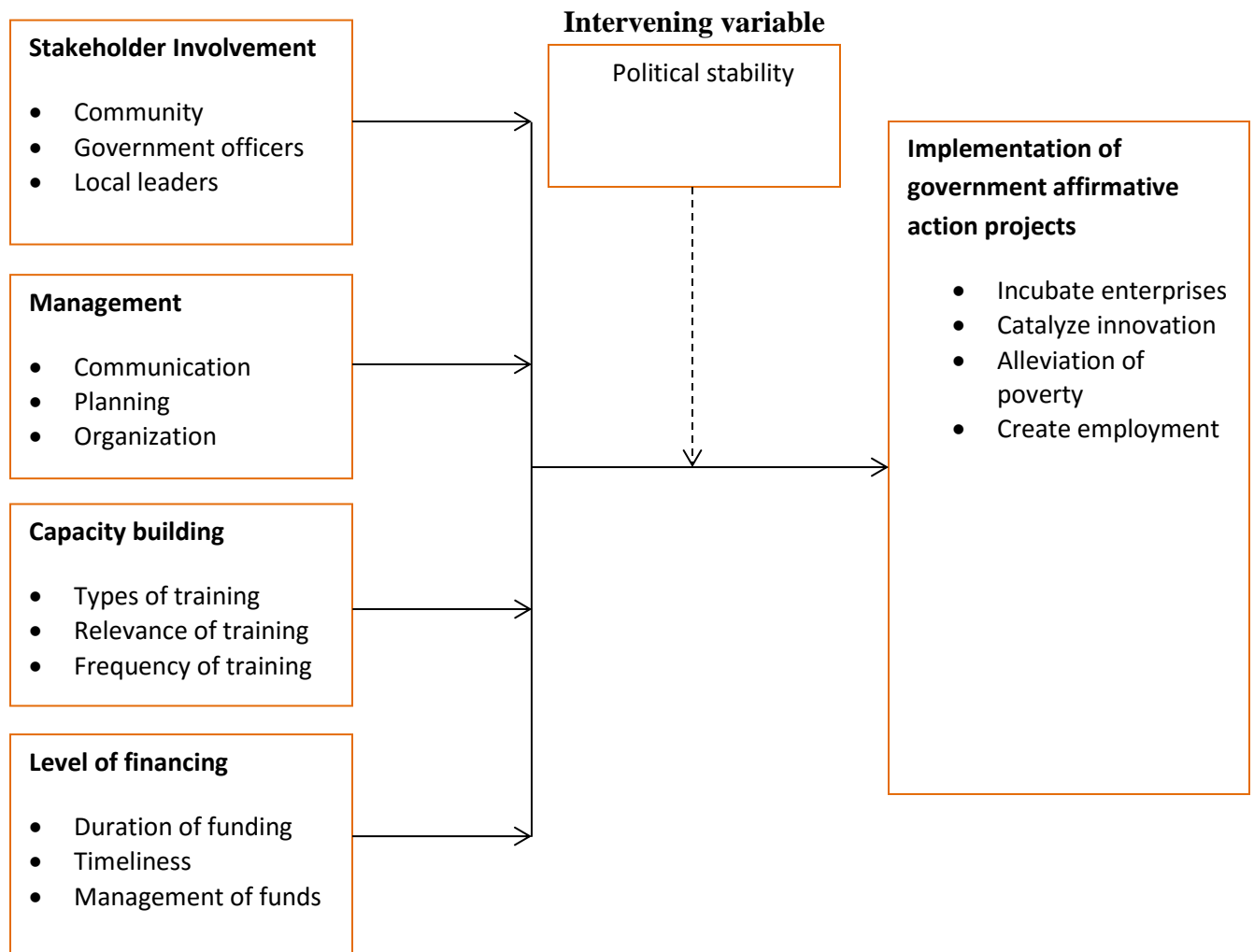
A conceptual framework is a hypothesized model identifying the concepts under study and their relationships (Mugenda & Mugenda, 2003). It presents in a diagrammatic form the way the researcher has conceptualized the relationship between the independent and the dependent as well as the confounding variables.

This section provides a structural description of the relationship between the variables forming the concepts of the study on the factors that influence implementation of projects funded by government affirmative funds. The framework below is an illustration of possible underlying factors. The independent variables are grouped together on the left side but not in any order of importance. The dependent variable is placed on the right hand connected with an arrow as a sign of direct relationship.

Figure 1: Conceptual framework

Independent variable

Dependent variable



The overall objective of Uwezo Fund as a programme under the ministry of devolution and planning is to incubate enterprises, catalyze innovation, create employment thus alleviate poverty and ensure development in Embakasi Sub- County and all over Kenya. Therefore the implementation of these projects being a dependent variable is directly linked and largely influenced by a number of the above identified independent variables that includes: successful involvement of various stakeholders, management of the group projects during implementation, capacity building of the program beneficiaries for sustainability purposes and the extent to which project beneficiaries are supported; duration of financial support.

2.9 Knowledge gaps

Considerable numbers of organizations have their operations in developing countries especially the Sub Saharan Africa where poverty is still an alarming issue. Despite the huge allocation of resources and the extensive period public sectors have been in operations, development and poverty in many of developing nations is still high, thus raising more questions than answers on the real impacts of county development funds on the rural communities. It is in this context that the researcher found a gap and thereby seeks to explore the factors that influence implementation of government affirmative action projects in Kenya.

Table 3.1. Knowledge Gap Matrix in Implementation of Government Affirmative Action Projects

Identify Objectives	Current Situation	Desired Outcome	The Gap
To establish how stakeholder involvement influences implementation of Government Affirmative Action projects.	The stakeholders i.e. local leaders, government officers and the community are passive participants in affirmative action projects	The stakeholders should be actively involved in the implementation of government affirmative action projects	Improvement in stakeholder Involvement in implementation of government affirmative action projects
To examine how management influences implementation of Government Affirmative Action projects.	The teams and Oversight board occasionally plans, organizes and communicates with the target groups with regards to affirmative action funds.	The teams and Oversight board should always plan, organizes and communicate with the target groups with regards to affirmative action funds.	Better management of groups and implementation of government affirmative action projects.
To establish how capacity building influences implementation of	Groups are trained after they have been allocated funds on the specific focus areas	Groups should be trained and follow up done on groups that require retraining.	Increased and improved capacity building in implementation of

Government Affirmative Action projects.			government affirmative action projects.
To examine how the level of funding influences implementation of Government Affirmative Action projects.	Groups are allocated funds dependent on the kind of activity they would like to carry out.	The groups should be given enough funds to carry out the projects. The timeliness and duration of funding should ensure completion of the projects	Better funding mechanisms in implementation of government affirmative action projects.

2.10 Summary of reviewed literature

From the literature review, it is indicative that public sectors are an important force, in response to the problems of poor people at the grass-root levels. There has been a tremendous growth of such government affirmative action bodies over the past two decades and this has given them an increasingly important role thus forming a distinctive sector within the society. The factors influencing implementation of government affirmative action has become important in the face of increasing global concern to alleviate poverty and ensure sustainable development. This research undertook an in-depth assessment of how stakeholder involvement, management, capacity building and level of funding influence implementation of government affirmative action projects. As indicated in the literature above the stated factors play some key role towards the success of government affirmative action projects. It was therefore important to examine in detail their influence on implementation of projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the key methodology to be used to conduct this research. Among the areas covered include; research design, the target population, the sample size, sampling techniques, research instruments, reliability of research instruments, data collection procedures, methods of data analysis used and operational definition of variables.

3.2 Research Design

The researcher adopted a descriptive survey design. According to Churchill (1991), descriptive research design is appropriate where the study seeks to estimate the proportion of people who have certain characteristics and make predictions. This research design is chosen for this study due to its ability to minimize bias thus enhancing reliability of evidence collected. The design was considered appropriate taking into account the strategic approach of the study, the complexity and the predominantly qualitative dimension of the phenomena under investigation. This will enable the researcher to take in the sentiments of the large population through a sample for the purpose of data collection and analysis.

This research design presented facts concerning the nature and status of a situation as it exists at the time of the study as stated by Creswell (1994). It also brings out the relationships and practices that exist, beliefs and processes that are ongoing, effects that are being felt or trends that are developing.

3.3 Target Population

According to Mugenda & Mugenda (2003) a target population, is a population to which the researcher wants to generalize the results of the study. The target population of this study was 95 Uwezo fund projects in Embakasi East Sub County, comprising of youth, women and PWDs from which a sample size of 76 was chosen for study. Interviews were conducted from direct beneficiary groups of youth, women and persons of disability.

3.4 Sample Size and Sampling Procedure

In this section sample size and sampling procedure were determined.

3.4.1 Sample Size

The ever increasing need for a representative statistical sample in the empirical research has created the demand for an effective method of determining sample size. To address the existing gap, Krejcie & Morgan (1970) came up with a table for determining sample size for a given population (for easy reference see appendix 4). From the table the sample size was 76 was used as the unit of analysis. The target population is 95 and the sample size is 76.

3.4.2 Sampling Procedure

In this study stratified random sampling technique was adopted. Stratified random sampling technique is where the population is divided into two or more relevant and significant strata based on one or more attributes (Saunders, Lewis & Thornhill, 2009). This sampling was used because the population could be divided into two or more sub units based on certain internal characteristics (Mugenda & Mugenda, 1999). Each of the stratum to which the population was divided into obtained an equal chance of being sampled. Further, Kothari (2004) recommends stratified random sampling because it is accurate, easily accessible, divisible into relevant strata and it enhances better comparison; hence representation across strata. Stratified random sampling also ensures inclusion of sub-groups, which would otherwise be omitted entirely by other sampling methods because of their small number in the population. Proportionate sampling was then used to get the number of sample in each stratum. Finally each sample was selected using purposive sampling technique. Purposive sampling is a type of non-probability sampling techniques also known as judgmental, selective or subjective sampling. Purposive sampling relies on the judgment of the researcher when it comes to selecting the units that are to be studied (Kumar, 2011). The main reason why purposive sampling was chosen for this research was to ensure the target group is knowledgeable and influenced by the issues in the study.

Table 3.2: Target Population and Sample Size for Uwezo Fund Embakasi Sub County

Group Projects Recommended	Target Population	Sample Size
Women Group Projects	40	31
Youth Group Projects	48	39
PWDs Group Projects	7	6
Total	95	76

3.5 Research Instruments

A survey questionnaire, (for easy reference see appendix 3) entitled Factors influencing Implementation of Government Affirmative Action Projects was used to collect data from the target population. A self-administered questionnaire was used for the convenience of both the researcher and the respondents of the study. The first part, section 1 of the questionnaire entailed general details, section 2 entailed how the level of funding influence government affirmative action projects; how management influence government affirmative action projects; how stakeholders influence government affirmative action projects; how capacity building influence government affirmative action projects. In addition open ended questions were used to enable gathering of additional information on the factors influencing implementation of government affirmative projects.

3.5.1 Pilot Testing

Piloting is trying out research instruments on the respondents who will not be used in the main study. Piloting ensures that the research instrument is clearly stated and that they have same meaning to the respondent. A pilot study was carried out on five staff at Uwezo Fund Oversight Board Headquarters in Nairobi. The consistency in the questionnaire was therefore investigated by the pilot test.

3.5.2 Validity of the Research Instrument

According to Mugenda (2003), validity is the degree by which the sample of test items represents the content the test is designed to measure. Mugenda (2003) indicated that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field.

This study will ensure validity of the questionnaire and the research by consulting experts on the subject matter especially the supervisor.

3.5.3 Reliability of Research Instrument

Reliability is the measure of the degree to which the research instrument yields the same results of data after repeated trials. The test- retest technique was conducted. Reliability ensures that there is precision with which data is collected. If the same results are gained time after time, no matter how many times you conduct a piece of research, then the data collected is reliable (Mugenda, 2003). To ensure the reliability of the questionnaire, a pre-test of the questionnaire and adjustments are made to questions that were found to be unsuitable.

The research instrument was shared with the supervisor for his assessment of its appropriateness in content, clarity and adequacy in capturing the needed data. Feedback from the pilot study will also be of help in determining which questions to drop or restate or correct so as to collect valid data.

3.6 Methods of data collection procedures

Data collection involves contacting the respondents in the sample in order to collect the required information about the study. Data collection will involve a self-administered questionnaire to the targeted respondents. This will collect primary data. The individuals will be requested to respond to a questionnaire and the responses recorded for analysis. This method is chosen because it is very economical and fairly accurate. It is also straight forward and less time consuming for both the researcher and the participants. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Borg and Gall, 1996). Satyanarayana (1983) stated that questionnaire is useful in obtaining objective data. This is largely because the participants are not manipulated in any way by the researcher.

Permission to collect data was sought from Uwezo Fund Management after an introductory letter from the university was attached to the questionnaire, which includes a brief description of the research proposal and assurance about confidentiality of information obtained from the respondents. The researcher cross-checked the completeness of the filled copies of

questionnaires and sought clarification before leaving where issues were not clear with each of the target respondents.

3.7 Methods of data analysis

A data entry template was created in SPSS tool, data entry and cleaning conducted for quantitative data. The data was analyzed by employing descriptive statistics such as percentages, frequencies, tables and correlations. The researcher prefers these methods because of its ability to cover a wide range of the most common statistical and graphical data analysis and very systematic. Computation of frequencies in tables was used in data presentation. The information was presented and discussed as per the objectives and research questions of the study.

3.8 Operationalization of variables

The operationalization of variables is shown in Table 3.1

Objectives	Dependent Variable	Independent Variables	Indicators	Measuring levels	Tools of data collection	Tools of data analysis
To establish how stakeholder involvement influences the implementation of government affirmative action projects	Implementation of government affirmative action projects	Stakeholder Involvement	Community	Nominal	Questionnaire	frequencies
			Government officers	Nominal	Questionnaire	frequencies
			Local leaders	Nominal	Questionnaire	frequencies
To examine the extent to which management influence implementation of government affirmative action projects	Implementation of government affirmative action projects	Management	Communication	Nominal	Questionnaire	frequencies
			Planning	Nominal	Questionnaire	frequencies
			Organization	Nominal	Questionnaire	frequencies
To determine how capacity building influence implementation of government affirmative action projects.	Implementation of government affirmative action projects	Capacity Building	Types of training	Nominal	Questionnaire	frequencies
			Relevance of training	Nominal	Questionnaire	frequencies
			Frequency of training	Nominal	Questionnaire	frequencies
To assess how the level of funding influence the	Implementation of government affirmative	Level of financing	Duration of funding	Nominal	Questionnaire	frequencies
			Timeliness of funds	Nominal	Questionnaire	frequencies

implementati on of government affirmative action projects	action projects		Management of funds	Nominal	Questionnaire	frequencies
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3.9 Ethical Issues

The researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy was upheld. Prior to actual administration of the instruments, an introduction on the aim and the purpose of the study was made to the respondents in the language they best understand.

The study sought the consent of the respondents before they are provided with all the requirements of the study. To ensure confidentiality, giving names on the questionnaires were made optional and an assurance given to those that their names were mentioned in the report if they don't wish so. The study findings were presented without any manipulation or influence by the researcher in any way.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter provides an analysis, presentation, interpretation and discussion of data collected from team leaders of projects who have benefited from Uwezo Fund .Information obtained was on demographic characteristics of the project implementers and beneficiaries, stakeholder involvement, management, capacity building and level of funding.

4.2 Questionnaire Response Rate

In the study, the questionnaires were administered to team leaders of projects funded by Uwezo Fund. Out of the 76 questionnaires the researcher issued out, 74 were successfully filled and returned. This translated to a response rate of 97 %, which was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent and can be used in establishing the research objectives and answering research questions.

4.3 Demographic Characteristic of the Respondents

The general characteristics collected from the 74 respondents included their personal information such as age, education level, marital family status and nature of project activities.

4.3.1 Gender of Respondents

From the findings, female respondents were the majority; 54 % were female while 46 % were male as indicated in table 4.1 below: This reveals that more females participated in the study than male.

Table 4.1. Gender of Respondents

Gender	Frequency	Percent (%)
Male	34	46
Female	40	54
Total	74	100

4.3.2 Age of Respondents

The results obtained indicated that majority of the respondents were between 20 - 25 years of age constituting 44.6%, followed closely by those within the age bracket of 26 – 30 years representing 28.4 %. Those aged between 31 - 35 years formed 27.0%; the rest of the age categories were 0%. These results are indicated in the table 4.2 below. This shows that all respondents were adults and fit the eligibility criteria of the Uwezo Affirmative Fund where by target beneficiaries are to be aged between 18 and 35 years of age.

Table 4.2. Age Distribution of Respondents

Age category	Frequency	Percent (%)
20 – 25	33	44.6
26 – 30	21	28.4
31 – 35	20	27.0
36 – 40	0	0
Over 40	0	0
Total	74	100

4.3.3 Marital Status of Respondents

Marital status is a demographic likely to have an influence on participation of community projects. It was therefore necessary for the study to investigate whether marital status had any influence in the participation of Uwezo Fund Projects. The study respondents were therefore asked to state their marital status. Findings were analyzed and presented in the table 4.3 below.

Table 4.3. Marital Status of the Respondents

Marital status	Frequency	Percent (%)
Married	36	48.7
Single	34	45.9
Widowed	4	5.4
Total	74	100

Those married were the majority being at 48.7 % followed by those who were single at 45.9 % while the widowed were the least at 5.4 %. Married families are prominent perhaps because with many members to provide for, there is need to embrace programme activities that generate income to cater for the needs of the family members.

4.3.4 Highest Level of Education of the Respondents

The study sought to determine the highest level of education of the respondents. The academic qualification of the respondents indicated that 24.3 % completed their high school education, 12.2 % proceeded to achieve a college certificate, 17.6 % had diploma and 40.5 % respondents had a degree whereas 5.4% had a Master’s degree. This reveals that majority of the respondents were graduate professionals

Table 4.4. Education Level of Respondents

Education Level	Frequency	Percent (%)
High School	18	24.3
Certificate	9	12.2
Diploma	13	17.6
Bachelors	30	40.5
Masters	4	5.4
PhD	0	0
Total	74	100

Mubichi (2009) while studying factors influencing sustainability of projects in Imenti North found out that, where community members had primary education, projects were about 58 times more likely to succeed compared to where the community had no education and therefore it adds to the findings of this research whereby more than half of the respondents had high school education or above.

4.3.5 Involvement in Uwezo Fund Projects

In order to ascertain the actual influence of Uwezo affirmative fund programme, the researcher sought to determine the extent of involvement of beneficiaries of projects implemented by Uwezo Fund in areas of agriculture, trade, services, manufacturing and others. It was found that agricultural projects were the most implemented, trade projects were 14.8 % implemented,

service projects were 12.2 % funded and manufacturing projects were 8.1 % implemented. Other projects not specific to the scope were 5.4 %.

Table 4.5. *Involvement in Uwezo Fund Projects*

Community projects	Frequency	Percent (%)
Agriculture	44	59.5
Trade	11	14.8
Service	9	12.2
Manufacturing	6	8.1
Others	4	5.4
Total	74	100

4.3.6 Benefits of Uwezo Fund project activities

One of the Uwezo Fund objectives is to create self-sufficiency through livelihood projects among the targeted beneficiaries. The study therefore sought to assess any quantifiable social economic benefits obtained so far from Uwezo fund activities in order to establish if the carried out activities were of any benefit to the beneficiaries of the Fund.

Table 4.6. *Benefits of Uwezo Fund Project Activities*

Benefits	Frequency	Percent (%)
Increased Income	36	48.7
Built new house	8	10.8
New Employment	19	25.7
Food security	11	14.8
Total	74	100

Analysis of findings above shows that, 48.7% of the respondents have increased income attributed to Uwezo fund projects, 14.8 % have increased food production, 25.7% have gained employment and 10.8 % respondents were able to build new houses from accrued project proceeds. The findings indicate that Uwezo Fund is achieving one of the objectives by generating gainful self-employment to its beneficiaries.

4.4 Stakeholder Involvement and Implementation of Government Affirmative Action Projects

The study sought to assess extent to which stakeholder involvement influence implementation of Government Affirmative Action Projects specifically Uwezo fund projects. Categories identified for study were the community members, government officers and the local leaders. The analyzed findings in table 4.7 shows that 77 % of the respondents admitted that community members were involved in the implementation of Uwezo fund projects while another 78.4 % acknowledged that the government officials and agencies had knowledge of the activities. 56.8 % of the local leadership in the project areas were made aware of project intentions and got involved in implementation processes. The Yes vote was higher than the No especially for the government officers may be because the National Uwezo Fund Oversight Board also provides management for the county offices to ensure a team manages and oversees the implementation of the fund at the constituency level.

Table 4.7. Stakeholder Involvement

Stakeholders	Yes Percent (%)	No Percent (%)
Community members	77	23
Government officers	78.4	21.6
Local leadership	56.8	43.2

The study further investigated the extent to which the above stakeholders were involved in the Uwezo fund project processes. The response was that 51.4 % were largely involved, 27.0 % were moderately involved and 21.6 % were least involved as shown in table 4.8.

Table 4.8. Stakeholder and Extent in Project Involvement

Stakeholder Involvement	Frequency	Percent (%)
Largely involved	38	51.4
Moderately involved	20	27.0
Least involved	16	21.6
Total	74	100

According to results in table 4.8, where stakeholders were largely and moderately involved, the impact on project outcomes was 51.4 % very high and 27 % high. This contrasted with where the stakeholders were least involved, the impact was rated 21.6 % high. This is in agreement with Kimani’s detailed case study analysis on affirmative funded projects in Embakasi where he concluded that it was only through participatory planning, monitoring and evaluation, that meaningful development can be realized. He further stated that satisfying key stakeholder requirement is central to achieving a successful project outcome (Kimani, 2009).

Table 4.9. Stakeholder Involvement and Its Impact on Project Outcomes

			Level of impact on project outcomes					Total
			Very High	High	Moderate	Low	Very low	
Extent of stakeholder involvement	Largely Involved	Count	4	10	19	5	0	38
		% level of impact on project outcomes	10.5%	26.3%	50%	13.2%	0%	100%
	Moderately Involved	Count	0	6	11	3	0	20
		% level of impact on project outcomes	0%	30%	55%	15%	0%	100%
	Least Involved	Count	0	6	8	2	0	16
		% level of impact on project outcomes	0%	37.5%	50%	12.5%	0%	100%
Total		Count	4	22	38	10	0	74

4.5 Management and Implementation of Government Affirmative Action Projects

Management was the second variable the researcher identified as a factor that is likely to influence implementation of government affirmative action projects. The study therefore, sought to investigate management factors that included communication, planning and organization in an

attempt to answer the question of its influence on the implementation of government affirmative action projects to its beneficiaries.

4.5.1 Communication

Both vertical and horizontal communication among project teams and other stakeholders is an important management characteristic that is bound to determine the ultimate success of projects of any nature. It was therefore necessary for the study to investigate whether communication had an influence on the implementation of Uwezo fund projects. In order to establish the influence, the respondents were asked to rate the extent of communication among the project team and stakeholders during the project implementation period. Results were analyzed and presented in the table 4.10 below.

Table 4.10. Communication among the Project Teams and Stakeholders

Communication	Frequency	Percent (%)
Poor	3	4.1
Fair	19	25.7
Good	30	40.5
Very good	22	29.7
Total	74	100

The results above indicate that all the respondents were engaged in communication at some point during implementation of the projects. The frequency of communication however varied with 29.7 % reporting that communication was very good, 40.5 % rated as good, 25.7 % reported as fair while 4.1 % stated that the extent of communication was poor.

The researcher noted that the majority of the respondents recognized the importance of communication in project implementation with an overall of 40.5 % and 29.7 % of the respondents recording that the influence of communication was high and very high respectively. According to Lekorwe & Mpabanga (2007) participatory approach or communication is essential to the achievement of sustainable projects because it helps to ensure good accountability and effectiveness.

Detailed analysis of communication and its influence in project implementation is indicated in table 4.11.

Table 4.11. Communication and Project Implementation

			Level of impact on project outcomes				Total
			Poor	Fair	Good	Very good	
Extent of communication on implementation of projects	Very highly	Count	0	0	1	19	20
		% within communication	0%	0%	3.3%	86.4%	27.0%
	Highly	Count	1	1	18	1	21
		% within communication	33.3%	5.3%	60%	4.5%	28.4%
	Moderately	Count	1	18	9	1	29
		% within communication	33.3%	94.7%	30%	4.5%	39.2%
	Limited	Count	1	0	2	1	4
		% within communication	33.3%	0%	6.7%	4.5%	5.4%
	Total	Count	3	19	30	22	74

4.5.2 Planning

Planning was also another management indicator the researcher considered for study as having an influence on implementation of government affirmative action projects. The respondents were asked whether they planned their activities or not. Those who planned were further asked to indicate their extent of their planning. Results were analyzed and recorder in table 4.12.

Table 4.12. Extent of Planning of activities

Planning	Frequency	Percent (%)
No Planning	8	10.8
Shallow planning	5	6.7
Moderate planning	48	64.9
Detailed planning	13	17.6
Total	74	100

From the analysis, it is noted that 10.8 % of the respondents never planned their activities. According to information gathered, this group implemented whatever the officials deemed right for the group without due consensus from all group members. Other results however, show 64.9 % did moderate planning of their activities while 6.7 % did shallow planning.

According to Eyong (2009) good management requires accountability, effectiveness and efficiency. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision making. This is summary entails the concept of planning. Thus the findings support the recommendation by Eyong.

Table 4.13. Planning and Saving of Resources

		Did planning save your resources?		Total
		Yes	No	
Shallow planning	Count	2	3	5
	% within which did planning save your resources?	3.5%	33.3%	
Moderate Planning	Count	43	5	48
	% within which did planning save your resources?	75.4%	55.6%	
Detailed Planning	Count	12	1	13
	% within which did planning save your resources?	21.1%	11.1%	

From table 4.13 above, all those who did detailed planning, moderate planning and shallow planning reported that the exercise saved them some resources representing 21.1 %, 75.4 % and - 3.5 % respectively.

4.5.3 Organization

The researcher also sought to determine the level of organization among the respondents in their project activities. The highest percentage of 45.9 % indicated that they were highly organized in their activities. Those fairly organized were 44.6 %, a response that largely constituted the Uwezo project teams.

Table 4.14. Organization of Activities

Organization of activities	Frequency	Percent (%)
Not organized	4	5.4
Least organized	3	4.1
Fairly organized	33	44.6
Highly organized	34	45.9
Total	74	100

4.6 Capacity Building and Implementation of Government Affirmative Action Projects

Among the variables investigated in this study is capacity building of programme beneficiaries. This is because achievement of programme benefits and sustainability is tied on the capacity of the direct beneficiaries. In order to answer the study question on influence of capacity building on implementation of Uwezo Fund Projects, the researcher sought for information on the training offered to the respondents, frequency of training relevance and usefulness of the training to programme beneficiaries.

4.6.1 Training of Program Beneficiaries

Capacity building entails training for technical skills for practical application. Implementation of Uwezo Fund projects involved in execution of community projects activities and therefore the study sought to establish influence of training on implementation of Uwezo projects. The respondents were asked whether they were trained or not at any point in project implementation.

Table 4.15. Capacity Building of Respondents

Capacity building	Frequency	Percent (%)
Yes	56	75.7
No	18	24.3
Total	74	100

The study undertaken showed that 75.7 % of respondents had their capacity developed at any given time during the implementation of Uwezo Fund project.24.3 % of the respondents had not been trained due to absenteeism during training sessions as established during the study. The study findings indicated that a large number of respondents underwent through training for skills to be applied in conducting project activities.

4.6.2 Relevance of the Training

The respondents were further asked to indicate whether training offered to them was of relevance to them in relation to the project activities .The responses were analyzed and presented in table 4.16.

Table 4.16.Relevance of Trainings

Relevance of training	Frequency	Percentage
Very Relevant	25	44.6
Fairly Relevant	31	55.4
Not Relevant	0	0
Total Trained	56	100

The results indicate that 44.6 % of the respondents confirmed capacity building offered to them during Uwezo project implementation.as very relevant while 55.4 % of the respondents indicated that training offered was fairly relevant to the project activities they were undertaking.

Capacity building of community members is profound in carrying out project activities. The study respondents confirmed that the type of technical skills, knowledge and technology offered to them through training contributed to a great extent towards the management and resolving encountered project challenges The study findings ascertain the findings of a study conducted by Njuguna (2011) on implementation of fish projects in Embakasi constituency. The study had established that regardless of low education qualification of the program implementers, the skills and knowledge gained during technical training enabled implementers to have more exposure

and thus get actively involved in implementation of community projects. Majority of project beneficiaries were of basic primary education level which to some extent contribute to the uptake skills and know-how from the training offered.

4.6.3 Training Frequency

The number of training sessions that the program beneficiaries are exposed to determines the magnitude of skills and knowledge imparted which in turn would influence project impact and sustainability. In attempt to answer the study question, the study respondents were asked to state the number of times they had been trained for those who had attended training and the results obtained are shown in table 4.17

Table 4.17. Number of Trainings Attended by Respondents

Training	Frequency	Percent (%)
None	18	24.3
1-5 times	29	39.2
6-10 times	18	24.3
More than 10	9	12.2
Total	74	100

The table shows that 29 % of respondents had been trained for at least 1-5 times, 24.3 % had been trained for 6-10 times, while 12.2 % had been trained for more than 10 times.

From the results it can be interpreted that training for skills is vital for project implementation and therefore should be frequent and ongoing for upgrading implementers and beneficiaries' skills to handle new challenges as they emerge during the implementation period of the program.

4.6.4 Application of the Training

In an attempt to justify the relevance of the training, the respondents were asked whether they ever used the skills or knowledge passed to them during training. Feedback from a total of 74 respondents representing 78.6 % indicated that they have once or more than once used training skills or knowledge to solve a problem. Only 21.4 % did not apply because from study, they either did not attend any training or didn't find the training relevant to them.

4.7 Level of Funding and Implementation of Government Affirmative Action Projects

Financial allocation to implementation of any project is seen as central since it will eventually determine its level of success. The research investigated on the amount Uwezo Fund allocated projects in relation to total budgets, timeliness in releasing of the allocated funds as well as duration of that financial support.

4.7.1 Amount of Financial Support

From the analysis above, 13.5 % of the respondents received a financial support of between 61-80 % of their budget, 18.9 % received 81-100 % and 20.3 % of the respondents got between 41-60 % of their activity budget estimate.

Table 4.18.*Financial Support Received from Uwezo*

Percentage of financial support	Frequency	Percent (%)
0-20%	4	5.4
21-30%	12	16.2
31-40%	19	25.7
41-60%	15	20.3
61-80%	10	13.5
81-100%	14	18.9
Total	74	100

The study further established the relationship between the financial support and the project success; the findings were that almost all respondents attributed the success of their projects to the financial support received from Uwezo. Only a few who were partially funded to between 0-20% could not acknowledge their success to the support and they represented 5.4 % of the total response.

According to Kasoo (2010) the composition of project finance is a key factor that influences the implementation of projects funded by government affirmative funds. Analysis on a number of researches has shown that sources of finance have a positive influence on projects.

Table 4.19. Financial Support and Success of Projects

			Success of the project		Total
			Yes	No	
Financial support received from Uwezo Fund	0-20%	Count	7	7	14
		% within success of the project	50%	50%	
	21-30%	Count	15	2	17
		% within success of the project	88.2%	11.8 %	
	31-40%	Count	11	8	19
		% within success of the project	57.9%	42.1%	
	41-60%	Count	6	6	12
		% within success of the project	50%	50%	
	61-80%	Count	10	0	10
		% within success of the project	100%	0%	
	81-100%	Count	3	1	4
		% within success of the project	75%	25%	

4.7.2 Timely Release of Funds

Time is of essence as far as projects are concerned. It was therefore necessary for the study to investigate how timely availing funds influenced project activities. The feedback from the respondents is recorded in table 4.20 where 51.4 % of the respondents admitted to receive funds or inputs from Uwezo within what they perceived as good time after request. Those who received late were 39.2 % and 9.4 % very late.

Table 4.20. Timeliness in Releasing Allocated Funds

Timeliness	Frequency	Percent(%)
On time	38	51.4
Late	29	39.2
Very Late	7	9.4
Total	74	100

Further relationship analysis shows that none of those who received their funding within time had their project activities affected. However, those who received their funding late 39.2% and very late 9.4 % reported that they had their project activities affected. Information acquired during data collection pointed that other factors like weather especially for agricultural projects affected project activities as well and not singularly delay in receiving funds. In overall, 51.4 % of the respondents did not have their activities interrupted resulting from time taken to release funds unlike remaining 39.2 % who acknowledged their activities to have barged due to late disbursements of funds. The significant difference between the two arose due to the fact that majority received funding in good time and thereby limited interruptions of project activities were reported. The analyzed results are shown in table 4.21.

Table 4.21. Effects of Timely Release of Funds on Project Operations

		Success of the project			Total	
			On time	Late	Very Late	
Did timeliness affect project operations?	Yes	Count	13	20	5	38
		% within time of releasing funds	34.2%	52.6%	13.2%	100%
	No	Count	25	9	2	36
		% within time of releasing funds	69.4%	25%	5.6%	100%

4.8 Implementation of Government Affirmative Action Projects

The respondents were further asked to indicate whether government affirmative action projects have achieved their core objectives that include creation of employment, bringing up other enterprises, and reduction in poverty and increase in innovation among the affirmative groups.

4.8.1 Government Affirmative Action Projects and Incubation of Enterprises

In an attempt to justify the relevance of the affirmative action funds, the respondents were asked whether to the best of their knowledge affirmative action projects have increased enterprise creation. Feedback from a total of 74 respondents ,94.6 % indicated that they believe affirmative action funds has increased enterprise creation, 2.7% did not agree with that while another 2.7 % had no idea whether the levels of enterprise creation has increased.

Table 4.22. Increased Enterprise Creation

Enterprise Creation	Frequency	Percentage
Yes	70	94.6
No	2	2.7
Don't Know	2	2.7
Total	74	100

According to Kaane(2014) Kenya has had a long experience with several initiatives aimed at linking marginalized groups to employment. Some of these interventions have been locally generated and some have come from both multilateral and bi-lateral development partners. It is also noted that the public sector interventions in the ICT, telecommunication and financing sectors has played a major role in creating jobs for the youth. These experiences, both success and failure, present an opportunity for sharing with other African states. The Government has developed programmes for the national scene (Kaane, 2014). However, development partners have initiated similar interventions in several countries. Experiences from these countries may be shared with others. Several countries have visited Kenya to learn from Uwezo Fund model. Kenya has also benefitted from the experiences that these countries have shared. Among these countries include Uganda, Rwanda, South Africa, Zambia and Namibia, Burundi, Botswana,

Britain and Malawi. The UN Economic Commission for Africa and the Commonwealth have shown interest to replicate Kenya’s model elsewhere (Kaane, 2014).

4.8.2 Government Affirmative Action Projects and Catalysis of Innovation

Innovation among affirmative action groups is of great importance to affirmative action funds. In an attempt to justify the relevance of the affirmative action funds, the respondents were asked whether to the best of their knowledge affirmative action projects have increased innovation among youth, women and persons with disability Feedback from a total of 74 respondents, 62.2 % indicated that they believe affirmative action funds has increased innovation levels, 9.4% did not agree with that while 28.4 % had no idea whether the levels of employment have increased.

Table 4.23. Increased Innovation

Increased Innovation	Frequency	Percentage
Yes	46	62.2
No	7	9.4
Don’t Know	21	28.4
Total	74	100

According to the Global Entrepreneurship Summit 2015, innovation is key to the challenges of unemployment especially among the youth. The creation of Enterprise Kenya was perhaps the greatest outcome from the forum. Others include the directive by the president that government ICT sourcing should consider buying at least 40% for local players. Affirmative action funds are opening doors for low-income individuals and rural communities to gain access to financial services and spurring innovative solutions for achieving the country’s objective of financial services inclusivity (GES, 2015). High transaction costs and poor infrastructure have traditionally made it difficult for majority of poor Kenyan citizens in rural areas to access the formal banking services

4.8.3 Government Affirmative Action Projects and Poverty Reduction

In an attempt to justify the relevance of the affirmative action funds, the respondents were asked whether to the best of their knowledge affirmative action projects have reduced poverty levels Feedback from a total of 74 respondents, 60.8% indicated that they believe affirmative action

funds have reduced poverty levels, 21.6% did not agree with that while 17.6 % had no idea whether the levels of poverty have reduced.

Table 4.24.Poverty Reduction

Poverty Reduction	Frequency	Percentage
Yes	45	60.8
No	16	21.6
Don't Know	13	17.6
Total	74	100

According to the 2015/2015 fiscal policy framework report by the Kenya Bureau of Statistics ,there is focus on structural reform measures aimed at accelerating growth and poverty reduction The fiscal framework re-emphasized resource allocation towards development programmes in the Government identified thematic areas of; creating conducive business environment, agricultural transformation, infrastructure development, quality and accessible healthcare services and education, and facilitate devolution for better service delivery. Specifically, the government set out to pursue prudent fiscal policies mainly through increased revenue mobilization and containment of growth in recurrent expenditure (Economic Survey, 2015). Consequently, the composition of expenditure is expected to shift from recurrent to development and to eliminate unproductive expenditures. It is based on this that the affirmative action fund was enacted through a legal Notice. 21 of the public finance management Act (Economic Survey, 2015).

4.8.4 Government Affirmative Action Projects and Creation of Employment

In an attempt to justify the relevance of the affirmative action funds, the respondents were asked whether to the best of their knowledge affirmative action projects have increased employment creation. Feedback from a total of 74 respondents ,86.5% indicated that they believe affirmative action funds has increased levels of employment,5.4% did not agree with that while 8.1 % had no idea whether the levels of employment have increased.

Table 4.25. Increased Employment Creation

Employment Creation	Frequency	Percentage
Yes	64	86.5
No	4	5.4
Don't Know	6	8.1
Total	74	100

According to the Kenya Country Report (2014) on youth employment, Kenya labor market has faced many challenges one of them being inadequate employment opportunities against a large and growing population of unemployed people especially the youth. This is also due to lack of requisite skills sought by industry due to mismatch of acquired skills and industry expectation; and poor access to information on available opportunities. Job seekers cite limited financial resources, lack of relevant skills and experience as major obstacles.

The government has also invested in generating employment in the medium, small enterprises and informal sector. The focus of this measure is to provide youth with low cost credit to enable them start enterprises and generate employment (Kaane, 2014). The recently launched UWEZO fund is an example that may be replicated in other African countries. Uwezo Fund provides persons with disability, women and youth entrepreneurs access to interest-free loans, as well as mentorship opportunities to enable them take advantage of the 30% government procurement preference for persons with disabilities, women and youth. Beneficiaries undergo a capacity building program in order to effectively utilize the fund they borrow (Kenya Country Report, 2014).

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a brief report on the summary of the findings, answers to research questions, conclusion, recommendations and suggestions for further studies.

5.2. Summary of Findings

The study investigated the factors influencing the implementation of government affirmative action projects so as to establish the relevance and usefulness of the government affirmative action funds to its beneficiaries and also establish practices that enhance success of government affirmative action projects implementation targeting the youth, women and PWDs Uwezo projects. The study engaged both male and female genders who directly implemented Uwezo Fund project activities .As far as demographic characteristics are concerned the study investigated gender concern and established that 54% of the affirmative action funds beneficiaries were female against 46 % male. This may be a clear indication that women are more receptive of ideas and activities that would empower them economically and more active users of digital tools as opposed to being housewives and fully dependent on their male counterparts.

Concerning age of the respondents, the study established that 44.6% were youth below 25 years who were the majority. This figure could be an indication that this age category participate more in taking Affirmative action funds thus the need for the Affirmative action Oversight Board to enhance youth participation in the identification, priotization, planning and implementation of business opportunities.

Study respondents were from different family status, 48.7% married, 45.9%single and 5.4% widowed. Majority of them (40.5 %) had their first degree as their highest level of qualification. Project activities funded by Uwezo Fund at the time of the study were the mainly agricultural with 59.5%, 14.8% of them dealt with trade. And 12.2% were service projects. Benefits already realized by the project beneficiaries through Uwezo funding were mainly increased income with 48.7%, 25.7% were able to gain employment through Uwezo Fund.,10.8% had built new houses from project proceeds while 14.8% felt they were now food secure.

Regarding the level of funding, the study established that amount, timeliness and duration of financial support had great and direct influence on project activities. Majority of the respondents got funded up to 31-40% of their proposed budget per phase, this representing 25.7%. Those who received 41-60% funding were 20.3%, while those who received 81-100% were 18.9 %.

It was found that all who received financial of more than 61% regarded their projects as successful compared to those who received financial support of less than 30 % and reported their projects as being successful. Further results tied to this was that 51.4 % of the respondents received the allocated funds in good time while 39.2 % received late and very late for 9.4 % .This also had an impact on project activities in that 39.4% of those who received funds late and 9.4 % very late confirmed that their project activities were consequently interrupted.

As far as management is concerned, studies revealed that communication among the project team and the stakeholders was good as reported by majority of the respondents (40.5%) and 86.4% of them admitted that it highly influenced the project outcome. Planning of activities was also key but majority (64.9%) reported to undertake moderate planning while only 17.6% performed detailed planning while conducting project activities. When asked how organized their activities were, 45.9% reported to be highly organized and 44.6% were fairly organized while 4.1% were least organized.

The study also established that involvement of stakeholders was vital to success of the Uwezo funded projects. Among the key stakeholders included in study were the community members, government officials and agencies and the local leaders. As pointed out, 77 % of respondents agreed that community members were involved in project processes while a similar response was received for government officials and agencies and the local leaders as 78.4% and 56.8% respectively. Farther analysis indicate that 51.4% were largely involved, 27% moderately involved and 21.6 % least involved. Out of those reported to have been largely involved, the impact on the project was 50 % moderately high.

In order to answer the study questions on capacity building, the study had to investigate its influence on the implementation of the projects. It was established that almost all program beneficiaries represented by 75.7 % had been trained on skills that would help them with their

project activities. Further to this, 55.4 % of the respondents confirmed that the type of training offered to them was of relevance and a percentage of 78.6 % admitted to have applied the skills or knowledge at one point of implementing their projects activities.

5.3 Conclusions of the Study

The study focused on the factors that influence implementation of government affirmative action funds specifically Uwezo Fund projects in Embakasi East Sub-county program. From the study findings, demographic characteristics of the project beneficiaries that included gender, age, marital status and education qualification have a role in determining the success of Uwezo projects. Most of the community members especially women who are part of the marginalized group on the basis of gender, age and education still suffer inequalities in the development ladder thus prejudicing the very numerous attempts of empowering them. Gender inequality is still inexistence and plays a major role of placing women in informal sectors, in limited wage employment activities and in responsibility for child-bearing and domestic maintenance. However, gender mainstreaming is of essence in affirmative action projects of any nature as reiterated by (Titus, 2013) in his research.

The study therefore concludes that demographic characteristics and especially education is an outstanding factor that plays a large role in successful implementation and sustainability of government affirmative action projects. Traditionally, women were synonymous to illiteracy and their duties were dominantly household chores and they fully relied on their spouses to provide for them. But as found out in this study, women who were the majority beneficiaries, successfully implemented Uwezo sponsored projects and they are now the main source of income for about 54% of households.

The study findings on the education qualifications of the Uwezo funded project teams also confirmed that education and experience is a very important prerequisite to implementation of a programme since it enhances uptake of new skills and technology necessary for programme implementation as well as using previous experiences to solve problems. Nevertheless, high education qualification is not directly related to successful implementation of projects by the community members provided the expertise is readily available to monitor and guide them.

Majority of the beneficiaries were of high levels of education since most of them are young people who have completed their first degree and are still in search of permanent employment. Therefore the affirmative action fund is a means to an end for them. For effective implementation government affirmative action projects, the research findings reflect an emphasis for at least basic education to enhance access of information and also skills necessary in projects implementation processes.

It can therefore be concluded that community members should have at least basic education to facilitate their capacity enhancement through training. However, education should be availed to all citizens since it creates self-confidence and self-esteem in individuals. Education has a key role of promoting community participation; it increases levels of literacy and thus access to information, skills and technology required for project implementation.

5.3.1 Stakeholder Involvement and Implementation of Government Affirmative Action Projects

The analyzed results showed that there was a strong positive correlation between stakeholder involvement and impact on project. This signified that stakeholder involvement has a great influence on projects and it's nearly impossible to achieve project outcomes without involving stakeholders in the project processes. These sentiments are reflected by Khwaja (2009) and on a conceptual paper by Kirchoff, Koch, & Nichols (2011) where it reported that understanding and involving customer stakeholders in management and coordination of demand (marketing) and supply (SCM) functions would offer the firm a competitive advantage and higher performance.

The findings of this particular research agrees with the results of Wattoo, Ali, Khan, & Shahbaz (2010) that low perceived interactions between the Forest Department and the project beneficiaries (local communities) as well as local businesses was the reason why depletion in North West Frontier Province (NWFP) and adjacent northern areas remained continuous despite implementation of various forests related development projects aimed at arresting the situation. Conclusions of Toledano & Lapinid (2010) in their research on neglected dimension in service learning pedagogy stressed on the necessity of donors considering stakeholder's needs, problems, perceived roles and participation as well suggested activities as the basis of their projects.

Researcher's conclusion at this point is that, just like in Uwezo fund projects where involvement of key stakeholders was commendable and contributed to effective implementation of the program, stakeholder participation or involvement is almost a must especially at community levels for any meaningful project activities to commence. It is therefore important that donors and project teams clearly identify their stakeholders before projects starts; stakeholders should be aware of what the project intentions are and their participation should be requested where necessary to minimize resistance.

5.3.2 Management and Implementation of Government Affirmative Action Projects

The research also clearly brought out the vital role of all the management factors such as planning, organization and communication in successful project implementation. Chauvet, Collier, & Duponchel (2010) in their research reported similar findings and stated that supervision, an element of management, appeared to be a crucial determinant of the success of projects, especially during the first years.

While that is found to be true, it is essential that for maximum achievement of project outcomes, strong management controls like detailed planning, very high level organization and clear regular communication are very important because it helps prevent fraud, waste, and abuse Fubish, Buhaissi, Comfort, & Welsh (2011). These findings concurred to research results on Critical success factors for off shoring of enterprise resource planning (ERP) implementations Chauhan, Dwivedi, & Sherry(2012) that management and communication were among the critical factors in implementation. Chauhan et al however used literature as a basis for identifying a critical success factor and data collection through semi-structured interviews as a method of data collection. It is therefore concluded that management is vital in effecting projects that can have impressive positive impacts on the targeted beneficiaries and as a consequence, criterion of selecting project managers or team leaders should be a thorough.

5.3.3 Capacity Building and Implementation of Government Affirmative Action Projects

Capacity building was another major factor where the research results pointed that Uwezo Fund program had great influence on its beneficiaries especially in line with trainings where it was found to correlate positively. The researcher noted that beneficiaries were trained several times

on different aspects to enhance their competence which was necessary for effective project implementation and solving of problems. Şekercioğlu (2012) in his research also concluded that capacity building was necessary in order to achieve the goals of community-based biodiversity conservation and poverty reduction in the developing world.

Similarly, Ahmed & Palermo (2010) found out through their research on frameworks for education and peer review that community engagement enhance a community's ability to address its own health needs and health disparities issues. It is researchers' conclusion that it is paramount for donors to have a way of assessing the capacity building process as suggested by Liberato, Brimblecombe, Ritchie, Ferguson, & Coveney (2011).

5.3.4 Level of Funding and Implementation of Government Affirmative Action Projects

Regarding funding of projects, research results pointed out clearly that financial resources are very important in any project and funding should be availed to a point where the projects can sustain themselves. These findings are in concurrence with research results on Abandonment of Building Projects in Nigeria (Olalusi & Otunola, 2012). Unlike in this study where only questionnaires were used to collect information, personal interview, questionnaire administration, and review of existing literature and journals formed the data base for Olalusi & Otunola and they concluded that the one of the major causes of abandonment of construction projects in Nigeria was due to inadequate funding/finance.

In the case of Uwezo Fund, nearly all community projects received funding of more than half their budget according to the results, and this helped bridge the financial gap that the project group members might have had. Inadequate finances has been regarded the single most factor contributing to the stalling and collapse of many projects in the country like CDF projects as a result of either misappropriation or underfunding (Ochieng & Ruth, 2013). Depending on the nature of the project, the duration of funding is also important. Large projects will require longer funding period unlike smaller ones. The researcher considers funding duration of projects sponsored by Uwezo Fund as adequate because of their nature and size. In addition, more than half of the projects funding took an average of more than two years, a period considered enough for most projects to have undergone a full cycle. Gale et al.(2010) similarly reported findings on how funding durations is important for significant impacts to be realized especially when the

amount of financial support is minimal. The researcher therefore concludes that it is imperative that the funding be at the right time. Availing the funds late may disorient chain of activities and eventually affecting project success as found out in this study. Where the financial resources are inadequate, duration of support is a key component for consideration.

5.4 Recommendations of the Study

Successful implementation of government affirmative action projects demands equal effort and involvement of both the government and the beneficiaries for ownership and sustainability. In order to ensure the affirmative action oversight board support projects that will last long enough to have impact on the social economic welfare of the people, the study recommends that;

1. Government affirmative action Oversight Board should identify and engage the stakeholders more to harmonize its goals and objectives with the aspirations of the stakeholders and reduce dissonance levels thereby increasing satisfaction and ownership. This will ensure that the stakeholders support the activities of the affirmative fund projects.
2. Importance of planning and organization should be emphasized particularly among the beneficiary groups since this will save them and the sponsors extra resources and time.
3. Where marginalized groups are the focus for projects funding, it should be emphasized that post primary education be a pre requisite for training of beneficiaries. This requirement will facilitate impartation of skills and dissemination of information and transfer of technology to the community, local leaders and other stakeholders and hence ease of project implementation and sustainability.
4. Besides financially supporting beneficiary group projects with cash, Affirmative action Oversight Boards should look into purchasing and delivering them materials or inputs for their project activities minimizes the chances of embezzlement.

5.5 Suggestions for Further Study

The focus of this study was to investigate on the factors that influence implementation of government affirmative action projects where variables studied were four which included

stakeholder involvement, management, capacity building and level of funding. I therefore suggest the following probable titles:

1. Challenges facing implementation of government affirmative action projects.
2. It would also be important to conduct a research on the extent of the influence of government affirmative action projects as supported by the findings of this research.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

**UNIVERSITY OF NAIROBI,
SCHOOL OF EXTRA MURAL STUDIES,
NAIROBI.**

Dear Respondent,

RE: INTRODUCTION LETTER.

My name is Faith N Simiyu; I am a student at the University of Nairobi, undertaking a Master's Degree in Project Planning and Management.

Attached is a questionnaire that is a requirement for my completion of the program. Kindly give the required information which will be used for academic purposes only. Strict confidentiality will be observed.

Your cooperation is highly appreciated.

Thank you

Faith N Simiyu

APPENDIX 2: LETTER OF TRANSMITTAL

**FAITH N SIMIYU,
P.O. BOX 48412-00100,
Simiyu8@gmail.com
Nairobi.
13TH March 2016**

Dear Sir,

RE: REQUEST FOR ACADEMIC RESEARCH.

I am a Master of Arts student at the University of Nairobi; Extra-Mural Centre. I am undertaking a study that seeks to determine factors that Influence the implementation projects funded by government affirmative funds; a case of Uwezo funded projects in Embakasi-East Sub County, Kenya, as a partial fulfillment for the requirement for an award of a Masters in Arts degree in Project Planning and Management.

I am kindly seeking an opportunity to conduct research in your organization as one of my case governmental organizations. Your truthful response will help facilitate this study. Please be assured that all of the data collected will be treated with utmost confidentiality and will be solely be used for academic purposes.

Any assistance you will offer is highly appreciated.

Thank you

Yours Faithfully,

Faith N Simiyu.

L50/62329/2013

APPENDIX 3: RESEARCH QUESTIONNAIRE

Dear Respondent,

My Name is Faith N Simiyu, a Masters student of Nairobi University pursuing degree in Project planning and Management in the school of continuing and distance education – Department of Extra Mural Studies. This questionnaire is meant to collect data for a research paper on “Factors influencing implementation of government affirmative action projects by Uwezo Fund in Embakasi East Sub-County”. You have been identified as one of the respondents for this research. Your honest and thorough response to the questions in the questionnaire will highly contribute to the validity of the evaluation.

Note: The information provided will be used purposely for evaluation research work only and will be confidential and anonymous.

Instruction: Please fill in the spaces provided or tick inside the boxes as appropriate.

Project implementation: It’s the conception of the project idea to project to completion.

I thank you in advance for your time and due diligence in supporting this study.

If additional time or information is needed to complete the questionnaire, please contact the researcher, **Faith N Simiyu** on **0728163403** or **simiyu8@gmail.com**.

Please indicate if comments are to be:

Kept confidential;

Or Raised anonymously during the research report’s discussions

PART 1: PERSONAL DETAILS

(These details are required for communication purposes only and will not be disclosed)

CONTACT DETAILS

TELEPHONE:..... **EMAIL:**

1. Name of your organization/group:

2. Name of your Position in the Group:

3. Gender: Male Female

4. Please indicate your age bracket

20-25 years 26-30 years 31-35 years 36-40 years Over 40 years

5. Marital Status

Married Single Widowed

6. Highest Level of Education

High school Certificate Diploma Degree Masters PhD

Other (please specify) _____

7. Which of these projects implemented by Uwezo Fund are you aware of?

(You may cross more than one box)

Agriculture Trade Service Manufacturing Others

8. Which sector of the community projects sponsored by Uwezo Fund are you involved in?

(You may cross more than one box)

Agriculture Trade Service Manufacturing Others

9. What benefits have you obtained from this project?

Increased Income Food Security
 Built new house
 Created Employment

10. How many years have you been involved with government affirmative action projects?

0-5yrs 6-10yrs 11-15yrs 16-20yrs >21yrs (indicate) _____

PART II

A. IMPLEMENTATION OF GOVERNMENT AFFIRMATIVE ACTION PROJECTS

1. According to your knowledge of the project, has Uwezo Fund been able to create employment to the members of the group?

Yes No Don't Know

2. Do you think the implementation of Uwezo Fund projects has helped in bringing up other enterprises?

Yes No Don't Know

3. According to your knowledge of the project, has the level of poverty reduced?

Yes No Don't Know

4. Do you think Uwezo Fund has helped set in motion innovation among youth, women and people with disability?

Yes No Don't Know

B. LEVEL OF FUNDING AND IMPLEMENTATION OF PROJECTS

1. What percentage was Uwezo Fund financial support in relation to your project budget?

0-20% 21-30% 31-40% 41-60% 61-80% 81-100%

2. Can you directly attribute the success of your project(s) to the financial support you received from Uwezo Fund?

Yes No

3. How would you term time taken by Uwezo Fund program to release funds to community projects after request?

On time Late Very Late

4. Did time taken in releasing the finances to community groups affect your project activities?

Yes No

5. How much financial support have you received from the Uwezo Fund program?

50,000 100,000 >100000<500000

6. To what extend did the period of financial support from Uwezo Fund influence your projects?

Very highly Highly Moderately Very Limited

C. MANAGEMENT AND IMPLEMENTATION OF PROJECTS

agencies			
3. Local leaders			

3. To what level was the impact of stakeholder involvement on project outcomes?

Very high High Moderate Low Very low

E. CAPACITY BUILDING AND IMPLEMENTATION OF THE PROJECTS

1. Did Uwezo Fund conduct any training for you to enhance your capability to handle challenges related to your project?

Yes No

2. If yes, how many times?

1-5 times 6-10 times More than 10 times

3. In your own opinion, how did you find the relevance of the trainings?

Very Relevant Fairly Relevant Not Relevant

4. Have you ever applied a skill/knowledge you acquired from any of the conducted trainings?

Yes No

5. If yes in above, how useful was it?

Very Useful Fairly useful Not Useful

APPENDIX 4: EXTRACTS FROM KREJCIE AND MORGAN ON SAMPLE SIZE

Determining sample size for research activities

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	140	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384


Note: "N" is population size "S" is Sample size

APPENDIX 5: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:

MS. FAITH N SIMIYU of UNIVERSITY OF NAIROBI, 48412-100 NAIROBI, has been permitted to conduct research in **Nairobi County** on the topic: **FACTORS INFLUENCING IMPLEMENTATION OF GOVERNMENT AFFIRMATIVE ACTION PROJECTS; A CASE OF UWEZO FUND PROJECTS IN EMBAKASI EAST SUB-COUNTY, KENYA** for the period ending: **4th July, 2017**


Permit No. : NACOSTI/P/16/17825/12256
Date Of Issue : 5th July, 2016
Fee Received :Ksh 1000


Director General
National Commission for Science, Technology & Innovation

Applicant's Signature

CONDITIONS

- You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
- Government Officers will not be interviewed without prior appointment.**
- No questionnaire will be used unless it has been approved.**
- Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice**


NACOSTI
National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 9937

CONDITIONS: see back page