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# Relationship between Selected Critical Factors and Implementation of Donor Funded Projects in Bomet County, Kenya

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## Abstract

Despite the fact that donor funding has continued to play an important role in developing countries, especially sub-Sahara Africa, it is ironical to note that after half a century of channeling resources to the third world countries by donors, little development has taken place. It is because of the so many incomplete donor funded projects in the country despite so much money injected into them, that this study sought to establish the relationship between selected critical factors and implementation of donor funded projects in Kenya in Bomet County. The general objective of the study was to establish the relationship between selected critical factors and implementation of donor funded projects in Bomet County, Kenya. The theoretical foundation for this study was informed by Resource-based theory, Organizational Theory, Behavioral theory and Project Management Competency Theory. This study adopted a descriptive survey design. The target population was all the 300 employees in the donor funded projects in Bomet County. The unit of observation was the project managers, project supervisors and the employees. The sampling frame of this study included the project managers, project supervisors and the employees of the 15 ongoing projects in Bomet County. Stratified random sampling was used to obtain the sample size for the employees. Primary data was collected by use of a semi structured questionnaire. SPSS was used to analyze the data. The results indicated that staff competence and project implementation was positively and significantly related. Organizational structure and project implementation was positively and significantly related. Monitoring and evaluation and project implementation was positively but not significant. Resource allocation and project implementation was positively and significantly related. Based on the findings the study concluded that staff competence,

organizational structure, monitoring and evaluation and resource mobilization had a significant effect on project implementation. The study recommended that the project members and beneficiary groups should be also be involved in monitoring and evaluation of donor funded projects in order to build their capacity in directing their own development projects. More training needed to be given to the community representatives to enlighten them on the goals the projects were meant to achieve.

**Keywords:** *Critical Factors, Implementation, Donor Funded Projects & Bomet County*

## **1.1 Introduction**

Implementation of Donor funded projects remains a top priority for the international development community. Implementation is the stage where all the planned activities are put into action (Bartle, 2012). Before the implementation of a project, the implementers (spearheaded by the project committee or executive) should identify their strength and weaknesses (internal forces), opportunities and threats (external forces) (Achappa & Bagewadi, 2017). The strength and opportunities are positive forces that should be exploited to efficiently implement a project (Chapman, 2016). The weaknesses and threats are hindrances that can hamper project implementation. The implementers should ensure that they devise means of overcoming them. Monitoring is important at this implementation phase to ensure that the project is implemented as per the schedule (Heggelund, 2017).

According to Acharya (2012), whether tackling the global Sustainable Development Goals (MDGs) or working collaboratively on Poverty Reduction Strategies at the country level, donor agencies must improve their effectiveness to achieve concrete development outcomes and eliminate poverty. Easterly (2013) argued that in looking at the history of aid, one might wonder if Official Development Assistance (ODA) is truly meant to promote economic growth and reduce poverty. Mosley and Marion (2015) asserted that problems of economic governance and ineffective utilization of development assistance have ranged from poor or no consultation with the intended beneficiaries; lack of coordination between various government agencies; the failure to harmonize policies; programs and procedures harmonization and alignment; poor project design; to poor monitoring of foreign funded projects and consequently indebtedness and poverty (Bryce, 2013),

The effectiveness of donor funded projects is determined by both technical and managerial capacity of the human resources of the implementing agencies. In addition, appropriate supportive infrastructure is a necessity Muyuka (2015). According to Arndt (2010), the officers in the donor funds projects chain may lack the formal training in foreign aid management, budgeting and accounting. These weak skills may lead to poor understanding of the donor expenditure protocols. A study conducted by Ahsan (2018) on Procurement Issues in Donor-Funded International Development Projects in Bangladesh indicated that, challenges that faced implementation of donor funded projects were related to project management capacity/capability and ethics. More specifically, the challenges deemed most important were those related to improper project planning, undue practices in procurement implementation, government bureaucracy and interference in procurement, and inexperienced procurement staff (Kurzawska, 2018)

For successful and timely implementation of a project, Implementation teams (also called Local Leadership Teams) must be in place to provide active leadership to manage the implementation

efforts and support the people using the new innovation or practice (Heggelund, 2017). The implementation team should engage in continuous communication and feedback with the State Leadership Team about the issues, successes and needed resources to support successful implementation and expansion. Chen and Wang (2014) asserts that for a successful implementation of a project, technical leadership is key, a technical leader who is engaged, quick to recognize and respond to issues that arise, organizes groups to solve problems, and regularly produces desired results. Technical leaders work in the zone where there is substantial agreement about what needs to be done and reasonable certainty about how to do it to realize successful implementation. The measure for implementation of projects for the study was timeliness, achievement of set goals, benefits to the locals, financial prudence and effectiveness.

Burdescu, Azul and Mackay (2015) in a study to determine the influence of Monitoring and Evaluation on project implementation in Latin America revealed that, Monitoring and evaluation had a strong influence on project implementation. In Uganda, Oguta (2014) findings revealed significant positive relationships between Project Manager Competence, Community involvement, coordination and effective project implementation. The study further asserted that, for effective implementation of NGO projects, manager competence is a better predictor of effective implementation of NGO projects than community involvement, and coordination. In South Africa, Florida (2010), in a study on roles of monitoring and evaluation in projects implementation pointed out that, many projects in third world countries fail to be successfully completed due to lack of understanding of the need for monitoring and evaluation. According to Kitivi (2011), the Government of Kenya through the various ministries especially the Ministry of Planning and Devolution in collaboration with donors over the years have initiated projects countrywide including Education, Food security, health care among others.

Bomet is one of the 47 counties in Kenya which is located in the former Rift Valley Province and covers an area of 1,997.9 km<sup>2</sup> (County Government of Bomet, 2018) and a population of 730,129. Bomet County has its headquarter in Bomet town. Bomet County has five (5) constituencies divided into 25 electoral wards. There were 15 active donor funded projects in Bomet County (Auditor General, 2019)

## **1.2 Statement of the Problem**

Despite the fact that donor funding has continued to play an important role in developing countries, especially sub-Saharan Africa, it is ironical to note that after half a century of channeling resources to the third world countries by donors, little development has taken place. It is estimated that USA provides approximately 80 million US dollars in aid to SSA annually (Amusa, Monkam & Viegi, 2016). The average per capita income in the region has fallen since 1970 despite the high aid flows. This scenario has prompted aid donor agencies and experts to revisit the earlier discussions on the effectiveness of foreign aid (Ouma, 2012). In Bomet County, cases of overruns in cost, schedule and technical quality have been rampant (Ndambiri, Kiragu & Riro, 2018; Mutai, 2016). The major projects that have missed the targeted implementation deadline over the last five years have risen by 20 % (Auditor General, 2018). In addition, the cost overruns of the projects have increased by 23% over the period 2012-2017.

In Kenya both the central and the county governments have been receiving funds from several donors for financing various projects implemented by the government; however, there have been problems of under-absorption of the funds hence failing to implement projects or slow implementation of the projects (KNBS, 2016). This problem cuts across all sectors of the

governments. Even where projects were successfully completed, assets maintenance is a problem hence sustainability is compromised as the projects wear out very fast from vandalism and careless usage.

Some of the studies done present gaps; Muoki (2016) conducted a study to establish the role of organizational structure on project implementation in public universities in Kenya. The current study sought to establish the relationship between selected critical factors and implementation of donor funded projects in Bomet County, Kenya, creating conceptual, contextual and geographical gaps. Otieno (2010) conducted a study to establish the roles of monitoring and evaluation in project implementation. The focused on the role of monitoring and evaluation on project implementation, hence creating a conceptual gap. Nair (2014) in study to establish the impact of allocation of resources by project managers. The significant role and responsibilities of project manager is to plan, schedule and allocate resources towards development of the project. The study presents conceptual gap.

In addition, there is therefore need to investigate the factors influencing implementation of donor funded projects in Kenya. It is because of the so many incomplete donor funded projects in the country despite so much money injected into them, that this study sought to establish the relationship between selected critical factors and implementation of donor funded projects in Kenya with a case of Bomet County.

### **1.3 Research Objective**

#### **1.3.1 General Objective**

To establish the relationship between selected critical factors and implementation of donor funded projects in Bomet County, Kenya.

#### **1.3.2 Specific Objectives**

The following are the specific objectives which guided the study;

1. To examine the relationship between staff competence and project implementation of Donor funded projects in Bomet County, Kenya.
2. To establish the relationship between organizational structure and project implementation of Donor funded projects in Bomet County, Kenya.
3. To assess the relationship between projects monitoring and evaluation on project implementation of Donor funded projects in Bomet County, Kenya.
4. To establish the relationship between resource allocation and project implementation of Donor funded projects in Bomet County, Kenya.

### **1.4 Research Questions**

1. How does staff competence have an effect on project implementation of Donor funded projects in Bomet County, Kenya?
2. How does organizational structure have an effect on project implementation of Donor funded projects in Bomet County, Kenya?
3. How does monitoring & evaluation have an effect on project implementation of Donor funded projects in Bomet County, Kenya?
4. How does resource allocation have an effect on project implementation of Donor funded projects in Bomet County, Kenya?

## **2.1 Literature Review**

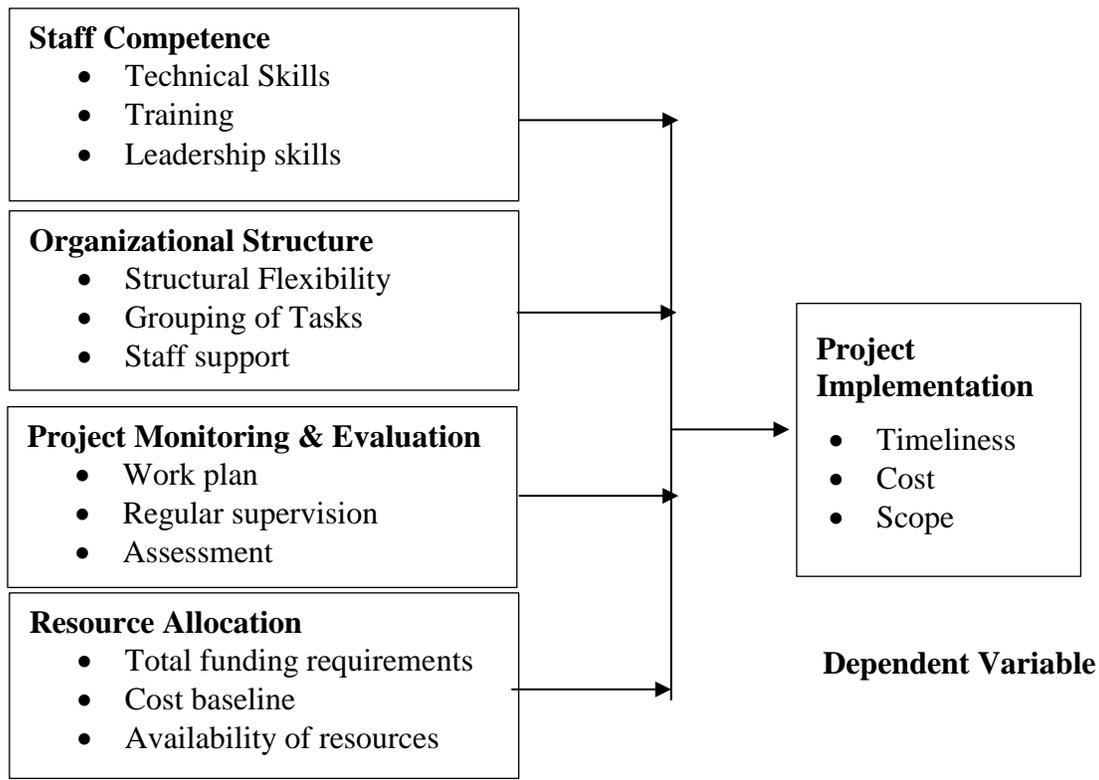
### **2.1.1 Theoretical review: Resource-Based Theory**

The theory was proposed by Barney in 1991. According to this theory, all resources are equally important to determine the project success and performance. Findings show that intangible resources are important determinants for project's successes such as assets are scarce, specialized and difficult to trade, imitate or appropriate are viewed as intangible. Resources can be defined as the productive assets of the firms the means through which activities are accomplished (Mackey & Barney, 2019). RBT theoretically predicts intangible resources as important factors for success of a project. Intangible resources are financial, physical, human, intellectual, organizational, reputational and technological resources.

For the success of a project, all the resources should be incorporated together. Human beings as a resource must have intelligence and required technology to manage the material and financial resource properly. A superior performance is usually based on developing a competitively distinct set of resources, heterogeneous and strategic development and a capable workforce in a well conceived strategy to sustain superior returns (Alvarez & Barney, 2017). Indeed strategists who embrace this theory point out that competitive advantage comes from aligning skills, strategic deployment and capable workforce with organizational systems, structures and processes that achieve capabilities at the organizational level (Sedera, Lokuge, Grover & Sarker, 2016). This theory is relevant to the current study since it guides the study to assess the extent to which resource allocation affects the implementation of donor funded projects.

## **2.2 Conceptual Framework**

According to Kombo and Tromp (2009), a concept is an abstract or general idea inferred or derived from specific instances. A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Bell, Bryman and Harley, (2018) define a conceptual framework as a hypothesized model identifying the model under study and the relationship between the dependent and independent variables. Kothari (2004) defines an independent variable also known as the explanatory variable as the presumed cause of the changes of the dependent variable, while a dependent variable refers to the variable which the researcher wishes to explain. The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. The conceptual model presented in Figure 1.



### Independent Variables

**Figure 1: Conceptual Framework**

The conceptual model presented in Figure 1 depicts the relationship between the four variables of the study namely; staff competence, organizational structure, project monitoring and evaluation, resource allocation and the dependent variable which is project implementation.

## 2.3 Empirical review

### 2.3.1 Staff Competence

Staff competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations (Bjork, 2016). Lam (2018) argues that the required project management skills can include: communication and feedback systems, quality, safety, risk and a conflict management system, supervisory skills, experience, coordination and leadership, communication skills, organizational structures, control mechanisms of subcontractors' work, and the overall managerial actions in planning, organizing, leading and controlling. A project team can be viewed as a team that is newly formed to undertake a unique task (Hass, 2010). This definition of a project team frames some of the complex challenges that successful project teams must overcome, such as delivering on unique tasks which are often higher risk than more mundane operations, forming disparate participants into an effective team, preserving knowledge as the team changes over time and once the project team is disbanded (Costello, 2018)

Jason (2017) asserts that project implementation can begin and certainly is designed to fail if there first wasn't a competent Manager to see it through, on time and within budget. The project manager's first role is making a feasible plan that achieves the goals and objectives of the project and aligns with the organization's overall business strategy. This is not only a blueprint with which to run the project, but a critical part of the pitch to get approval for the project implementation. Part of the plan is defining the project's scope and determining what resources are available, estimating time and financial commitment, as well as how to monitor and report on the project's progress. With a non-skilled project manager, the implementation of project may be a mirage. Muslea and Yang (2016) pointed out that, an implementation manager is project manager who focuses on implementing the project according to the laid down schedule. The implementation manager oversees the task, ensuring the project adheres to budget and time frame guidelines. Steps in the implementation process include setting goals, planning, and monitoring progress to completion.

### **2.3.2 Organizational Structure**

Harper (2015) defined organizational structure as a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. A functional organizational structure is based on each job's duties. Muoki (2016) finds that organizational structure is the main key element in improving the efficiency of all organizations. It is considered as the framework of the organization providing a foundation through which organizations functions; but translating strategic project thought into organization action is the most difficult phase of project management, and without successful implementation of projects the organization will not achieve its objectives. The structure of organizations models the behavior of its employees who become products of organizational structures in either positive or negative manner (Chen & Wang, 2014). Organizational structure has been broadly considered to be an anatomy of the organization that provides a foundation within which institutions function. Thus, structural deficiencies may affect employee's behavior and performance negatively which adversely impacts organizational project implementation (Felisters, 2016).

### **2.3.3 Project Monitoring & Evaluation**

Monitoring is defined as the routine continuous tracking of the key elements of project implementation performance that is: inputs activities and outputs, through recordkeeping and regular reporting (Verbrugge, Ganzevoort, Fliervoet, Panten & van den Born, 2017). It is also the tracking the planned implementation against the actual implementation, in order to able to report on how the project is progressing and if there is need for corrective action and to facilitate decision making by the project manager during implementation (Obando, Luwesi, Förch, Opiyo, Shisanya & Förch, 2018).

Evaluation on the other hand is the episodic (not continuous as the case with monitoring usually midterm and at end of the project) assessment of an ongoing or completed project to determine its actual impact against the planned impact (strategic goal or objectives for which it was implemented) efficiency, sustainability, effectiveness (Casley & Lury, 2016). Evaluations are systematic and independent and they are an assessment of an ongoing or completed project including its design, implementation and results. Evaluations also assess the relevance, efficiency of implementation, effectiveness, impact and sustainability of the project (Hassenforder, Pittock, Barreteau, Daniell & Ferrand, 2016).

Project managers often use project plans, milestones and budgets to reduce risks and obtain project control (Githenya & Ngugi, 2014). The common thread from the surveys on why construct projects succeeds include among others; clear goals, management support, control mechanism and communicating (Rozenes, Spraggett & Vitner, 2016). The proposed approach raises a major conflict issue with the role of the project manager as it is very hard for project managers to keep the pace of the project when kept under a constant auditing (Alshanbari, 2010). According to (Dawood & Mallasi, 2016) the Gatt Chart widely used in project does not capture the visual interaction between the construction activities during the implementation phase. Continuous monitoring and evaluation have shown to produce the desired results. According to Douvere and Ehler (2011), for project executors (i.e., a company Community Relations Team, a company/NGO partnership, or a company foundation), M&E can improve management. By monitoring progress against defined goals, a project manager can assess what is working and what is not, and from there can determine what changes should be made to a project. This in turn makes it possible to improve the way things are being done in the project implementation.

#### **2.3.4 Resource Allocation**

In project planning a resource-allocation decision is a plan for using available resources, especially human resources especially in the near term, to achieve goals for the future which includes the implementation of the project. It is the process of allocating resources among the various projects.

According to Pinto and Slevin (2011), resource allocation is a major management activity that allows for project execution. In organizations that do not use a strategic-management approach to decision making, resource allocation is often based on political or personal factors. Project strategic management enables resources to be allocated according to priorities established by annual objectives. Nothing could be more detrimental to strategic management and to project implementation success than for resources to be allocated in ways not consistent with priorities indicated by approved annual objectives. All organizations have at least four types of resources that can be used to achieve desired objectives: financial resources, physical resources, human resources, and technological resources. Allocating resources to particular project does not mean that project will be successfully implemented. Harrison and Lock, (2017) posits that there are a number of factors commonly prohibit effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge.

Mica (2014) asserted that, whether it's because of poor planning and a need for clash management tools, or because someone can't say "No", over-allocation is the most common allocation scheduling misstep project managers make. As a project manager, you are in charge of ensuring that projects are duly implemented and completed within the stipulated time line and with the resources available, but it doesn't help anyone to over-extend those resources to the point of burnout, or to put other projects at risk.

#### **2.3.5 Project Implementation**

According to Githenya and Ngugi (2014), a good project implementation is essential. An individual or group of people should be given responsibility to drive success in project implementation. First, scope should be established and controlled and 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. The project must be formally defined in terms of its

milestones. The critical paths of the project should be determined. Timeliness of project and the forcing of timely decisions should also be managed.

Cleland and Gareis (2016), argued that Project planning and implementation are two very different things; unfortunately, too many managers pour all of their energy into ambitious planning efforts without giving enough thought to how goals actually will be achieved. Strategic planning efforts essentially take place in a laboratory devoid of the range of uncontrollable variables present in the real world. Even the best laid plans need correction and adjustment on-the-fly, making project managers' jobs that much more important. Implementing projects is important for project managers and the strategic planning process because it can reveal new issues and challenges those planners may not have anticipated, ultimately resulting in more refined strategies, products and processes.

Crawford and Nahmias, (2010) who found that top management, objective support and stakeholder management are critical factors in implementation projects. Poor and uneven allocation of resources seems to be the main constraint which prevents successful implementation of many projects in Kenya. Müller and Jugdev (2012) pointed out that, after a successful project planning, the next step is to start the project implementation phase which is the third phase of the project management life cycle. The implementation phase involves putting the project plan into action. It's here that the project manager will coordinate and direct project resources to meet the objectives of the project plan. As the project unfolds, it's the project manager's job to direct and manage each activity, every step of the way.

### 3.1 Methodology

This study adopted a descriptive survey design. According to Upagade and Shende (2013), a descriptive survey is mainly concerned with description of facts only. It is a self-report that requires the collection of equitable information from sample. The target population was all the employees in the donor-funded projects in Bomet County. The study focused on the on-going donor funded projects in Bomet County. The unit of observation was the project managers, project supervisors and the employees. According to The County Project Report (2018), there was approximately 1 project manager, 1 project supervisor and 20 employees in every project and thus the total population was 220. The sampling frame of this study included the project managers, project supervisors and the employees of the 10 ongoing projects in Bomet County, Kenya. The study adopted census method for project managers and supervisors since their population is small. Yamane (1967) simplified formula was used to obtain the sample size for the employees.

A total of 180 employees were apportioned equally in the 15 projects with 12 respondents. Stratified random sampling technique was used to select the respondents. Therefore, the total respondents were 210. The study used primary data that was largely quantitative and descriptive in nature. Primary data was obtained from the community members and water executive committee members using structured questionnaires. A multivariate regression model was used to show the relationship between the independent variables to the dependent variable as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Where;

Y =Project Implementation

X<sub>1</sub> =Staff competence

X<sub>2</sub> = Organizational structure

X<sub>3</sub> = Project Monitoring and Evaluation

X<sub>4</sub> = Resource Allocation.

## 4.1 Results and Findings

### 4.1.1 Correlation Analysis

Correlation analysis was conducted to establish the relationship between the independent and dependent variables. The results in Table 1 revealed that staff competence and project implementation is positively and significantly related ( $r= 0.603, p=0.000$ ). The results further indicated that organizational structure and project implementation are positively and significantly related ( $r=0.604, p=0.000$ ). Further, results showed that monitoring and evaluation and project implementation were positively and significantly related ( $r=0.650, p=0.000$ ). Lastly, resource allocation and project implementation were positively and significantly related ( $r=0.629, p=0.000$ ). This implies that an increase in staff competence, organizational structure, monitoring and evaluation and resource mobilization led to an increase in project implementation.

**Table 1: Correlation Matrix**

Variables		Project Implementation	Staff competence	Organizational Structure	Monitoring & Evaluation	Resource Allocation
Project Implementation	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Staff competence	Pearson Correlation	.603**	1.000			
	Sig. (2-tailed)	0.000				
Organizational Structure	Pearson Correlation	.604**	.545**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Monitoring & Evaluation	Pearson Correlation	.650**	.601**	.570**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Resource Allocation	Pearson Correlation	.629**	.568**	.636**	.625**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

### 4.1.2 Regression Analysis

The study sought to carry out regression analysis to establish the statistical significance relationship between the independent variables notably staff competence, organizational structure, monitoring and evaluation and resource mobilization on the dependent variable that was project implementation. According to Rencher and Schaalje (2009) regression analysis is a statistical process of estimating the relationship among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent and one or more independent variables. More specifically, regression analysis helps one to understand how the typical value of the dependent variable changes when any one of the

independent variable is varied, while the other independent variables are held fixed (Bell, Bryman & Harley, 2018).

**Table 2: Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748a	0.65	0.546	0.4025

Staff competence, organizational structure, monitoring and evaluation and resource mobilization were found to be satisfactory variables in explaining project implementation. This is supported by coefficient of determination also known as the R square of 0.65%. This means that staff competence, organizational structure, monitoring and evaluation and resource mobilization explain 65% of the variations in the dependent variable, which is project implementation. This results further means that the model applied to link the relationship of the variables was satisfactory in explaining implementation of projects.

The Analysis of Variance (ANOVA) results are shown in Table 3.

**Table 3: Analysis of Variance**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	26.335	4	6.584	40.646	.000b
Residual	20.734	142	0.162		
Total	47.069	146			

The findings further confirm that the regression model of is significant and supported by F=40.646, p<0.000) since p-values was 0.000 which is less than 0.05.

The study conducted a regression of coefficient analysis to establish the statistical significance relationship between the independents variables notably Staff competence, organizational structure, monitoring and evaluation and resource mobilization on the dependent variable that was project implementation. The regression of coefficient results are as shown in Table 4.10.

**Table 4: Regression of Coefficients**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.316	0.101		22.905	0.000
Staff competence	0.096	0.037	0.206	2.619	0.010
Organizational Structure	0.093	0.038	0.198	2.439	0.016
Monitoring and Evaluation	0.134	0.039	0.283	3.409	0.001
Resource Allocation	0.097	0.040	0.209	2.456	0.015

The regression of coefficients results show that staff competence and project implementation is positively and significantly related ( $\beta=0.096$ ,  $p=0.010$ ). The results further indicated that organizational structure and project implementation are positively and significantly related ( $\beta=0.093$ ,  $p=0.016$ ). Further, results showed that monitoring and evaluation and project implementation were positively but not significant ( $\beta=0.134$ ,  $p=0.001$ ). Lastly, resource allocation and project implementation were positively and significantly related ( $\beta=0.097$ ,  $p=0.015$ ).

The multiple regression model was laid as below.

$$Y = 2.316 + 0.096X_1 + 0.093X_2 + 0.134X_3 + 0.097X_4$$

Where:

Y = Project Implementation

X<sub>1</sub> = Staff Competence

X<sub>2</sub> = Organizational Structure

X<sub>3</sub> = Monitoring and Evaluation

X<sub>4</sub> = Resource Allocation

The findings agree with Cleland and Gareis (2006) who studied the relationship between project manager's competence and project implementation success and indicated that there is a positive and significant relationship between technical knowhow of the project manager and successful implementation of a project. The study pointed out that project managers juggle numerous management duties at once, sometimes for long hours and at a rapid pace, to ensure that all aspects of a project run smoothly from implementation all the way through to completion

The findings are also consistent with Belassi and Tukul (2011) who conducted a study on a new framework for determining critical success/failure factors in projects and found out that a factor in one group can influence a factor in another group, and a combination of several factors from various groups might lead to project failure. For instance, top management support is a factor related to an organization which can be influenced by the general state of the economy. Similarly, the uniqueness of project activities can influence the project manager's competence on the job. Lack of top management support together with the project manager's lack of competence on the job might lead to project failure. One of the advantages of grouping the factors in this fashion is that although it might be difficult to identify the success factors specific to certain industries or organizations, it might be easier to identify whether the success or failure is related to the project manager and/or to the project and/or to external factors.

The findings are in line with Raps (2014) who observed that an implementation effort is a "no boundaries" set of activities that do not concentrate on implications of only one component, such as the organizational structure. The study observed that when implementing a new project it is dangerous to ignore the other components because strategy implementation requires an integrative point of view. One needs to consider not only the organizational structure, but the soft facts as well the cultural aspects and human resources perspective. This study highlighted organizational structure and cultural aspects as the only factors that influence the implementation of new projects.

The findings are consistent with Otieno (2010) conducted a study to establish the roles of monitoring and evaluation in project implementation and the findings revealed that, there was a

strong connection between M & E and project implementation. The study asserted that, monitoring and evaluation when carried out correctly and at the right time and place are two of the most important aspects of ensuring the success of many projects' implementation. The study further argued that, evaluation has been used to resolve non-programme issues affecting different donors. For instance, two organizations involved in separate but similar programmes on land management may undertake an evaluation of the entire project to assess the extent to which they can cooperate. Consequently, evaluation can be seen as a process that determines the viability of projects and facilitates decisions on further resource commitments.

The findings agree with Nair (2014) who established that the significant role and responsibilities of project manager is to plan, schedule and allocate resources towards development of the project. Hence, efficiency of project manager in right estimation and prediction of resources for the project has an influencing impact on the success of a project. It was asserted that the role of project manager is one of the highly modulating factors that aims towards estimation and apt allocation of resources in successfully developing projects. However, the deep investigation carried on several empirical projects developed at various software industries indicates the existence of variations between resource estimation prior to the development process and actual allocation of resources during the developmental period by the project manager.

## **5.1 Conclusions**

Based on the findings, the study concluded that staff competence, organizational structure, monitoring and evaluation and resource mobilization had a significant effect on project implementation.

Under staff competence, the study concludes that the project members trained its staff for special skills and competence to enable them deliver on their job descriptions. Respondents indicated that most of the team members are qualified to carry out their duties in the projects. There was ample coordination in the project execution and the project team regularly acquires relevant training on project implementation. Further, the project team exercises competence during the whole project period and the project managers take responsibility for the implementation of project.

Under organization structure, the study concluded that the organization structure of management team supports the subordinate in ensuring successful implementation of the project and Project managers consult with clients before acting. In addition, the project managers are committed in the way they discharge their duties for the success of implementation and the top management delegates duties and do follow up to ensure they are accomplished.

In monitoring and evaluation, the study concluded that regulatory of monitoring and evaluation influence performance of donor funded projects at very great extent. Monitoring is a very important step-in the project management life cycle. The study concluded that inappropriate monitoring and evaluation influences the implementation of donor funded projects. It can finally be concluded that staff participation in projects affect the implementation of donor funded projects in that their technical skills or lack thereof play a key role in the development of appropriate results-based project implementation strategies.

Lastly on resource allocation the study concluded that the project receives adequate funds needed for its implementation and perform projections at the beginning of the project to serve as reference point for future tracking. There is availability of resources that should enable successful completion of the project and adequate workforce to achieve all the plans that have been drafted.

The project receives timely funding from the donors and well-wishers however financial resources are limitations to completion of the projects.

### **6.1 Recommendations**

The study also recommends that the project staff should be trained and/or given in-service courses on project implementation. This will give them the requisite skills and knowledge in project implementation. The project managers should provide the necessary resources and facilities for project implementation. This will facilitate effective implementation of donor funded projects.

The study recommends that the project implementers should take account of the needs, concerns and capacities of the project target groups and explain its actions and decisions to them. In doing this, the community should be involved by identifying their needs and coming up with a projects in which they will be able to give feedback. Organizations that are accountable to the people they serve are committed to improving the quality of their work and this demonstrates that they listen to the community members and take action.

The study recommends that the project members and beneficiary groups should be involved in monitoring and evaluation of donor funded projects in order to build their capacity in directing their own development projects. Monitoring and evaluation should be well integrated into project implementation right from inception to completion.

The study established that the projects receives adequate funds needed for its implementation and perform projections at the beginning of the project to serve as reference point for future tracking. This study however recommends that organization should continue to enhance and develop resource allocation policies to guide in the management and allocation of the limited human and financial resources for the future.

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