ANALYSIS OF FACTORS THAT CONTRIBUTE TO SUCCESSFUL IMPLEMENTATION OF PROJECTS: THE CASE OF ANGLICAN CHURCH OF KENYA, MT. KENYA REGION.

BY

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DECLARATION

This research project report is my original work and has not been presented for the award of the degree in 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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ABSTRACT

The main objective of the research was to analyze the major factors that influence the successful implementation of projects. The research is descriptive in nature and takes a survey of Anglican Church of Kenya, Mt. Kenya region. This region constitutes three dioceses; All Saints Cathedral, Thika and the diocese of Nairobi. The target population for the research was the senior clergy, senior administrators and project managers. A sample size of 60 respondents was selected.

Anglican Communion is a faith based organization with faithful all over the world. The Church has gone through dynamic evolution in response to the changes in the environment with regard to social and economic structures. The study established that for many years' operations in Anglican Church has been done without a plan and strongly driven by personal charisma and traditions rather than responding to the needs of its many stakeholders particularly the worshipers. The study was therefore critical in establishing the issues which needs to be considered for successful implementation of the church projects while at the same time taking cognizance of the causes of project failure.

The majority of the projects were development projects mainly with regard to hospital projects, school projects, real estates, the residential places for the priests' and other projects which were pursued on the basis of departments.

The vision of the ACK is a strengthened Anglican Church built on the foundation of the apostolic faith in Jesus Christ with the ability to equip all God's people to face the challenges of the new millennium. The study investigated the challenges which ACK has faced in the implementation of its projects inline with its vision statement. Its mission is to bring all people into a living relationship with God through Jesus Christ, through preaching, teaching, healing and social transformation and enabling them to grow in faith and live life in its fullness. The research assessed how well the church has been able to live to its strategic statements with regard to the implementation of its projects given the nature of the dynamics in the environment.
The ACK church has developed a five-year strategic plan which mainly focuses on evangelism and social transformation. The research findings established the critical factors of success that needs to be considered for the successful implementation of the church projects which is paramount for the sustainability of the institution.

Since organizational prosperity is created, not inherited (Porter. 1998). it is important to study how institutions are creating enabling environment for sustainability of projects, especially in determining the critical factors of success (Barney and Hesterly, 2005) so as to help formulate appropriate adaptation to changes for survival, growth and development. This is particularly important for faith based organizations that have the task and responsibility of impacting the lives of the humanity not only spiritually but in all the holistic components of development.

The study establishes the relationships that exist in good project management skills, monitoring and evaluation skills, project management planning models application against success or failure of projects. It concludes by strongly recommending adoption of strategic approaches towards implementation of ACK and other faith based organization projects as opposed to ad hock orientation.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

A project is a temporarily endeavor pursued by people who work together to create unique product or service within an established period and budget to produce identifiable deliverables (project management institute, 2000). For over 50 years, project success has been defined by the criteria of time, budget and deliverables (Flaman, Gallagher, 2001). Burke (2003) defines project management as the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholder's needs and expectations from a project. The writer further argues that the discipline of project management can be described in terms of its components and processes conveniently defined by as nine knowledge areas; integration, scope, communication, time, cost, procurement, quality, human resource management and risk.

Burke (2003) also observes that it is during the 1900s that special project management techniques were developed during the military and aerospace projects of the 1950s and 1960s. Burke (ibid) also states that traditionally the management of project was earlier considered more of an art than science but with the growing number of project management institutions, associations and academic establishments, project management has become more of a science and discipline as accepted practices are captured and formalized in the global body of knowledge and certified programmes.

Projects differ from operations, because operations are continuous and repeating while projects are temporarily. Operations deliver the same or almost the same results, but in contrast, projects are unique for major projects, it is necessary sometimes to set up a special temporary organization, consisting of project team and one or more work teams (Flaman, Gallagher, 2001).

The history of the Anglican Church of Kenya goes back to 1844 when the first missionaries of the CMS (Church Missionary Society) arrived in Mombasa. The Diocese Eastern Equatorial Africa was formed in 1884, including today's Kenya, Tanzania and
Uganda. The mission spread to central and western Kenya as of the year 1900. The work benefited greatly from the East Africa Revivals in the first half of the 20th century, when mass conversions occurred (Hannington, 1993). In 1927 Kenya became a diocese on its own. The first Kenyan bishops were consecrated in 1955 and in 1960 the Province of East Africa was established covering Kenya and Tanzania. The two countries became separate provinces ten years later. That same year, 1970, the first African archbishop of Kenya was installed. In 1998 the name of the province was changed to Anglican Church of Kenya (Hannington, 1993).

The authority of the Anglican Church of Kenya is Episcopal Church governance, which is the same as other Anglican churches. That is, headed by bishops who is an overseer or superintendent. The church maintains a system of geographical parishes organized into dioceses. A number of dioceses put together form a region. Mt. Kenya region is composed of three dioceses; Nairobi, Thika and diocese of All Saints Cathedral.

There is no central governance of the Anglican Church. Each of the member churches or provinces of the Anglican Communion is governed independently. The rules under which a church is governed are called canon law.

The structure of canon law is not altogether unlike that of modern civil law. A parish has rules or bylaws, which must conform to the rules or canons of the diocese of which it is a member; that diocese in turn must stay within the canons of its province or national church. The provinces and national churches, by choice, have inherited the canons of the Christian church dating back to its earliest days. This accumulation of canons over the centuries and throughout the world is collectively referred to as Anglican Canon Law.

Every 10 years there is a Lambeth conference at which all of the bishops of the Anglican Communion gather to debate issues of doctrine. Doctrine can indirectly affect church governance, but resolutions passed at the Lambeth Conference are not binding on any member churches unless they choose to modify their own canons to be bound by them. However, a church that rejects too much of the doctrine of the Anglican Communion may
find itself unwelcome to be or remain part of that Communion.

Anglican Church of Kenya has an influential position in the society due to its locus and history. Despite the church appearing to be traditional, there is increased demand for her to meet the needs of the society for her to remain relevant and influential. Providing a conceptual framework for the church would be critical in ensuring that the implementation of the projects is guided by management and the organizational structure which makes the church effective in terms of successful implementation of her development projects. ACK like any other organization has no enough resources and it should therefore maximize on the scarce resources that are available through better coordination and setting standards to be used in controlling of resources deployed towards development projects.

(Flaman, Gallanger. 2001) carried out a study focusing on time and cost overruns in power projects in Kenya and in the process identified contractors’ inabilitys, improper project preparation and resource planning, workers definitions, government bureaucracy and poor risk assessments as the causes of delays and cost overruns. These findings may not be unique to the power projects and could cut across the other sectors of the economy including the church and thus the need to be careful in the implementation of the church projects.

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

Wang and Nah (2001) concluded in their study on project management at the Kenya Railways that poor communication, little experience of the project manager, late procurement of equipments, Lack of training of the project managers, ineffective monitoring and control systems negatively affect project management efficiency.
1.2. Problem Description
This section is divided into two parts, first dealing with the background of the problem and the other statement of the problem.

1.2.1 Background of the problem
Strategies are a critical element in organizational functioning. Most organizations have good strategies however, successful strategy implementation remains a major challenge. There has been a lot of research done addressing the factors that contribute to project failure. The previous research has mainly focused on what causes delays in project implementation and cost overruns. Nevertheless, there is need to be proactive in the examination of the factors that contribute to the success of project implementation and management. Faith based organizations have in the past operated without paying particular attention to the observation of the best practices in the pursuit of their projects. This is mainly because in the past the faithful have always supported the church projects without demanding accountability from the people who are responsible for the implementation of these projects. However, the modern church is faced with emerging issues most of which threatens its sustainability especially if it fails to manage its projects prudently.

1.2.2 Statement of the problem
The main objective of the study therefore was to analyze the factors that contribute to the success of project implementation. The study also examined the causes of project failure in the sampled dioceses. The research sought to establish extent to which the success or failure of the projects is dependent on the management capacity to work within time, budget and specifications.

1-3 Purpose of the study
The purpose of the study was to analyze the factors that contribute to successful implementation of projects. The study also investigated the major challenges that bring about project failure as well as determining how these challenges could be militated against.
1.4 Objectives of the study

The general objective of the study was to investigate the factors which promote successful implementation of the projects.

The specific objectives of the study were to;

1) Identify the Critical success factors (CSF) that influence successful implementation of projects.
2) Establish to which extent does Critical Success Factors institute successful project implementation.
3) Investigate the main challenges that lead to high project failures and how these challenges could be overcome.
4) Determine the best practices that lead to increased efficiency in successful project implementation and sustainability.

1.5 Research questions

The study would seek to answer the following questions;

1. What are the critical success factors that influence successful implementation of projects?
2. To what extents do Critical Success Factors institute successful project implementation?
3. What are the main challenges that lead to project failures and how can these challenges be overcome?
4. What are the best practices that lead to increased efficiency in successful project implementation and sustainability?

1.6 Significance of the study

The study is intended to examine the critical success factors that lead to successful implementation and management of projects. The study is aimed at seeking to understand the factors that lead to successful project implementation. The beneficiaries of this study will therefore embrace those factors which will lead to successful implementation of their Projects. They will also have an understanding of those factors which contributes towards high failure in project implementation and thus taking precautions in the process of
implementation and management of their projects. All faith based organizations will particularly find the study very useful since church like any other organization in both private and public sectors has to observe those critical factors of success which are fundamental for effective project implementation. The modern church has indulged into major development project initiatives which are deemed necessary for sustainability purposes; the study is therefore useful since it has highlighted those issues which the church needs to observe in order to keep abreast with the challenges of project implementation.

1.7 Scope of the study
The study was confined to ACK, Mt. Kenya region. This region is made of three dioceses; All Saints Cathedral, Thika and the diocese of Nairobi. It examined the factors that are critical for successful implementation of the projects in the church. The study targeted the project managers, senior clergy and administrators in the said region. These respondents were deemed suitable to provide the required information which was relevant for the research study. The region was chosen since it has the highest number of projects as per May 2009 according to the ACK national board.

1.8 Delimitation of the study
The researcher invested in making the baseline survey tool i.e. the questionnaire very simple to fill. The researcher also explained the rationale of the study to the respondents which made them appreciative significance which prompted their willingness to participate in the interviews.

1.9 Limitation of the study
The research study encountered the following limitations which could have hindered the successful achievement of the research objective and affect subsequent answering of the questions.

1- The research was of its own kind since in the past the church personnel were engaged in evangelical endeavor; this was project and result oriented. The researcher explained the rationale of the study to the participants and they willingly
participated given the nature of the significance of the study.

2. The respondents in the sampled unit constituted executives who did not have enough time for baseline survey. To overcome this limitation, the research questionnaires were made short with provision of emailing the response through internet.

1.10 Assumptions of the study

The assumptions which were made in the study include;

a) There is positive correlation between understanding critical success factors and effectiveness in the implementation of the projects.

b) Faith based organizations like the other institutions have to subscribe to best practices in project management for sustainability.

1.11 Definitions of significant terms

a) Critical success factors - important considerations which contribute towards the excellence of a project

b) Effectiveness - The extent to which actual outcomes are achieved, in terms of the planned outcomes, via relevant outputs, programs or administered expenses.

c) Diocese - fundamental unit of the church administration and governance

d) Diocesan region - a geographical segment of the church that puts together a group of diocese those are within the same jurisdiction.

e) Likert scale - A psychometric scale commonly used in questioners and is the most widely used scale in survey research. When responding to a likert questionnaire item, the respondents specify their level of agreement to a statement.
f) Mt. Kenya region  
A geographical segment of ACK that puts together the dioceses of Nairobi, Thika and all Saints Cathedral.

g) Parishes 
subdivisions of the diocese.

h) Project 
A temporally engagement that has a definite start date and end. It must be pursued within a certain time, budget and specifications. (Dancan, 1996).

i) Project management - 
The application of knowledge, skills, tools and techniques to project activities in order to meet stakeholders need and expectations from a project. (Burke, 2003).

j) Project manager 
Some one who is generally in charge of running the operations of a project (Meredith and Mantel, 2006).

k) Strategy 
A game plan which provides an organization with the appropriate means to achieving the organizational goals. (Pearce and Robinson. 2000).

1.12 Summary
The main objective of the study was to identify the critical success factors that contribute to successful implementation and management of projects in ACK dioceses of Nairobi, Thika and All Saints Cathedral. The study is justifiable because the beneficiaries of this will come to understand the critical factors of success in project implementation as well as the reasons which contributes to project failure. This way, the beneficiaries will be effective in the processes of implementation and management of their projects.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
The purpose of this chapter is providing theoretical background on the origin of project management, review of literature on project implementation and the concept of project management strategies. The chapter initially captures the project management concepts which then lead to examining the conditions necessary for successful implementation of projects. This is followed by the critical success factors for project implementation and then the factors that hinder successful project implementation.

2.2 Programs versus projects
The Mbeche model suggests a serial method of handling project work, a new one started only when the previous one is finished. For project based organization the situation is more complex, because there could be projects at all the stages of the project cycle, and the players and project teams could have several ongoing relationships depending on the projects they are handling. A program is a group of related projects, managed in a coordinated way, aimed towards accomplishing a common strategic goal or objective or mission of an organization. The projects can be in sequence or parallel and at any one point in time the projects can each’be at different stages or phases of the project life cycle. In addition to project work a program can include operational work since programs have a longer life cycle than individual projects and are aimed at establishing some new organizational operational capacity (Yourker & Gopi, 2005).

Mbeche (2000) suggests that a project goes through the following phases: Conception, Identification, Preparation, Appraisal, Selection, Negotiation and Financing, Planning for Implementation, Implementation, Monitoring and Participatory Reporting. Chandra (2002) has a model which has the project stages as Planning, Analysis, Financing, Implementation and Review, However, many authors agree that these activities go hand in hand and are not easy to isolate, but must all be carried out together to make the project work. (Barney & Hesterly, 2005), and that all these activities may involve
beneficiaries, implementing staff, supervisory staff, and project management staff. The aim is to ensure that the activities are carried out on schedule to facilitate implementation as specified in the project design. It is desirable to detect any constraints to realizing the design and take corrective action proactively rather than reactively. The channels of communication between all stakeholders should be clear to allow transparency and accountability for all people involved. (Block & Davidson 2001).

2.2.1 Project Cycle Management
Whittaker (1995) defines two phases of project management that are interdependent and necessary for good project management. These are Project Definition- determining the scope and nature of project to be designed, and Project Strategy- establishing how the design and construction are to be achieved. The strategy is dependent on the objectives, business requirements, technology, external influences, available resources, managerial experience, risks and uncertainties of the project execution. Project Cycle management can be defined as the realization of the project concepts and goals through effective, transparent, accountable and responsible administration of a given set of activities to the satisfaction of stakeholders. All stakeholders should be regularly consulted during the life of a project. Project cycle management therefore implies a process oriented project management system covering the whole project cycle from conception to project completion. It is an effective decision-making process to ensure certain actions occur at the right time within the life of a project so as to attain the desired and specified quality output within the budgeted costs (Mbeche, 2000).

2.3 Conditions necessary for successful implementation of projects
Project implementation often constitutes the most important stage in project development especially in developing countries (Wayne, 2002). Depending on how it is managed, the project implementation thus contributes to the economic development of these countries (Arrowsmith, 1998). The first initiative towards successful implementation of project is to establish the scope (Rosario, 2000). The scope must be clearly defined and be limited. This includes the amount of the systems
implemented and amount of projects process reengineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase (Sumner, 1999; Wee, 2000). Summer, 1999 asserts that the project scope and expansion need to be assessed in terms of the additional time and cost of proposed changes.

Holland et al, 1999, states that the project must be formally defined in terms of its milestones. Timeliness of the project and the forcing of timely decisions should also be managed (Rosario, 2000). Deadlines should be met to help stay within the schedule and budget and to maintain credibility (Wee, 2000). Project implementation should be disciplined with coordinated training and active human resource department involvement (Falkowski et al, 1998). According to Wee, 2000, delivering early measures of success focus on results and constant tracking of schedules and budgets against targets are important. Project sponsor commitment is critical to drive consensus and to oversee the entire life cycle of implementation (Rosario, 2000). The escalation of issues and conflicts should be managed (Rosario, 2000).

Sumner (1999), states that a projects leader should be in charge so that there is a projects perspective. According to Falkowski et al, 1998, there should be a high-level executive sponsor, who has the power to set goals and legitimize change. He continues to say that transformational leadership is critical to success of the projects.

Project implementation is the principal means through which governments meet developmental needs such as the provision of physical infrastructure and the supply of essential medicines (Rege, 1999: 496).

2.4 Critical Success Factors

Different project managers in different organizations subscribe to different approaches in implementing projects. However, there are those unique factors that lead to successful implementation of project in a nutshell. The seven critical success factors stated by Cooper (1999) include:

(1) Solid up front homework to define the product and to justify the project.
(2) Dedication to the voice of the customer - market and customer inputs throughout the project.

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

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

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

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

(7) Accountable, dedicated, supported cross-functional teams with strong leaders

The management of the project team should be critical so that the entire process can add value and enjoy the benefits of synergy. The project team should consist of the best people in the organization (Buckout et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. The team should have a mix of consultants and internal staff so that the internal staff can develop the necessary technical skills for design and implementation (Sumner, 1999). Both projects and technical knowledge are essential for success (Bingi et al., 1999; Sumner, 1999).

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

The team should be familiar with the projects functions and products so that they know what needs to be done to support major project processes (Rosario, 2000). The team should be given compensation and incentives for successfully implementing the system on time and within the assigned budget (Wee, 2000). Good coordination and communication between the implementation partners are essential. It is extremely critical that partnership trust is present and the team members are working well together.
Change management program and culture is an instrumental factor of success for project implementation. An organizational culture where the employees share common values and goals and are receptive to change is most likely to succeed in project implementation. Change agents should also play a major role in the implementation to facilitate change and communication, and to leverage the corporate culture. The culture which keeps abreast with the changes in the environment sets a precedent for future success of any projects perused by such organizations.

Summer 2004, asserts that top management support, project plan and vision, minimum customization, effective communication, project management, software development, testing and troubleshooting, monitoring and evaluation of performance, project champion, and appropriate project and IT legacy systems promotes successful implementation of the projects

Performance measurement system needs to be appropriately linked to the output specification and the allocation of risk between the parties involved in the project cycle. There should be effective links among all the parties involved in the implementation of the projects in order to ensure that there is synergy in the entire process

The selection of project managers with the relevant range of knowledge and skills is very important to the overall success of project. Most of the factors for success are matters that project managers acting for the awarding authority and the development partner would expect to have an active role in promoting. If the skills of the managers that are entrusted with the duty of coordinating, organizing, supervising, leading and monitoring the projects are wanting, the success of the projects could be limited.

The other general critical success factors may include:

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

b) A well drafted output specification, establishing the quantity and quality of
infrastructure/services to be provided over the period of the contract;
e) Consultation with end-users to ensure that their needs are properly reflected in the output specification and inform the detailed design of facilities;
d) A balanced performance measurement system coupled with clear and appropriate risk transfer, to ensure that the service provider has incentives to deliver the project and operate facilities to suit the needs of the end-users;
e) Commitment and adequate resourcing of project by awarding authorities;
f) Involving financiers at an early stage, to ensure their criteria for funding can be met and to avoid abortive negotiations;
g) Good project management and appropriate composition of the project team

2.5 Barriers of Successful Implementation of Projects

Cooper, (1999) suggested the following factors that prevent successful implementation of projects:

1) Ignorance - do not know what should be done in a well-executed project.
2) Lack of skills - do not know how to do key tasks and underestimate what is involved in these tasks.
3) Faulty or misapplied new product process - missing key elements, laden with bureaucracy or over applied processes/
4) Too confident - believe that already know the answer.
5) A lack of discipline - no leadership
6) Big hurry and corners.
7) Too many projects and not enough resources

The previous research and Scholarly work have documented factors that hinder successful implementation of projects. Some of these factors that have been accepted universally include;

2.5.1. Technology

Pacelli (2004) in his studies on building construction technologies found out that using new technologies can be very exciting for a building project particularly if the
technology enables the contractor or the customer to do things that are otherwise not possible. Alternatively, even if the technology has been proven successful, contractors and customers must ensure that people working with this technology have attained adequate experience. Otherwise, when in doubt, there is absolute need to test the technology always until one is comfortable it is going to work. Added to this, is the need to get the right skills to work on and develop the technology.

2.5.2 Project Team

(Okumu 2005), chairperson of the Institute of Surveyors of Kenya (ISK) observes that death from road accidents and collapsing structures is the ultimate price the country has to pay for ignoring the land surveyor in the construction projects. A project team is usually a function of an aggressive team or a task force consisting of members drawn from various functional specialist departments of the client led by a mature multidisciplinary generalist (Joy 1994).

The success of a building construction project is largely dependent on how the project team has been constructed, its organizational structure' expertise and commitment to the project success (Summer 2004). It is recommended that a successful building construction project team should consist of a project manager who is tasked with the responsibility of planning and scheduling project tasks and the day-to-day management of project execution.

2.5.3 Poor Monitoring and Evaluation of Performance

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

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

2.5.4 Project Mission
Every project has at its core, a need to solve some problem that is perceived by someone or a group, (Wee, 2000). There is tremendous need for clarity of purpose and a need to state what the real and tangible consequences will be if stated problem is not solved at the completion or failure to complete the project. Many projects have been initiated without any mission statement and those that have any, have mission statements that are either vague or unrealistic.

It is crucial to get a very consistent view of what the project is intended to accomplish via the use of a clear mission statement. This includes ensuring that all the stakeholders understand the mission and are brought into working to resolve it, lest other stakeholders resist the project.

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

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

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

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

2.5.7 Poor Procurement Systems.

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

2.5.8 Problems with the Original Technique

Summer, 1999 says that Original technique is highly dependent upon the project implemented experience. Implemented experience includes cognitive style, personality, and resulting mental models. This assertion is supported by a number of other researchers (Haley and Stephen, 1989; Kydd, 1989; McNamara, 1997; Spell, 2001). For example, in a technically-oriented engineering organization, one may find a bias toward conceptualizing force field factors in terms of predominantly technical issues such as information systems adequacy, lack of technical tools, etc.

Compounding this problem of myopia are the numerous cognitive heuristics (mental "rules of thumb") that often overwhelm otherwise solid decision-making and judgment (Kahneman et al., 1982; Schwenk 1986). Such decision-making biases include preferences for concrete and vivid information and/or recently received information, and a host of other mental "shortcuts" shown to impede planning and problem solving performance (Kahneman et al., 1982). All of these response biases can result in the force field analysis missing key influences that should be addressed. When added to the uncertainty and "noise" that inevitably arises in plan implementation, these biases can result in implementation fails that might otherwise have been avoided.

2.6 Conceptual framework

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

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

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

Stakeholder management is also an important factor (Pinto and Slevin, 1987) in the
implementation of projects. This is seen in community involvement and communication and information that could imply that stakeholder handling is important. Technical factors have been identified by Morris and Hughes (1987) as important for successful project implementation e.g. technological developments. Nature and market conditions, top management support and management design have been identified by Morris and Hughes (1987) and Pinto and Slevin (1987) as important for project implementation. External conditions such as politics play an important role in implementation of projects especially during the awarding of contracts where canvassing is seen. It can be concluded that the presence of all these CSFs lead to a successful project implementation process with the net outcome being the project outcome and the business outcome.

**Figure 1: Conceptual Framework**
Figure 1 shows the flow of the research variables. The dependent variables are the project implementation critical success factors while the independent variables are the ownership by the stakeholders, project planning, design and formulation, project implementation process, project team and organizational culture. The interaction of the critical success factors with the above mentioned independent variables leads to a successful implementation of projects.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The main objective of this study is to analyze the critical success factors that promote effective implementation of projects. This chapter presents the methodology that was used to carry out the study. These include the research design, target population, sampling procedure, data collection methods and data analysis.

3.2 Research Design

The research design in this study was descriptive survey method. This method was preferred because it allowed prudent comparison of the research findings. It is the descriptive survey that sought to determine project implementation. This required primary data collection on quantitative data for comparison.

3.3 Target Population

The target population was the senior clergy, project managers and senior administrators in the ACK, Mt Kenya region. According to the national ACK board as at May 2009, the region had the highest number of projects.

The senior clergy and senior administrator formed part of the population since they play a key role in fundraising and determining which projects will be run. They are also the representatives for the church in the meetings with the donors and the development partners. Project managers play the role of monitoring and evaluation of the projects in the diocese. They also prepare project reports and provide operational feedback to the donors, faithful and development partners which are critical for the future relations with the stakeholders and thus project funding.

ACK Mt. Kenya region has a total population of 602 for the senior clergy, senior administrators and project managers. Gay, 1981 states that 10% sample size of the entire Population is good representation.
3.4 Sampling procedure

Purposeful sampling was used in making the choice of the study for the dioceses in Mt. Kenya region as opposed to other regions in ACK. Mugenda and Mugenda (1999) state that purposeful sampling technique allows a researcher to use cases that have the required information with respect to the objectives of his study. He further argues that cases of subjects are hand picked because they are informative or they posses the required characteristics. Kerlinger, 1993 argues that purposeful sampling is appropriate depending on the researcher's knowledge of the population, its elements and the goals of the study.

A sample size of 60 respondents was selected from the target population (602). Gay, 1981 states that 10% sample size of the entire population is good representation. The sample size was considered a representative of the population since it comprised 10% of the target population. In order to get equitable representation of the sample, stratified random sampling was employed as recommended by Mugenda and Mugenda (1999).

Table 3.1: Sampling matrix

<table>
<thead>
<tr>
<th>Dioceses in Mt. Kenya region</th>
<th>Target Population</th>
<th>Sample Size (10% of the target population)</th>
<th>Percentage of the sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nairobi</td>
<td>300</td>
<td>30</td>
<td>50%</td>
</tr>
<tr>
<td>All Saints Cathedral</td>
<td>200</td>
<td>20</td>
<td>30%</td>
</tr>
<tr>
<td>Thika</td>
<td>100</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>602</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

3.5 Data Collection Methods

Data collection was by means of the questionnaire and interview. The questionnaire approach was both structured (close-ended) and unstructured (open-
ended) questions. The structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information. With unstructured questions, a respondent's response may give an insight to his feelings, background, hidden motivation, interests and decisions and give as much information as possible without holding back.

Administration of the questionnaire was done through drop and pick later basis. In a situation where clarification was required, the researcher was available.

3.6 Operational Definition of Variables

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

Table 3.2: Measures for Variables

<table>
<thead>
<tr>
<th>Particular</th>
<th>Measurement</th>
<th>Unit of Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project Implementation Process</td>
<td>i. Time</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Amount Funded</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Critical Path and total cost</td>
</tr>
<tr>
<td>2</td>
<td>Project Team /Personnel</td>
<td>i. Team Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* ij. Qualification</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Experience in the sector</td>
</tr>
</tbody>
</table>

3.7 Instrument Validity and Reliability

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

Content validity will help the researcher to ascertain whether he has included or represented all of the content of the research in the study. The pilot tests enabled the researcher to test consistency among different questionnaires as filled by the respondents.

3.8 Data Analysis methods

Data was analyzed using descriptive statistics. The descriptive statistical tools helped the researcher to describe the data and the features of data that was of interest. The mode was be used more so as to analyze the responses in the questionnaires.

The data analysis tool of Statistical Package for Social Scientists (SPSS) was used. This gave a deeper insight into the responses from top management into the subject of the research. The output has been presented percentages, tables as well as using SPSS.

Data analysis made use of percentages, tabulations, means and standard deviation. Tables were used to summarize respondents for further analysis and to facilitate comparison. Percentages were used to determine the extent to which respondents engage in strategic planning. The mean was used to determine the average number of respondents that embrace strategic planning in project implementation.

3.9 Chapter Summary

This chapter dealt with the research! methodology where the researcher used descriptive survey to carry the study. The researcher targeted the project managers, senior administrator and senior clergy who are involved in project implementation for ACK Mt. Kenya region. The sample size was made up of 60 respondents out of the target population of 602. The data which was quantitative in nature was analyzed using SPSS and the outcome interpreted and presented using the tables and measures of the central tendency.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction
This chapter presents the findings of the research in tables. Frequencies and percentages. Measures of central tendency were also used to present the findings of the research. The chapter analyzes the research by identifying the findings from the questionnaire and interviews guide followed by their respective analysis in tables. The objective of the study was to analyze the major factors that influence successful implementation of projects in ACK. A sample size of 60 respondents was selected from ACK Mt. Kenya region which constitutes the diocese of Nairobi, Thika and All Saints Cathedral. The respondents were the senior clergy, senior administrators and project managers.

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

4.2 Findings from the Questionnaire
This section shows the findings that the researcher obtained from the questionnaires. SPSS was used to analyze the data and give the output. The data was displayed in form of tables and the results interpreted. This information was then presented in form of tables.
4.2.1 Demographic Information

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

Table 4.1: Job Designation/Department

Table 4.1 presents the findings on the job designation of the respondents. This is the presentation of the findings which enabled the research to establish the representation of the respondents with regard to their departmental roles.

<table>
<thead>
<tr>
<th>Job Designation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior clergy</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>Senior administrators</td>
<td>34</td>
<td>56.7</td>
</tr>
<tr>
<td>Project managers</td>
<td>18</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.1 shows the job designation of the respondent. From the table, 56.7% were senior administrators, 30% project managers and 13.3% were senior clergy. This implies that majority of the respondents were senior administrators followed by project managers. This information is necessary since the job category of the respondents will assist in prejudging on whether the respondent is well informed on the information required. The pie chart below shows the same information.

Table 4.2: Gender Information

Table 4.2 presents the findings which relates to the gender representation. It was important information since it enabled the research to assess the involvement of both men and women given the sensitivity of gender balance issues.
Table 4.2 above illustrates the gender of the respondents. According to the table, 51.1% were male while 48.9% were female. This implies that majority of the respondents were male.

**Table 4.3: Age Bracket (Years)**

The findings in table 4.3 relates to the age of the respondents. This information was critical since it informed the research about the age of the respondents which formed the basis for the assessment of their hands on skills in successful implementation of the projects.

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>13</td>
<td>20.0</td>
</tr>
<tr>
<td>30-39</td>
<td>29</td>
<td>48.9</td>
</tr>
<tr>
<td>40-49</td>
<td>7</td>
<td>12.2</td>
</tr>
<tr>
<td>50 years and Above</td>
<td>11</td>
<td>18.9</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The researcher was also interested in knowing the age of the respondents as shown by table 4.3. From the table, 48.9% were aged 30 - 39 years while 20% aged between 20 -29 years. Only 12.2% were 40 - 49 years of age. The rest constituting 18.9% of the respondents were over 50 years of age. This indicates that majority of the respondents were 39 years of age and below.
Table 4.4: Work Experience

Table 4.4 was the representation of the findings that relates to the respondents experience. The findings informed the research on the capacities that the respondents possessed in the management of the projects based on the experience. It also gave important information with regard to the considerations that the church leadership makes when assigning the duties for the management of projects on the basis of experience.

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 years and below</td>
<td>10</td>
<td>17.8%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>8</td>
<td>15.6%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>28</td>
<td>44.4%</td>
</tr>
<tr>
<td>20 years and above</td>
<td>14</td>
<td>22.2%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

The table 4.4 shows the duration of the working experience of the respondents. From the table, 44.4% had an experience of 11 - 15 years. Only 17.8% had an experience of 5 years and below while 22.2% had an experience of 20 years and above. This implies that majority of the respondents had a working experience of at least 11-15 years.

4.5 Findings on Project Implementation

These findings assessed the level of the challenges that were incurred in the process of implementing the projects. The findings informed the research on the levels of the challenges which the project managers go through in fulfilling their duties.

Table 4.5: Challenges in Implementing Projects

Table 4.5 shows the challenges that were encountered by the implementers of the Projects. It was important information in terms of establishing the causes of high project kuure in the research study.
Table 4.5

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>71.1%</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>28.9%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

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

Table 4.6: Project team

Table 4.6 presents the findings on the size of the project teams that the projects managers are usually leading. The findings were important since they informed the research on the leadership capacities of the project managers to govern the project team towards project success. The findings were also important since they enabled the research to determine the size of the projects that the church normally handles.

Table 4.6

<table>
<thead>
<tr>
<th>Team Size</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5</td>
<td>*</td>
<td>9</td>
</tr>
<tr>
<td>6-10</td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>11-20</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>21-30</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Above 31</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
</tr>
</tbody>
</table>

Determining the number of project team members that a project manager is in-charge, research revealed that a 9 (15%) of the respondents were heading a team of below 5 Members while a majority 30 (50%) headed between 6-10 members. Another 12 (20%)
were heading a team of between 11-20 members while 6 (10%) headed a group of between 21-30 members. Another 3 (5%) of the respondents are heading a team of above 31 members (see Table 4.4). different projects require different number of staff.

**Table 4.7: Project management training**

Table 4.7 gives information which relates to the number of the project managers that were trained for the job. The findings were important because they informed the research on the qualification of the project team.

<table>
<thead>
<tr>
<th>Team Size</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Had training in project management</td>
<td>50</td>
<td>84.2</td>
</tr>
<tr>
<td>Had no training in Project Management</td>
<td>10</td>
<td>15.8</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The analysis from table 4.7 above illustrates that a majority 50 (84%) of the respondents were in possession of project management skills while 10 (16%) reported that they had not undergone any form of training on project management.

**Table 4.8: Specifications of the type of training.**

Table 4.8 contains information that specified the nature of the training that the project managers got. The research findings informed the research on the competencies that the project managers had against the success or failure of the projects.

<table>
<thead>
<tr>
<th>Area of training</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management</td>
<td>17</td>
<td>35%</td>
</tr>
<tr>
<td>Project development</td>
<td>11</td>
<td>22%</td>
</tr>
<tr>
<td>Project monitoring and evaluation</td>
<td>15</td>
<td>29%</td>
</tr>
<tr>
<td>Project finance and administration</td>
<td>7</td>
<td>14%</td>
</tr>
</tbody>
</table>
According to Table 4.8, 17 (35%) had received training in project management while 15 (29%) had received training on project monitoring and evaluation. Another 11 (22%) had received training on project development while 7 (13%) had received training on project finance and administration. None of the respondents had received training on security.

Based on the findings of Table 4.1, majority (35%) of the respondents had received some form of training on project management thus making the respondents knowledgeable to provide the information requested for this research.

**Table 4.9: The Severity of Certain Factors on Project Implementation**

Table 4.9 contains information that pertains to the severity of the factors that determines the success of the projects. This information established the level of importance of the presumed factors and how they affect the success of the projects.

**Table 4.9**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Most Severe</th>
<th>Fairly severe</th>
<th>Indifferent</th>
<th>Less Severe</th>
<th>No effect at all</th>
<th>Mean</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late Delivery</td>
<td>26</td>
<td>22</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>1.87</td>
<td>0.92</td>
</tr>
<tr>
<td>Cost Over-runs</td>
<td>34</td>
<td>18</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>1.57</td>
<td>0.51</td>
</tr>
<tr>
<td>Poor workmanship</td>
<td>40</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>1.53</td>
<td>1.05</td>
</tr>
<tr>
<td>Resource constraint</td>
<td>30</td>
<td>16</td>
<td>10</td>
<td>4</td>
<td>0</td>
<td>1.80</td>
<td>0.89</td>
</tr>
<tr>
<td>Time</td>
<td>6</td>
<td>8</td>
<td>4</td>
<td>26</td>
<td>16</td>
<td>3.63</td>
<td>1.63</td>
</tr>
</tbody>
</table>

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

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

**Table 4.10: Challenges of Implementation after Receiving Funding**

Table 4.10 indicates the challenges faced in the implementation process in the order of severity. Measures of central tendency were used in the evaluation process.
Table 4.10 indicates how different factors bring challenge to project implementation even after receiving the funding. Likert-Scale was used where the most severing factor was awarded 5 points while the factor that was believed to have no influence at all to the implementation of projects was given 1 point. Mean and standard deviation was applied in analyzing the data. From the table. Poor Monitoring and Evaluation of Performance had a mean of 4.27 with a standard deviation of 0.88 while factors other than Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique had a mean of 2.70 with a standard deviation of 1.00. This implies that poor monitoring and evaluation of performance is the biggest challenge in projects implementation even after funding the projects.

4.3 Findings from the Interview Guide

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

\[ f_t \]

The researcher also enquired on the technology that the respondents' organization do employ and how prepared the organizations are for their employees in keeping up with the dynamics in technology. From the response, ACK had not kept its employees up with the changing technology in the context of project implementation. This could be a major contribution to the challenges facing project implementation of the church projects.

The respondent's organization project team is structured in accordance to the project at hand. For major projects to be carried out in a long duration there is a team to work on the project site to ensure compliance. There would be the support team not necessarily on
the site and the evaluation team. The teams work together and present a report upon the project's completion. An independent body ensures the projects are well implemented. ACK maintains a formal relationship with their development partners however; a legacy of high profile project developers is missing.

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

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

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CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter gives the summary of the findings, discussion, conclusion and recommendations regarding the major factors that are critical for successful implementation of projects.

5.2 Summary of Findings
The study dealt with the factors which are critical for successful implementation of the projects. From the study, the researcher made some observations as summarized below:
Concerning the job designation of the respondent were in the senior administration. This implied that the responsibility of implementing, monitoring and evaluation of projects was delegated to staff who had limited skills in project management. It was observed that there was no gender equity in terms of assignments of the duties for project implementation. This could be due to the fact that until recently women were not allowed to serve in senior management positions in priesthood. Majority of the managers were relatively young aged 30 - 39 years with an average of 11 - 15 years work experience. This meant that the senior clergy who were slightly elderly did not possess much skill in the management of projects. On training, none of the personnel had trained on project security thus putting the sustainability of the church projects at stake.

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

Concerning the severity of certain factors or project implementation, poor workmanship had a mean of 1.53 with standard deviation of 1.05 while time had a mean score of 3.63 with a standard deviation of 1.63. This implies that poor workmanship is a severe challenge facing projects implementation while time has the little influence in project implementation.
CK has more male lead managers than female lead managers. This was verified during the study where 51.1% of all the respondents were found to be male while 48.9% were male. The researcher can also conclude that, majority of the respondents were middle aged as was confirmed by the study where a 48.9% majority were ranging between 30 and 39 years. In addition, majority of the lead managers had a working experience of at least 11-15 years as indicated by 44.4% of all lead managers who were interviewed.

From the findings, poor workmanship had a mean of 1.53 with a standard deviation of 3.5 while time had a mean score of 3.63 with a standard deviation of 1.63. This implies that poor workmanship is a severe challenge facing projects implementation while time is the little influence in project implementation. In addition, Poor Monitoring and Evaluation of Performance had a mean of 4.27 with a standard deviation of 1.18 while factors other than Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique had a mean of 2.70 with a standard deviation of 1.00.

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

3 Discussion

CK Mt. Kenya region has always operated as a project structure. This has enabled the organization to deal with many projects, some of which have been funded by the donors while others are funded by the faithful. Time, finances and the good will of the beholders are critically important for successful implementation of the projects. Vernal forces particularly the Politics in Kenya have continued to play both positive
and negative roles in the successful implementation of the projects. Political patronage has got its way through determining which projects should be funded and generally supported dependent on the political alignments. However, it's worth noting that a majority of the projects most often hindering project implementation even in faith based organizations. Majority of the respondents had a working experience of at least 11-15 years in their respective dioceses. This has an implication that majority of the respondents have a lot of experience in project implementation. Also was revealed that majority of the project implementers are faced with problems when implementing the projects since 71.1% said that they had been faced with challenges in implementing a project while 28.9% said they have never been challenged.

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

Another discussion to be made is that technology is also a major factor contributing to the challenges facing project-implementation of the ACK based projects. From the respondents, ACK Mt. Kenya region had not kept its employees up with the changing technology.

Poor Monitoring and Evaluation of Performance supported by its mean of 4.27 with a standard deviation of 1.18, Technological Challenges, Poorly defined Project Mission/Objects, Political patronage and Problems with the Original Technique with a mean of 2.70 and a standard deviation of 1.00, implies that poor monitoring and evaluation of performance is the biggest challenge in projects implementation even after funding the projects. The respondents from all the diocese said that political environment plays a vital role in
project implementation. According to the respondents, most projects are-not implemented in time and sometimes remain unimplemented due political influence.

5.4 Conclusion

The following conclusions were made from the research:

1. Monitoring and evaluation of projects is the most critical success factor for effective implementation of the project.
2. Without proper monitoring and evaluation of projects, the project team faces the biggest challenge in projects implementation even after getting the funding the projects.
3. Political patronage has an effect on the nature of the projects that are funded mainly from the government sources of fund. The research established that corruption is endemic and takes many facets despite being a faith based organization.
4. The church has not invested highly in the training of their staff particularly in the area of project management. This has been evident since none of the respondents has been trained on project security.
5. The faithful have funded much of the project as compared to donor funding and other sources. However, there is some level of discontent among the faithful with regard to the way the church projects are managed thus threatening the sustainability of the church projects.
6. Technology is a major strategic driver of change in project management which. However, ACK operations have not kept abreast with the dynamics of technology.

5.5 Recommendations

The research would make the following recommendations which should be considered for sustainability of the ACK projects and other related organizations;

1. There should be effective monitoring and evaluation of projects.
2. Availability of funds is of critical importance for the success of the projects. However, without proper monitoring and evaluation, the successful
implementation the project is not guaranteed. Its therefore recommended monitoring and evaluation tools should be adopted before implementation of the projects.

3. Political patronage should not be allowed to interfere with the development projects.

4. The church should invest in training the staff on project management so that they can possess the required skills.

5. The church management should adopt best practices in the management of the projects in order to build the confidence of the faithful who are main partners in fundraising for the church based projects.

6. There should be effective integration of the project activities with technology in order to survive the challenges of the modern world of technology.

5.6 Suggestion for Further Research
The researcher would advise that future studies should look into the challenges that the process of project implementation particularly in the social responsibility practice. In the future, there should also be the investigation of the monitoring and evaluation tools/models which may be used for the control of the projects. A research on the on the best practices in procurement procedures should be considered, hopefully, such research could generate findings on the best practices that should be followed to the letter while observing the ethical policies spelt offi. Future researchers should also expand the population of study to include the role of donors or financiers in the project development.
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APPENDICES

Appendix 1: Introductory Letter to Respondents

DANCAN NJAGI IRUNGU
P.O BOX 5310-00200
NAIROBI
8th May, 2009.

PROJECT MANAGERS/ SENIOR CLERGY
ANGLICAN CHURCH OF KENYA

DEAR MR/MRS

RE: QUESTIONNAIRE ON THE PROJECT MANAGEMENT STUDY
I'm currently pursuing a master's degree in project management and planning in The University of Nairobi. In order to successfully finish the course. I'm expected to carry out a research on a given topic. I have made a choice on the topic and preferred your organization, ACK for the case study.

I would wish to collect data from your organization so as to meet the objectives of the study. The data gathered will be treated with utmost confidentiality. On completion of the research, a copy of the findings will be available for you on request.

I look forward into having an appointment with you.

Yours Faithfully,

DANCAN N. IRUNGU
Appendix 2: Interview Guide

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

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

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

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

5. How do you structure your project team?

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

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

8. How do you monitor and evaluate performance?

9. Does political environment play any role in your projects? If yes, how?
### Appendix 3: Secondary Data Collection Form

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Appendix 4: Primary Data Questionnaire

Dear respondent,

My name is Dancan Irungu a final year student, Masters of project management and planning University of Nairobi.

This questionnaire has been designed to collect information from the personnel, Anglican church Of Kenya . The information generated will be used only for the purposes of the study and will be treated in strict confidentiality. Do not write your name on this questionnaire. Please answer by ticking ( ) the correct answer or by writing in the space provided.

Thank you for your support.

PART I: BACKGROUND INFORMATION

1. What is your in designation?

   Senior clergy
   Senior Administrator
   Project manager

2. What is your gender?

   Male
   Female

3. What is your age in years?

   20-29
   30-39
   40-49
   50 and above
Appendix 4: Primary Data Questionnaire

Dear respondent,

My name is Dancan Irungu a final year student, Masters of project management and planning University of Nairobi.

This questionnaire has been designed to collect information from the personnel, Anglican church Of Kenya . The information generated will be used only for the purposes of the study and will be treated in strict confidentiality. Do not write your name on this questionnaire. Please answer by ticking ( ) the correct answer or by writing in the space provided.

Thank you for your support.

PART I: BACKGROUND INFORMATION

1. What is your in designation?

   Senior clergy ()
   Senior Administrator ()
   Project manager ()

2. What is your gender?

   Male 0
   Female 0

3. What is your age in years?

   20 - 29 ()
   30 - 39 ()
   40 - 49 ()
   50 and above 0
4. What is your work experience in years?

  5 years and below  ()
  6 - 10 years  ()
  11 - 15 years  ()
  20 years and above  ()

5. Do you encounter challenges in the process of implementing the project?

   Yes  ()
   No  ()

6. What is the number of staff that you normally lead in project implementation?

   Below 5  ()
   6 - 10  ()
   11 - 20  ()
   21 - 30  ()
   Above 31  ()

7. Have you ever been trained in project management?

   Yes  ()
   No  ()

8. If your answer is yes for 7 above, indicate the area of training.

   Project management t  ()
   Project development  ()
   Project monitoring and evaluation  ()
   Project finance and administration  ()
   Project security  ()
9. Please rank the following causes of project failure in your organization according to experience, with * 1' being the most severe cause and '5' the least severe.

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10. Does the church engage external monitoring and evaluation personnel?
   Yes       ()
   No        ()

11. If your answer for the ten above is Yes, to what extent is the willingness of the leadership to implement the evaluation reports in your opinion?

12. Is there any other additional comment that you think can enhance your organizational effectiveness in terms of managing projects?
   Yes       ()
   No        ()

13. If your answer is yes in 12 above, make some recommendations.

THANKS ALOT