PROJECT PLANNING AND IMPLEMENTATION OF PROJECTS BY SAFARICOM LIMITED IN MOMBASA COUNTY, KENYA

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DECLARATION

The project is my original work and has not been presented for award of any degree in any other university. No part of this project should be reproduced without the prior authority of the author and/or that of Kenyatta University.

Signed: _____ Date _____

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The research project has been submitted for the examination with my approval as the university Supervisor.

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DEDICATION

I dedicate the project to members of my family, my dad Rashid Abdi, my mother Abdia Abdi and my Daughter Ikraam Mohamed for their kind words and encouragement during and after the project presentation.

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ABBREVIATIONS AND ACRONYMS

CAK	Communication Authority of Kenya
M&E	Monitoring and evaluation
MPESA	Mobile money transfer platform (M-mobile, Pesa-money)
NGOs	Non-Governmental Organizations
PCM	Project Cycle Management
PM	Project Management
PMBOK	Project Management Body of Knowledge
SP SS	Statistical package for social science

OPERATIONAL DEFINITION OF TERMS

Communication Management	Planning on the mode, means, and channels of communication to be used in a project, feedback mechanism and collaboration. The study used frequency of communication, mode of communication, means of communication and feedback as the proxies of communication management.
Personnel Management:	The organization, sourcing, capacity building and performance management of project staff. Performance measurement, capacity building and human capital availability were the proxies of personnel management.
Project Implementation	The execution of a project according to scope, time, budget and objectives and within stakeholder expectations**.** The indicators used were tasks accomplished, project budget and project schedule.
Project Planning	This involves the plan put forward to ensure successful project implementation. In this study it involved communication management, personnel management, and resource planning
Material Resource Planning	The mobilization, budgeting, monitoring, allocation and accounting for project resources. The indicators used were availability of material, budgeting of material and updates on evaluation
Stakeholder Involvement	The degree to which project donors, funding agencies, staff, community and other parties of interest. Information sharing, decision making and partnership with interested parties were the proxies of stakeholder's involvement.

ABSTRACT

Project implementation by Safaricom limited has been a major concern to project teams, financiers and beneficiaries. This may be attributed to the fact that a number of projects that have been rolled out have failed to achieve the desired goals. Some have stalled at different stages of their development while others are completed but do not bring the anticipated impact whether financial, social, economic, physical or even institutional. Therefore, this study aimed to establish the effect of project planning on implementation of project in Safaricom limited in Mombasa County, Kenya. The study specific objectives were to establish the effect of communication management, personnel management, stakeholder's involvement and resource planning on the project implementation by Safaricom limited in Mombasa County. The theories guiding the study were cybernetics theory, resource-based theory and stakeholder's theory. The study targeted 99 Safaricom projects in Mombasa County and data was collected from 99 project managers. Questionnaires were used to collect the primary data. Data was coded and entered into statistical package for social sciences and analyzed through the use of quantitative analysis. Majority of the project managers to a very great extent indicated that communication is an integral part in projects in their organization. It was illustrated that to a very great extent the project managers ensured effective communication in all partners and respondent further indicated that to a high extent Safaricom Plc. adopted both external as well as internal communication. The findings indicated that majority of the project managers to a very great extent indicated that there was competent project team, adequate staffing, training and development was done and adequate remuneration effected.

The study findings indicated that resource identification, sharing of resources, resource budgeting and resource control was effectively done. The results indicated that there exist high participations of stakeholder in project delivery, allocation of funds and skills personnel. Managers ensured stakeholder engagement in projects to enhance project efficiency and performance. The study concluded that most of the project managers accord communication management as an important role that aims to improve project implementation. The study concluded that competent project team, adequate staffing, training and development and adequate remuneration are significant in explaining changes in project implementation. The study concluded that resource identification, sharing of resources; resource budgeting and resource control contributes enormously to the success of the projects. The study concluded that high participations of stakeholder in project delivery; allocation of enough funds and skills to projects, ensuring stakeholder engagement in projects enhances project performance. The study recommended that Safaricom limited should equip the project managers through appropriate and constant training programs addressing the importance and modes of communication. Estimating the costs of individual activities based on execution conditions would assist to generate correct overall cost estimation. On the same, the study recommends that for successful project personnel planning, personnel management should focus on ensuring that projects are within time and budget. Early detection of deviations on resource utilization especially materials would enable necessary actions by the project team. The study recommended that project managers should encourage high participations of stakeholder in project delivery, allocation of enough funds and training.

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the Study

Projects implementation has been a major concern to project teams, financiers and beneficiaries. This may be attributed to the fact that a number of projects that have been rolled out have failed to achieve the desired goals (Taherdoost, 2018). Some have stalled at different stages of their development while others are completed but do not bring the anticipated impact whether financial, social, economic, physical or even institutional. According to Oakes (2016), a project lifecycle follows a logical continuous cycle which starts with identification stage where need assessment to determine the practical problems to be solved by the project, design phase where the actual planning and design of a project takes place, the implementation stage where the project plan is implemented as planned and designed. This stage is followed by the evaluation stage which involves determining whether the project's goal and objectives were achieved. This stage helps in identification of additional or persisting problems, allowing the cycle to begin again. However, the project life cycle stages should be monitored and progress of the projects reported so that small adjustments in the project's planning, design, and implementation may be done in order to ensure the project is successful.

Serrador and Turner (2015) opined that a project is considered successful if it is delivered to the client on time, on budget and it turns out that the project reflects what the client wanted. However, Andersen (2016) concluded that only approximately 34% of all projects are delivered on time and on budget. Thus, there is every chance that a project will run

into some problems irrespective of the management team. Consequently, Taherdoost (2018) alluded that to reduce problems associated with projects it is important to develop project plans. It is noted that project plans sets up a project for success from the start but for it to be successful, consultation is important especially to all stakeholders should be on board during project processing stages.

Badewi (2016) observed that the planning process assist in managing project team to achieve deadlines and be coordinated in all phases. In addition, adequate project planning keeps the project team focused and on track while at the same time keeping all the relevant stakeholders aware of project progress. Similarly, Kerzner (2012) postulated that the planning process helps the project team to identify specific problems to be addressed, create a work plan for addressing the problems, to describe measurable beneficial impacts of project to the recipients and to determine the level of resources or funding necessary to implement the project. Further, Samset and Volden (2016) showed that project planning involves a series of steps that determine how to achieve a particular goal or set of related goals identified in a community plan or a strategic plan. As such, Oakes (2016) concluded that for a project to achieve the desired goals the planning process must be undertaken carefully and articulately.

However, Andersen (2016) showed even with the most elaborate plans, project may fail if the implementation process is not well handled. In view of Kliem and Ludin (2019), the project implementation phase, which is the third phase of the project management life cycle, involves putting the project plan into action. To his end, the project team should coordinate and direct project resources to meet the objectives of the project plan. During

this phase, the project team actually do the project work to produce the deliverables. For effective project implementation, Bursto (2015), recommended the use of project implementation schedule that clearly lists all the tasks necessary to complete the project and related deadlines. The schedule is particularly important during planning because it will be the default tool for monitoring and evaluation of the project.

The implementation stage validates the planning process and therefore becomes equally critical for project success. This is because the stage allows the planned strategy to be executed (Yamin & Sim, 2016). They further outlined that the primary benefits to implementation is the ability to outline the tasks needed to complete the project, identify the personnel and resources needed, and document the timeline for project completion to ensure you're meeting the strategic goals. Moreover, projects fail to succeed not for lack of insight or necessary resources but because of missing or poor implementation (Netland, 2016). Reasons fronted as responsible for project failure include unclear vision, unachievable goals, task unpleasant, indecision, lack of confidence, poor planning, in adequate time, and distractions.

Project success and the specific desires that are given by the specific stakeholders which must be met and whether the proprietor, organizer, temporary worker, designer or administrator should ensure that these minimum requirements are met. This implies that the expected and the minimum requirements by the stakeholders that includes the costs, the quality, the time, the security and members preferred fulfillment are met by the company (Ashley, 2007). Success of the project objectives and the desires of the stakeholders is what contributes to the success of the project the project desires and objectives include specialized equipment, instruction and procedures, adhering to social

responsibilities, having an expert angle and considering the financial constraints (Sanvido, 2012). The reviews from numerous sources project that anticipation of project success should involve every member of the group and that planning process should be done by making every target procedures and objectives more vital to bring the project to the success and ensuring that the management and the process are legitimate for the purposes of execution of all the project life cycle stages (Othwell *et al.,* 2014). According to Cleland and Ireland (2016) project planning processes should involve every member interested in the process and progress of the project.

The various researchers who have explored the possibilities of anticipating project success. According to Zwikael *et al.,* (2014) determination and planning of a Project Life Cycle for the project should be impressed by organisation and can significantly affect the project success. According to Rahrovani, Chan and Pinsonneault (2014) the project process planning entails deciding ideal strategies, exercising timing of the project and arrangement of proper Asset management to boost the possibilities of project success. According to Galvin, Gibbs Sullivan and Williams (2014) planning viability can also be agreed and conceptualized a degree to which accomplishing of a project should be arranged to achieve the set target. According to arditi (2005); Clinton (2009) and Syal et al., (2002) choices in project planning procedures are found to significantly affect the plausible project results.

Planning in a project can be used to device or to develop new items, develop operation within the organization, advance administrations functions and develop their actual strategies (Nutt, 2003). It is extremely tiresome and troublesome or even difficult to

exactly know what is underlying in the planning stages of a project. Planning should entail in the exercise and the strategy of every member in the project in ensuring that the project finishes successfully and the costs and the lengthy parameters are taken care of (Anderson, 2016).

1.1.1 Project Planning

Planning is a very important part of a project regarding project performance and project success. It is a continuous process throughout the delivery of a project. Numerous empirical studies of project management success factors suggested planning as one of the major contributors to project success. All the project managers are required to prepare a solid project plan and follow this plan all the way to success (Idoro, 2012)

At the heart of the project life cycle is project planning, which provides the roadmap to everyone involved in the project with the directions for each task to be performed in order to achieve project goals. At this stage, the project plans are documented, the deliverables and requirements are defined, and the project schedule is created (Sligo, Gauld, Roberts & Villa, 2017). The planning process involves creating a set of plans to help guide the project team through the implementation and closure phases of the project. The plans created during this phase will help you manage time, cost, quality, changes, risk, and related issues.

Additionally, the created plans help control staff and external suppliers to ensure that the project is delivered on time, within budget, and within schedule. The project manager should therefore work with the beneficiaries of the project to establish quantifiable project schedule, cost, and quality measures to determine project satisfaction and successful

completion and for monitoring and evaluation purposes. However, according to Kerzner (2019) the planning phase often turns out to be the most challenging phase in project management. This is because the project team has to make informed decisions regarding the staff, resources, and equipment needed to complete the project well in advance. The project manager will further need to plan for communication and procurement activities, as well as contract any third-party suppliers. The planning phase helps the project team to refine the project objectives earlier identified during the initiation phase and developing steps necessary to meet those objectives by further identifying the specific activities and resources required to complete the project (Burgelman & Vanhoucke, 2018).

Moreover, according to Creemers, Reyck and Leus (2015) project planning helps the project team think ahead and prepare for the future, clarify goals and develop a vision, identify issues that will need to be addressed, choose between options, consider whether a project is possible, make the best use of resources, motivate staff and the community, assign resources and responsibilities and finally, achieve the best results. For effective planning of a project, the project team should plan the scope of the project to facilitate creation of work breakdown structure, prepare a work breakdown structure spelling out the project tasks and sub-tasks, develop project schedule, plan for required resources, budget planning, specifying the budgeted cost to be incurred at the completion of the project, procurement planning, planning for possible risks and considering optional contingency plans and mitigation strategies, quality planning and communication planning (Pellerin & Perrier, 2019). In this study project planning was operationalized through communication management, personnel management and resource planning and Stakeholder involvement.

1.1.2 Project Implementation

It is undisputed that planning is the most essential aspect of any successful project. However, even with the most elaborate plans, it still remains difficult to turn the plans into tangible actions, and consequently numerous projects irrespective of their sizes and industry continue to fail. As noted by Taherdoost (2018) majority of projects (67%) run out of budget or time significantly. To avoid this, Binder (2016) suggested that the project team must define how they will implement each aspect outlined in the project plan, from funding and personnel to organization and deliverables. To achieve this, the project team may use project plans to document the project's tasks (Rosenberg, 2017).

The implementation process as noted by Binder (2016) is the concrete steps that are taken to turn a project plan into the actions that help accomplish project goals and objectives. By nature, there is no single, correct implementation process for any project or initiative, rather, the actual implementation steps takes depends on the specific undertaking. Similarly, implementation tactics also vary based on the specific organization and goals. On the other hand, Nohria, (2017) observed that a project implementation plan should focus on project task, the task duration, task resources and task order.

The implementation plan largely determines project success because without it, project goals cannot be realised. Therefore, implementation is a necessary step that transforms the strategic plans into action to achieve the desired goals. For instance, Christensen (2017) reported that companies with an implementation and execution plan saw 70 percent greater returns.At the same time, Goleman, Boyatzis, McKee and Finkelstein (2017) concluded that if the action plan is not implemented, then no results would ever be

achieved. “If you have the best plan in the world, it’s totally irrelevant if you don’t put the plan into action”.

Implementation in view of Christensen (2017) is more important than strategic planning because even with an elaborate plan, no results can be realised without proper implementation, the plan is useless. To effectively implement a project plan, an implementation plan is advised. This plan helps the project team to successfully move project plan into action by identifying goals and objectives (both short and long-term), lists the project tasks, defines roles and responsibilities, outlines the budget and necessary resources, and lists any assumptions. A project implementation plan sometimes includes a rough schedule, but teams usually set the hard timeline in the execution plan. Implementation involves breaking down the work into manageable steps or tasks, costing, scheduling, follow up, control. Successful implementation is an art that is learned through experience. The main components of project implementation include; inputs, transformation, and outputs relating to products or services.

1.1.3 Project Implementation at Safaricom Limited

Safaricom limited remains the market leader controlling about 65.4 percent of the market followed by Airtel with 21.4 percent market shares respectively as per (CCK, 2010). Safaricom public limited company has over the last two decades implemented a number of projects aimed at improving their market share, increasing competitiveness and improving the welfare of the society as part of its corporate social responsibility call. Such projects include provision of specialized health services through mobile medical camps, construction of classrooms for over 680,000 children especially those with disabilities,

economically empowerment programmes through community based income generation projects and provision of clean and safe water for domestic use through community water projects.

In addition, Safaricom has planted over 5.6 million trees in community nurseries and in large scale conservation projects. Moreover, Safaricom through the M-PESA foundation and in conjunction with the Safaricom Foundation and Rotary club has worked towards mobilising financial resources and expertise from Rotary volunteers and Safaricom staff to implement community programmes in education, water, maternal and child health and economic empowerment. Consequently, over 3,000 boreholes have been sunk in Kajiado, Coast, Rift Valley, Nyanza and Western regions. Other projects include education scholarship programmes all over the country.

1.2 Statement of the Problem

Despite the time spent by the project managers of safaricom Plc and faster reaction to the expected changes and problems there was failure of products and services such as M-PESA 1Tap and Masoko to take off as Planned (Safaricom Report, 2018). One of Safaricom's flagship products is the world acclaimed M-pesa which was the world's first ever mobile money transfer service. Even with heavy investment in very costly hardware and software; the M-pesa project went through many iterations to become the success it is today (Korngold, 2014). In spite of the number of projects sponsored by safaricom in Kenya there is dearth of studies on project planning on the implementation by safaricom Ltd.

Many projects around the world keep failing, resulting in loss of millions of dollar for organizations. This persisting challenge has led many project management professionals to attempt to identify the influencing factors that need to be tackled head-on to produce a successful project management outcome (Mortensen, 2013). The telecommunications industry is in a state of transformation and becoming ever more complex. Fast changes in the communication landscape, resulting from technological change and the development of new services, are affecting the core business of telecommunication operators. The industry is to refocus on emerging higher value-added services, which often require significant investment in new network technologies, and balancing this against shareholders' focus on shorter-term performance. There exist literatures on critical success factors for specific organizational operational units, or specific country situation, and very little empirical research on influencing factors for specific industry sectors, like for telecommunication industry projects.

An empirical study by economist intelligence unit's (2013) presented that 80 per-cent of top world managers presented that project planning is vital in ensuring that there is a project success and effective implementation of projects. A study by longman and Mullins (2014); Shawlbe (2011); Oliomogbe and Smith (2013) presented that project planning leads to better results an increase in value of the business in the long-term. Emmanuel (2013) studied the project strategy dynamics and innovation of enterprises in the banking sector the study found that the stakeholders contribution and the autonomy of the project and answers the competitive competitive advantage. Mukhwana (2013) study aimed to establish the challenges that face-implementation of tele-health projects in Kenya. The study found that project management approach contributes significantly to the

project success. The studies reviewed presents a conceptual contextual and geographical gap in that majority of the study described the relationship between variables without presenting the inferential statistics, majority of the studies were done in the Western countries and none of the reviewed the studies have been presented on the effect of project planning and implementation of projects. Therefore, the current study sought to determine the effect of project planning on successful implementation of safaricom Plc projects in Mombasa County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to establish the effect of project planning on the implementation of projects by Safaricom in Mombasa County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To evaluate the effect of communication management on implementation of projects by Safaricom in Mombasa County, Kenya.

ii. To determine the effects of personnel management on implementation of projects by Safaricom in Mombasa County, Kenya.

iii. To examine the effect of resource planning on implementation of projects by Safaricom in Mombasa County, Kenya.

iv. To investigate the effect of stakeholder involvement implementation of projects by Safaricom in Mombasa County, Kenya.

1.4 Research Questions

The study sought to answer the following research questions;

i. What is the effect of communication management on implementation of projects by Safaricom in Mombasa County, Kenya.?

ii. To what extent does personnel management affect implementation of projects by Safaricom in Mombasa County, Kenya?

iii. How does material resource planning affect implementation of projects by Safaricom in Mombasa County, Kenya?

iv. What is the effect of stakeholder involvement on implementation of projects by Safaricom in Mombasa County, Kenya?

1.5 Significance of the Study

The current study would be significant in determining the relationship between project planning and implementation of Safaricom projects in Mombasa County. Thus it will contribute to the pool of knowledge on the contribution indicators of project planning on the project success that's helping various project managers in the planning. The study would benefit to the policy makers especially the government bodies in ensuring that planning is considered important in all stages in the project life cycle.

The study will contribute important knowledge on the existing evidence on effective project planning and implementation and therefore to a great deal will be of help to the Future researchers and academicians in establishing the gaps to be filled is to be

developed. In reducing failures in projects in Kenya in there for helping introduction of the cost incurred in project planning and implementation and therefore help in growing the economy in Kenya as a whole.

1.6 Scope of the Study

This examination was done among projects performed by Safaricom in Mombasa County. The examination concentrated on independent variables: communication, resource, personnel management and stakeholder's involvement their impact on implementation of projects. The population comprised of 99 projects by Safaricom in Mombasa County. The examination evaluated achievement pace of the usage of the projects throughout the previous five years between 2015 to 2019.

1.7 Limitation of the Study

There was a dominant part of the members who were not ready to give significant data relating to Safaricom projects because of fear of being exploited. The analyst utilized the authorization letter from Kenyatta University and guaranteed them of the confidentiality of data given. Some of the respondents lacked sufficient knowledge relating to questions asked. The researcher explained to the respondents using a simpler language and gave them sufficient time of 14 days to fill in the questionnaire.

1.8 Organisation of the Study

Chapter one presents the background information related to project planning and implementation. The problem statement presents the gap to be filled and the reason why the study is being carried in Safaricom Limited. The study's objectives, the significant and the scope are also presented in Chapter one. Chapter two presents the literature related to

project planning and implementation projects. Chapter three presents the technique or methods used in targeting, collection, sampling and analysing data. Chapter four presents the findings while chapter five presented the conclusions and recommendations.

CHAPTER TWO

LITERATUREREVIEW

2.1 Introduction

This chapter contains four sections. The first section presents theories underpinning the study. The second section presents the empirical literature relating to project planning and project implementation. The third section presents the study's summarized literature, identified gaps and the gaps filled by the current study. The fourth and the final part presents the variables in a conceptual framework.

2.2 Theoretical Review

The investigation was guided by stakeholder theory, resource based view theory and the cybernetics theory.

2.2.1 Stakeholder Theory

Freeman (1999) developed stakeholder theory. The theory involves the management of stakeholders with respect to the project and its results. The theory discusses the human desires and aims to satisfy as much as possible of those desires. Stakeholder theory typically suggests that each person or community participating in a project does so in

order to safeguard their interests. Stakeholders are individuals or organisations who have interests in the project being pursued. The theory describes model groups that identify and suggest methods such as stakeholders in an organization or project by which managers should give due consideration to the interests of such groups. Traditionally, only the company's owners or shareholders were essential, and the organization would have an obligation to put its needs first in order to increase value for them. It has been strengthened where stakeholder theory suggests that other actors, including workers, vendors, consumers, financiers, governments, government officials, societies, political organisations, and labor unions, are also involved (Friedman & Miles, 2002).

Stakeholder theory has been criticised. Blattberg (2004) criticized the theory of stakeholders for believing that the interests of the various stakeholders may be undermined or balanced against each other at best. The researcher proceeded to argue that this is a result of their focus on negotiation as the chief mode of dialog to resolve differences between stakeholder interests. Alternatively, Blattberg suggested dialogue and this prompted him to support what he terms the corporation's 'patriotic' conception as an alternative to stakeholder theory. By extending the political idea of a 'social contract' to the business, stakeholder theory contradicts the values upon which a free economy is based (Laplume, Sonpar & Litz, 2008).

This theory applies to this study, as it identifies all the stakeholders involved in a particular project and attempts to explain their roles. The idea discusses who usually takes part in a project. The theory of stakeholders aims to identify the particular stakeholders of a project and then analyze the conditions under which managers regard these parties as stakeholders. In this theory, it helps to understand each and every stakeholder involved in

a project, their positions and impact, and the effects they have on a project if they engage adequately in the definition, preparation, execution and eventually monitoring and assessment of the project.

2.2.2 Resource Based View Theory

Barney (1991) proposed Resource Based View (RBV) Theory. The theory proposes that a firm is a set of resources for physical capital, human capital, and organizational resources. The resource-based view's central concept is that organizational resources and skills can vary substantially across companies, and those disparities can be stable. The theory focuses on the concept of the company's costly to replicate characteristics as sources of market profits and the means for achieving superior efficiency and competitive advantage. Chandler (1990) points out that organizational skills emanate from lower management, middle and top management and that a company can achieve competitive advantage by properly using its resources and capabilities. He further notes that if such organizational capabilities were carefully coordinated and assimilated, the economies of scale and reach required to succeed in domestic and foreign markets could be achieved. Barney (1991) notes that "sustainable competitive advantage is derived from important, unusual, imperfectly imitative resources (due to path-dependence, causal uncertainty, and social complexity) and not replaceable resources".

A resource-based view of the enterprise recognizes that qualities linked to previous experiences, corporate culture and expertise are essential to the company's success. This Theory is applicable to the study because it demonstrates that companies handle their waste based on their resources and capabilities. In addition, a firm resource must be essential, unique, and imperfectly imitative and replaceable in order to be a source of

efficient management of building waste. Assets will improve the capacity of the client to better manage projects and thereby contribute to project success by helping the company change the value. Furthermore, resources may be used to erect entry barriers and so increase performance at the industry level.

2.2.3 Cybernetics Theory

Cybernetics theory propounded by Ross Ashby and Norbert Wiener in 1960 stressed mathematics theory of communication and control systems using regulatory feedback. Positive feedback is received when the desired result is reached or can be negative if there is an immediate response or it can be delayed. Feedback can also be used to assess the efficacy of a particular communication sender in a situation that has already arisen. The key theme is how elements such as digital, mechanical or biological perform their actions, relay, respond to and modify information or can be altered to efficiently accomplish these primary tasks. This hypothesis is important to the study as it demonstrates that project managers need to inform staff separately about new legislation and changes within the company's processes to allow employees to be aware of and engage effectively in to them related issues. Therefore, when implementing formal or casual mode of communication, they need to remember that their primary objective is to achieve benefits from the workers' team. In addition, making use of the cybernetics theory "it becomes useful for any organization that aims to harvest the overall output of the worker to ensure the feedback mechanism is adequate either within the attitude to work, efficiency and better execution of the project.

2.3 Empirical Review

The part analyzes the research carried out by various researches in the project planning sector and the successful implementation of the project. The focus areas are the connection between project planning in communication management, personnel management, resource planning and participation of stakeholders and project implementation.

2.3.1 Communication management and Project implementation

Afroze and Khan (2017) studied the influence of successful communication practices and project complexities on the management of public development projects. The effects practices on project success in communication and complexity were assessed by means of a survey tool. Sixty foreign organizations working on these projects have been given questionnaires. The research findings indicated that these activities have important and beneficial effect on project efficiency; the complexity of the project has limited impact on the relationship between communication and performance.

In a study carried out in Kenya by the National Anti-Corruption Campaign Steering Committee (2015), it was found that coordination of devolved funds is very weak. It revealed that 78.8 percent of the population appears to be unaware of the existence of devoted funds for development. In such a situation, if the main stakeholders are not aware of the project goal that it is intended to improve national unity and integration, the project will not succeed, because they need to be told, because they will play a critical role in the progress and sustainability of the project. In another study conducted by TISA (2010) on ESP projects, the study agrees with the NACCSC on the level of awareness and involvement.

Affare (2012) published a report on project information management evaluation of building projects in Ghana. The study analyzed 97 practitioners employed with confidential consultants, project customers and contractors. The research identified that there is a deep understanding of the value of project communication and its significance within the sector within the Ghanaian construction industry. The study also found inadequate coordination contributing to project delays, project cost overrun and project abandonment.

Study by Naqvi and Aziz (2011) examined the impact communications have on project performance. A list of seventy IT projects from twenty-four different software houses was chosen. Data was collected using questionnaires based on the communication quality of the stakeholders used by the project managers and their effects on IT projects were obtained in a sectional way. Data analysis consisted of frequency distribution, Pearson correlation and linear regression. The findings of the study showed that dependence on the project outcome and communication between stakeholders strongly correlated.

2.3.2 Personnel Management Planning and Project Implementation

Novo, Landis and Haley (2017) studied leadership and its role in the success of project management. The study was conducted to discover the skills of project managers and their leadership skills and how they can lead to the success of the project. The results of the study showed that the leadership characteristics are directly related to the competence of the project manager. Similarly, the leadership skills and success of project managers are strongly correlated.

The Buba and Tanko (2017) study examined the impact of project leadership on the quality performance of construction projects. A total of 43 questionnaires were distributed to 3 key groups of respondents, including Quantity Surveyors, Builders and Architects who were project managers in Nigeria. It has been established that the project manager's ability to give direction is the best style of leadership and contributes to the best artistic quality of the project and also leads to better inter-functional relationships.

Njogu (2016) studied the effect of personnel management planning effectiveness in project success in automotive projects in Kenya. The study established that stakeholder involvement in the implementation of the project enhances the development of human resources and enhancement of projects in the automotive sector in Kenya. The study indicated that the involvement of stakeholders in projects led to cost-efficiency, customer satisfaction and a reduction in project costs. The company or stakeholders were the main sources of human resources and therefore provided project management with technical capacity. The integration of stakeholders has made it possible for the project to have access to sufficient human resources.

Wambua (2013) carried out a study on the effects of human resource factors on project performance in Nairobi County in Kenya: A case of selected organizations in Westlands. The research design used in this study was descriptive survey. Regression and correlation analysis were used to analyse data. The study found that HRM practices have an effect on project performance. The study found that the personal performance measurement, capacity building and human capital availability was lacking in majority of the projects. The proxies of personnel management planning were, capacity building, human capital availability and performance measurement.

Yang, Huang and Wu (2011) carried out a study on the association between project management style, teamwork and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in terms of scope, budget, quality and client satisfaction. The findings of the study show that better project management leads to better relationships between project team members. The study also found that teamwork spirit has a statistically significant impact on project performance.

2.3.3 Resource Planning and Project Completion

Obegi and Kimutai (2017) studied the impact of resource planning on project performance by international non-profit organizations in Nairobi City County, Kenya. In the data analysis, the study used descriptive statistics to describe the characteristics of each variable. The study found that there was a periodic budget monitoring to measure expenditure against the budget, with project staff completing their tasks as allocated.

Umulisa, Mbabazize and Shukla (2015) studied the effects of project resource planning practices on the performance of the Agaseke Project in Kigali , Rwanda. A descriptive research design was used and data was collected using questionnaires analyzed using a descriptive research design. Financial resource planning practices have been identified to influence the performance of the project. Practices such as budgeting, forecasting and having money generation plans have been identified in the project.

Atrill (2016) found that the Fund Management Practice is a management accounting strategy that focuses on maintaining an efficient balance between the two components of the Fund, current assets and current liabilities. Fund management ensures that the project

has sufficient cash flow to meet its short-term debt and operating expenses. Fund management is a very important component of corporate finance because it directly affects the liquidity, profitability and growth of a company. It is important to the financial health of businesses of all sizes as the amounts invested in working capital are often high in proportion to the total assets employed.

Kress (2014) examine the impact of material planning on project implementation through a survey of selected construction firms. The study focused on construction projects not completed in London on time. The study found that the primary objective of project management is to meet or exceed the material use expectations of the project sponsors. According to the study, these expectations are typically expressed in three categories; the project produces the desired outcome with minimal defects. Cost: The project produces the desired outcome for the anticipated cost Schedule: the project produces the desired outcome within the expected timeframe.

Plenert and Best (2012) studied the impact of material level on project performance. The study consisted of a survey of construction companies. Descriptive analysis was used and the study found that most of the cost advantages of JIT occurred when large inflation increases resulted in large increases in the cost of carrying inventory. The study recommended that firms should be able to focus our scheduling solely on what materials are needed and when they are needed. The study did not clearly indicate the relationship between material use and project performance.

2.3.4 Stakeholder involvement Planning and Project Implementation

Kihuha (2018) conducted a study on monitoring practices and performance of global environmental facility projects in Kenya, a UN Environment Program case. The research sought to evaluate the impact of participation of stakeholders in planning phase and success of UNEP projects in Kenya. An exploratory design of research was adopted and analysis was carried out using descriptive statistics. The analysis revealed that participation of stakeholders in the funding allocation planning process and all the stages of the project improved the project performance, and the projects where stakeholders were not involved did not perfume well. The study recommended that strategic plans be developed to identify internal process on project planning and stakeholder engagement process restructuring.

Sulemana, Musah and Simon (2018) performed an evaluation at the Savelugu-Nanton Municipality Assembly, Ghana on stakeholder interest in the monitoring of district assembly projects. A case study methodology and descriptive empirical statistics were adopted for the research. The study found that the involvement of stakeholders in project M&E was strong among the leaders of Municipal Planning and District Assembly but small among the group levels and this had a negative effect on the project sustainability. The report concluded that the stakeholders had scarcely been interested in project M&E. The study's suggestion was that the Municipal Assembly would provide a collaboration with Sub-structures and increase community awareness about participatory project monitoring.

Mburu (2018) conducted a report on participatory monitoring and evaluation, stakeholder capacity building and fish farming project performance: an example of economic stimulus projects in Nyeri County, Kenya. A mixed study methodology was adopted and the statistics used for the review were concise. Results of the findings showed that the involvement of stakeholders in monitoring during project design and implementation contributed to progress in Nyeri County fishery projects. The study recommended that the level of stakeholder involvement in M&E should be increased at all stages starting from project design, implementation and utilization of M&E results to ensure capacity building and consequently project success.

Micah (2017) conducted an investigation into the impact of monitoring systems on the performance of non-governmental projects in Kenya using a case of maternal health projects in sub-county Bungoma south, Kenya. The study agreed that one way organizations can increase the efficacy of their actions is by improving their monitoring processes and this can be done effectively through the involvement of stakeholders. Descriptive survey design was adopted, and statistics used for research were descriptive. The study found that participation of stakeholders in M&E ensured good project performance but too much involvement of stakeholders in M&E had a negative impact on long-run project results. The study suggested that employee job requirements be matched with their M&E strategies and that there be an improvement in M&E preparation.

Mutua (2017) performed an inquiry on factors affecting the success of community development projects using an INADES (African Institute for Social and Economic Development) case in Machakos County, Kenya. The study adopted a descriptive research

design to determine how community involvement in project planning affects community development project performance. Descriptive measures were used for research, and the findings showed that the success is essential to the participation of key development professionals and the community in project planning. The study suggested a variety of undertakings; that management and staff at INADES Formation Kenya follow up on community engagement right from the planning stages.

Ruwa (2016) conducted a study on the impact of stakeholder participation on the performance of donor-funded projects using the Kinango Integrated Food Security and Livelihood Project in Kwale County, Kenya. The study acknowledged that the role of stakeholder participation in project performance cannot be overlooked and therefore sought to determine the impact of stakeholder participation in project planning on the performance of the project. Exploratory study design was adopted, and statistics used for analysis were descriptive. The study found that stakeholder participation in project planning had a positive impact on the performance of the project and that there was satisfaction. The study recommended the participation of stakeholders in project planning should be adopted by project managers and other performance indicators, such as cost, time and sustainability, should always be considered in project planning.

Heravi, Coffey and Trigunarsyah (2015) sought to assess the level of stakeholder involvement in the development of projects in Saudi Arabia. The study acknowledged that stakeholders often provide the necessary resources and have the ability to control network interactions and resource flows, which is why they need to be involved in project planning. Exploratory research design was used for analysis in the study and descriptive statistics. The results of the analysis showed that the owner/developer of the construction

or project management was very involved in the planning phase of the project and the projects were successfully completed. The study recommended that the participation of contractors in the planning phase should be increased or adopted as it was significantly lower than that of other stakeholders.

2.4 Summary of Literature and Research Gaps

Table 2.1: Research Gaps

Author	Topic	Findings	Research gap
Affare (2012)	assessment of project communication management on construction projects in Ghana	there is a strong appreciation of the importance of project communication and its importance within the industry	The case study was different hence the findings may not be applicable
Afroze and Khan (2017)	impact of effective communication practices and project complexity on performance of international development projects	Effect communication practices have significant and positive impact on project performance; project complexity has a minimal impact on the communication and performance relationship.	The study focused on project complexity while the current study is on successful implementation
Ruwa (2016)	influence of stakeholder participation on the performance of donor funded projects using of Kinango Integrated Food Security and Livelihood Project in Kwale County, Kenya	stakeholder participation in the planning of a project influenced the performance of a project positively and there was satisfaction	The study focused on performance of food security project while in the current study focuses on implementation of Safaricom projects

Mutua (2017)	Investigation on factors influencing performance of community development projects using a case of INADES (African Institute of Social and Economic Development) in Machakos county, Kenya	involvement of key development practitioners and the community in project planning is central to performance	The focus was on community development projects in general and not on telecommunications sector projects
Heravi, Coffey and Trigunarsyah (2015)	evaluating the level of stakeholder involvement during the project planning processes of building projects in Saudi Arabia	owner/developer of the construction or project management were highly involved in the project planning phase and the projects were completed successfully	The study was conducted in Saudi Arabia and not Kenya hence some findings may not be applicable
Wambua (2013)	effects of human resource factors on project performance in Nairobi County in Kenya: A Case of Selected Organizations in Westlands.	HRM practices have an effect on project performance.	The study focused on organizations in Westlands while the current study is on Safaricon in Mombasa County
Njogu (2016)	Stakeholder involvement in project implementation enhances human resource development and enhancement among projects in the automobile sector in Kenya	Involvement of stakeholders in projects led to cost efficiency, customer satisfaction and reduction in project costs. The integration of stakeholders enabled a project to access sufficient human resource.	The study was a case of automobile sector while the current study is on the telecommunications sector

Umulisa, Mbabazize and Shukla (2015)	Effects of project resource planning practices on project performance of Agaseke Project in Kigali, Rwanda	Financial resource planning practices were found to influence the project performance. Practices such as budgeting, forecasting and having plans for money generation were found to exist in the project	The study context was Rwanda while the current study is domiciled in Mombasa County, Kenya
Obegi and Kimutai(2017)	Influence of resource scheduling on project performance of international not-forprofit organizations in Nairobi City County, Kenya	There exists periodic budget monitoring to measure expenditures against budget, project staff complete their assignments as allocated	The study focused on NGOs in Nairobi County while the current study is on Safaricom projects in Mombasa County, Kenya

Source: Empirical Literature Reviewed (2020)

2.5 Conceptual Framework

A conceptual framework presents a pictorial arrangement and relationship between variables. The predicted variable was Safaricom project implementation while the independent variable were communication management, personnel management, material resource management and stakeholder's involvement.

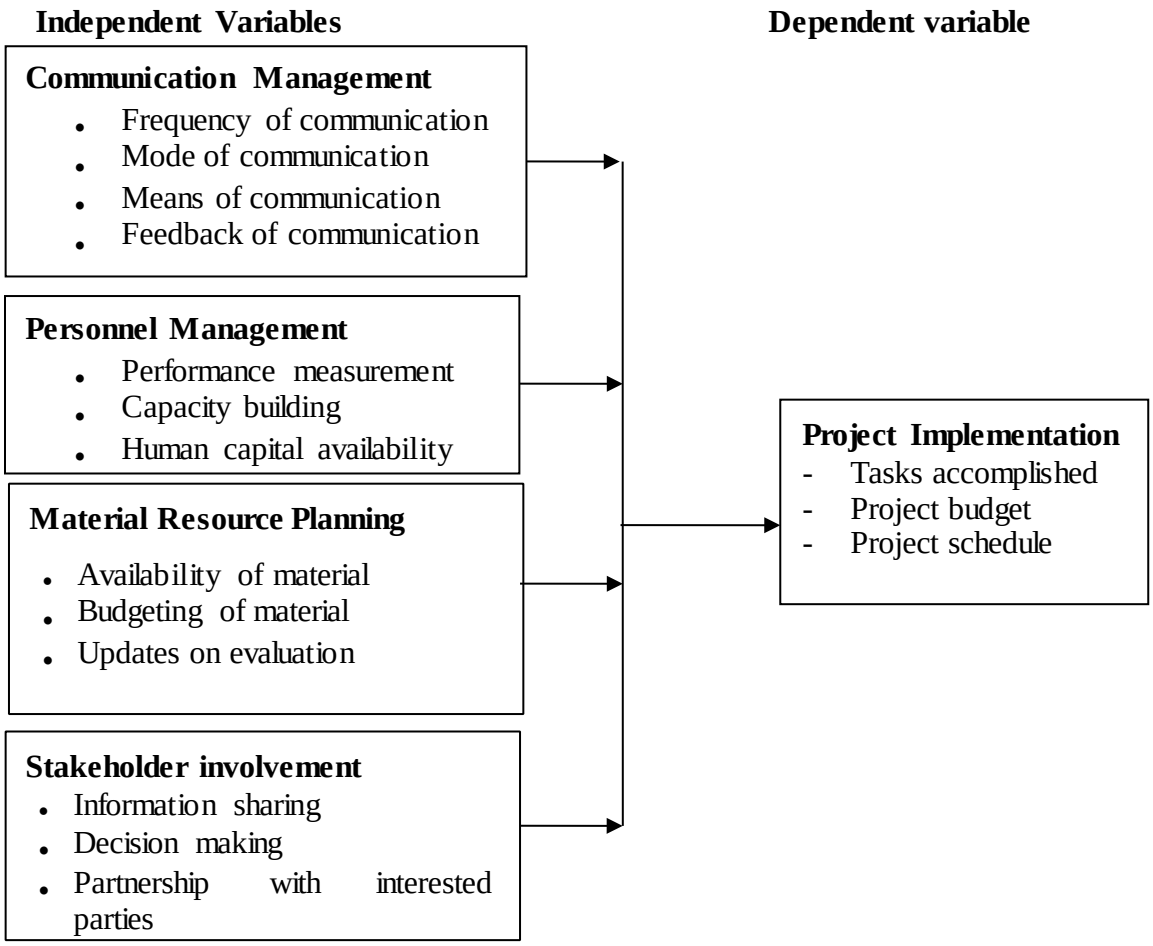

Figure 2.1 Conceptual Framework

Source: Author (2020)

CHAPTER THREE

RESEARCHMETHODOLOGY

3.1 Introduction

The chapter presents the research methodology used by the researcher. It presents the target population of the study used, methods of sampling and data collection, data collection tools, validity and reliability test and methods of doing data analysis.

3.2 Research Design

Research design presents how the data was analysed and interpreted (Cooper & Schindler, 2013). The study used descriptive research design. Descriptive research design describes how, where and what of the activity to be represented in the study. Therefore, descriptive research design was used to describe project planning used by Safaricom Plc and their effect on project implementation. Descriptive design helped to describe the respondents perception and opinion regarding the study variables.

3.3 Target Population

Target population is the total number of elements or units in the study. The study targeted water security, education, health, disaster response, economic empowerment and environment project started in the year 2014 to 2018 in Mombasa County, Kenya. The total number of 11 water security, 47 education, 21 health, 5 disaster response, 12 economic empowerment and 3 environment projects started in the year 2015 to 2019 in Mombasa County, Kenya was targeted. The total projects targeted were 99. The researcher collected data from 99 project managers.

Table 3.1 Target Population

Targeted Projects	**Project Targeted**	**Project Managers Targeted**
Water Security Projects	11	11
Education Projects	47	47
Health Projects	21	21
Disaster Response Projects	5	5
Economic Empowerment Projects	12	12
Environment Projects	3	3
Total	**99**	**99**

Source: Safaricom Plc (2020)

3.4 Sampling Design

Sampling is a process which involves choosing from a large target population a unit of representation. The unit of representation is called as sample (Kothari, 2009). The target population was a small manageable size and therefore the researcher used census. Census study involves collecting data from all the members in the target population.

3.5 Data Collection Instrument

The study used primary data and therefore questionnaires were appropriate tools for collecting data. Questionnaires included both open and close ended questions. Open ended questions allowed all the respondents to openly respond to the questions raised without any limits while closed-ended questions limited the respondents to respond to the statements.

3.6 Data Collection Procedure

The research used a drop and pick methods. The researcher dropped the questionnaires to the respondents/project managers and picked them after 12 working days. This gave them an ample time to respond to the questions raised and then researcher collected them for data analysis.

3.7 Validity and Reliability of the Research Instruments

3.7.1 Validity of the Research Instruments

Validity involves measuring the extent with which the used tool represent the theoretical perception and data collected reflects the study objectives (Yin, 2013). Face validity, content validity and construct validity ensured through the use of expert judgement. The researcher consulted with the supervisor to ensure that the research instruments are valid.

3.7.2 Reliability of the Research Instruments

Reliability is the extent to which the research instruments are reliable in measuring the research objectives. Cronbach Alpha score test of 0.7 was used to ensure that the instrument was effective in measuring the research objectives. According to George and Marilyn (2013) a test score of 0.7 was suitable for measuring reliability test. The results indicated that the instruments were reliable since all test scores were more than 0.7.

3.8 Data Analysis and Presentation

Questionnaires were edited encoded into the SPSS for data analysis. The statistical package for social sciences (SPSS) was used to analyse both qualitative and quantitative data. The package generated both descriptive and inferential statistics. Descriptive statistics values such as mean, standard deviation, minimum and maximum. Inferential statistics used the coefficients, P values and the adjusted r-squared. The interpretation of data was based on the statistics generated. Data was presented through the use of figures and tables. The model presented below presents the relationship between the dependent variable and the predictor variables $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_{4+} \varepsilon$

W here;

Y=Implementation of projects by Safaricom

B_0 - intercept coefficient

ε_{i-} error term (extraneous variables)

X_1 – Communication management

X_2– Personnel Management

X_3–Resource planning

X_4–Stakeholder involvement

β_1,β_2, β_3 and β_4 = Regression coefficients of Variables X_1, X_2, X_3 and X_4 respectively.

3.9 Ethical Consideration

The research obtained necessary authority from Kenyatta University and NACOSTI. The researcher ensured that there is proper citation of literature from various sources and that the respondents were allowed to participate in the research voluntarily and freely.

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CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. The purpose of the study was to establish the effect of project planning on the implementation by Safaricom projects in Mombasa County, Kenya. The study intention was to answer the study's research questions. Data was collated and reports were produced in form of tables and figures.

4.2 Response Rate

The study targeted 99 project managers of Safaricom Ltd in Mombasa County, Kenya. Out of 99 questionnaires circulated, 99 respondents completed and returned, this was a 100% response rate. This is an excellent data response rate for analysis according to Mugenda and Mugenda (2013) who held that 50% is adequate for analysis in a generalization study, 60% is good, while 70% and above is considered excellent.

4.3 Demographic Characterization of the Respondents

As part of the general statistics, the research required the respondents to indicate their gender, age, work experience, designated area and highest level of education The analysis depended on the information of the respondents to classify the various outcomes of the study.

4.3.1 Gender of Respondents

The researcher sought to determine the gender of the respondents. The results were summarized in Table 4.1

Table 4.1 Gender of Respondents

		Frequency	Percent
	Male	77	77.8
	Female	22	22.2
Valid	Total	99	100.0

Source: Researcher (2020)

The findings in table 4.1 indicates that 77.8% (77) of the respondents were male while 22.2% (22) were female. It was clear that majority of project managers in Safaricom PLc were male. This was a clear indication that due to the nature of work involved in some of the projects, Safaricom preferred male employees more than female workers.

4.3.2 Age of the Respondents

The research respondents were required to report their age range. The results were presented in Table 4.2.

Table 4.2 Age of the Respondents

		Frequency	Percent
	18-25 years	11	11.1
	26-35 years	15	15.2
	36-45years	43	43.4
	more than 45 years	30	30.3
Valid	Total	99	100.0

Source: Researcher (2020)

Table 4.2 shows that 43.4 %(43) of the project managers had 36-45 years of age, 30.3%(30) had more than 45 years, 15.2% (15) had between 26 to 35 years of age and the minority 11.1% (11) were below 25 years. It is evident that majority of the respondents had more than 36 years old, a clear indication that they had necessary knowledge and skills related to project planning and implementations of projects.

4.3.3 Work Experience

Table 4.3 presents the findings based on the research data collected from the project managers on work experience.

Table 4.3 Work Experience

		Frequency	Percent
	Below 1 years	23	23.2
	1-3 years	32	32.3
	4-5years	20	20.2
	more than 5years	24	24.2
Valid	Total	99	100.0

Source: Researcher (2020)

The findings on work experience presented in Table 4.3 indicates that 23.2% (23) of the respondents had less than 1 year experience, 32.3% (32) had 1-3 years of work experience, 20.2% had 4-5 years of experience and 24.2% had more than 5 years of work experience. Majority of the respondents according to research findings had worked for more than 1 years. This is supported by the findings on age, work skills and knowledge gained in table 4.2.

4.3.4 Highest Level of Education

The study sought to establish the level of education for each project manager. Table 4.4 illustrates the results.

Table 4.4 Level of Education

		Frequency	Percent
Valid	Postgraduate	38	38.4
	Undergraduate	61	61.6
	Total	99	100.0

Source: Researcher (2020)

The findings in table 4.4 indicates that majority 61.6% (38) of the respondents had undergraduate degree as their highest academic qualification and 38.4% (38) held post graduate as their highest level of education. It was evident that majority had atleast a degree certificates and clearly demonstrated the need for atleast a degree to be a project manager. Academic training of the workers in a company strengthens their ability to manage their tasks and to understand any working formula established in work place. This depicts that most of the employees working at projects process had specific knowledge that is needed in projects implementation phase.

4.4 Descriptive Analysis Results

This section presents descriptive analysis on the data gotten from the respondents in connection with independent variables and dependent variable. The section describes the data using mean and standard deviation. High mean indicated that majority of the responded strongly approved the statements presented to them while standard deviation indicated the degree of dispersion from the mean.

4.4.1 Communication Management and Implementations of Projects

The study sought to establish the effect of communication management on project implementation by Safaricom Plc. Various statements were included in the questionnaire to indicate the level of communication management on the projects selected. Table 4.5 summarizes respondents' level of agreement on aspects relating to communication management on implementations of projects. Table 4.6 presents the mode of communication used and Table 4.7 challenges you faced relating to communication during your project implementation.

Table 4.5 Communication Management and Implementations of Projects

Descriptive Statistics

	Mean	Std. Deviation
We have enhanced commitment of individual stakeholders through communication	4.7475	.55958
Communication is an integral part in projects in our organization	4.8182	.38766
We have ensured effective communication in all partners	4.6364	.82628
Our organization has adopted both external as well as internal communication	3.8586	1.33256
We have improved social networks to enhance better communication	4.1919	.97601
Valid N (listwise)		

Source: Researcher (2020)

The findings in table 4.5 indicates that majority of the respondents to a very great extent indicated that they have enhanced commitment of individual stakeholders through communication as depicted by mean score 4.7475 and a low standard deviation of 0.55958. It is evident that majority of the respondent to a very great extent indicated that communication is an integral part in projects in their organization as shown by mean score of 4.8182 and very low standard deviation of 0.38766. It was illustrated that to a very

great extent the project managers ensured effective communication in all partners as illustrated by mean score of 4.6364 and a standard deviation of 0.82628; respondent further presented that to a high extent Safaricom Plc adopted both external as well as internal communication as depicted by mean score of 3.8586 and a standard deviation of 1.33256. The respondents indicated that to a high extent they had improved social networks to enhance better communication as shown by mean score of 4.1919 and a standard deviation of 0.97601. It is therefore clear that communication management was being done effectively by the project managers in Safaricom Plc. The findings were supported by Afroze and Khan (2017) on a study on the effect of compelling communication practices and venture multifaceted nature on performance of worldwide advancement projects. The findings of the study demonstrated that communication practices have significant and positive effect on performance of projects.

Table 4.6 Mode of Communication

		Frequency	Percent
Valid	Use online collaboration tools	6	6.1
	Meet regularly. Hold regular strategy meetings for the entire team	93	93.9
	Total	99	100.0

Source: Researcher (2020)

Table 4.6 presents the mode of communication during the various project implementation phases. The results indicated that 93.9% (93) of the projects preferred meeing regularly which involved holding regular strategy meetings for the entire project team. The Minority 6.1% (6) projects used online collaboration.

Table 4.7 Challenges Faced Relating to Communication

		Frequency	Percent
Valid	Distance	49	49.5
	Cultural Differences	19	19.2
	Substandard Written Communication	13	13.1
	Inability To Listen Or Focus	7	7.1
	Hierarchy Or Authority	11	11.1
	Total	99	100.0

Source: Researcher (2020)

Table 4.7 presents the challenges faced relating to communication during project implementation in Safaricom Plc. 49.5% (49) indicated that distance was the greatest challenge, 19.2% (19) argued that cultural differences is a challenges faced relating to communication during project implementation, 13.1% (13) indicated that substandard written communication challenge was faced in communicating project implementation phases, 7.1% indicated inability to listen and focus and 11.1% indicated Hierachy or authority as a major challenge.

4.4.2 Personnel Management and Implementation of Projects

The researcher required the respondents to state their level of conformity on the statements in relation to how personnel management affects implementation of projects. Several indicators of personnel management were applied, and the results were presented in table

4.8. Table 4.9 also presented the challenges facing personnel management at Safaricom projects.

Table 4.8 Personnel Management and Implementation of Projects

Descriptive Statistics

	Mean	Std. Deviation
Competent project team	4.7475	.43667
Adequate staffing	3.5556	.84783
Training and development	4.5758	.57305
Adequate remuneration	4.6465	.57699
Valid N (listwise)		

Source: Researcher (2020)

The findings in the table 4.8 showed that majority of the respondents to a very great extent indicated that there was competent project team (Mean=4.7475, Std deviation=0.43667), to a high extent adequate staffing (Mean=3.5556, Std deviation=0.84783), to a very high extent training and development (Mean=4.5758, Std deviation=0.57305) and adequate remuneration was done as indicated by a mean of 4.6465 and a Std deviation of 0.57699.

Table 4.9 Challenges Facing Personnel Management at Safaricom Projects

		Frequency	Percent
Valid	Compliance with Laws and Regulation	5	5.1
	Management Changes	24	24.2
	Leadership Development	27	27.3
	Workforce Training and Development.	9	9.1

Adapting to Innovation	34	34.3
Total	99	100.0

Source: Researcher (2020)

Table 4.9 presents challenges facing personnel management at Safaricom projects. Majority of the respondents 34.3% (34) indicated adapting to innovation in project innovation as the major challenge, 27.3 (27) indicated Leadership Development, 24.2% (24) presented management changes, 9.1% (9) indicated workforce training and development and 5.1% (5) indicated that Compliance with Laws and Regulation was the major challenges facing personnel management at Safaricom projects. The study was supported by Njogu (2016) that contribution of partners and personal training, adequate staffing in projects prompted cost proficiency, consumer loyalty and decrease in project costs. Yang, Huang and Wu (2011) contradicted the findings in that leadership by supervisor, personnel management plan and adoption of technology does not significantly affect project implementation.

4.4.3 Resource Planning and Implementation of Projects

The study sought to determine the effect of resource planning on implementation of projects in Safaricom Plc, Kenya. The researcher used a combination of various indicators of resource planning and presented to the respondents as statements as indicated in table 4.10. Table 4.11 presents the findings on how resource planning can be improved at Safaricom Plc to ensure successful implementation of projects.

Table 4.10 Resource Planning and Implementation of Projects

Descriptive Statistics

	Mean	Std. Deviation
Resource identification	4.5657	.97060

Sharing	4.5960	.92493
Resource budgeting	4.5253	1.03355
Resource control	4.6061	.91270
Valid N (listwise)		

Source: Researcher (2020)

The study findings as presented in table 4.10 indicated majority of the respondents indicated to a very great extent that resource identification, sharing of resources, resource budgeting and resource control was effectively done as depicted by mean scores of 4.5657, 4.5960, 4.5253 and 4.6061 respectively. The study was supported by Umulisa, Mbabzize and Shula (2015) study on the examination on the impacts of project resource planning on project performance of Agaseke Project in Kigali, Rwanda. Resource planning was found to impact the task execution and project performance. Obegi and Kimutai (2017) study contradicted the results that resource planning insignificantly affects implementation of projects.

Table 4.11 Improving Resource Planning at Safaricom Dealers

		Frequency	Percent
Valid	Keep a central schedule. Along with your pool of resources, you also need to have a master schedule	49	49.5
	Use the technology available	32	32.3
	Create a giant resource pool	18	18.2
	Total	99	100.0

Source: Researcher (2020)

The results in Table 4.11 presented that 49.5%(49) of the project manager opined that keeping a central schedule along with your pool of resources and a master schedule helps in resource planning, 32.3% (32) indicated that use the technology available and 18.2% (18) indicated the solution to resource planning was to create a giant resource pool.

4.4.4 Stakeholders Involvement and Implementation of Projects

The study aimed to determine the effect of stakeholders involvement on implementation of projects. The results were presented in table 4.12. Table 4.13 presents other ways that stakeholder's contribution influenced project implementation.

Table 4.12 Stakeholders Involvement and Implementation of Projects

Descriptive Statistics

	Mean	Std. Deviation
There exist high participations of stakeholder in project delivery	4.5657	.75811
We have allocated enough funds and skills to projects	4.5152	.82516
We have ensured stakeholder engagement in projects to enhance project performance	4.5960	.75484
Involvement of majority of stakeholders helps to efficiency of a project	4.6465	.59442
Valid N (listwise)		

Source: Researcher (2020)

The results in the table 4.12 indicate that to a very great extent there exist high participations of stakeholder in project delivery as depicted by mean score of 4.5657 and a standard deviation of 0.75811, to a very great extent they allocated enough funds and skills to projects as shown by mean score of 4.5152 and standard deviation of 0.82516, to a very great extent project managers ensured stakeholder engagement in projects to enhance project performance as predicted by a mean of 4.5960 and a standard deviation of 0.75484 and that to a very great extent Involvement of majority of stakeholders helps to

efficiency of a project (Mean=4.6465, standard deviation=0.59442). This is an indication that on average projects managers consider the opinion of the stakeholders in the implementation of projects. The study findings were supported by Kihuha (2018) that the association of stakeholders in the determining project results on distribution of resources and all the undertaking stages upgraded the exhibition of the task and the projects where stakeholders were not included didn't end well. The investigation prescribed the importance of stakeholders involvement in the procedure on project planning and rebuilding the partner association process. Mburu (2018) contradicted the results that limiting working with stakeholders in execution of projects leads to project success and performance.

Table 4.13 Stakeholder's Contribution to Project Implementation

		Frequency	Percent
Valid		18	18.2
	Managers and employees affect the daily routine of the project suppliers who are late in delivering crucial parts may blow the project schedule	17	17.2
	effective participation of stakeholders may help bring more ideas on table	10	10.1
	the more you will reduce and uncover risks on your project.	10	10.1
	Granting Project Acceptance	44	44.4
	Total	99	100.0

Source: Researcher (2020)

The findings in Table 4.13 presents that 44.4% (44) of the respondents indicated that granting project acceptance, 18.2% (18) indicated managers and employees affect the daily routine of the project, 17.2% (17) indicated suppliers who are late in delivering

crucial parts may blow the project schedule, 10.1% (10) indicated that effective participation of stakeholders may help bring more ideas on table and 10.1% (10) presented that the more you will reduce and uncover risks on your project as other ways that stakeholder's contribution influenced project implementation.

4.4.5 Implementation of Projects

The study sought to establish the level of project implementation in Safaricom Plc. Table 4.14 presents the project completion levels.

Table 4.14 Project Completion Rate

Targeted Projects	**Projects**	**Project Completed**	**Completion %**
Water Security Projects	11	7	63.64%
Education Projects	47	42	89.36%
Health Projects	21	18	85.71%
Disaster Response Projects	5	5	100%
Economic Empowerment Projects	12	6	50%
Environment Projects	3	3	100%
Total	**99**	**81**	**81.82%**

Source: Researcher (2020)

Table 4.14 presents that all (100%) environmental projects and disaster response projects were complete, 63.64% of the water security, 89.36% of education projects, 85.71% of the health projects and 50% of the economic empowerment projects were completed. The success rate was attributed to proper utilization of personnel, resource planning,

communication and involvement of stakeholders in all phases of the project. Other results relating to project implementation were presented in table 4.15.

Table 4.15 Implementation of Projects

	N	Minimum	Maximum	Mean	Std. Deviation
The project were completed on timely basis	99	1.00	5.00	2.4848	1.24838
The projects implementations met the budget compliance	99	1.00	5.00	4.4242	1.07941
The project are Relevant to beneficiaries	99	1.00	5.00	4.7475	.62830
Valid N (listwise)	99				

Source: Researcher (2020)

Findings in table 4.15 illustrates that greater part of the respondents agreed to great extent The project were not completed on timely basis (Mean=2.4848, Standard deviation=1.24838). However, the project managers indicated that to a high extent the projects implementations met the budget compliance (mean=4.4242, standard deviation=1.07941) and that the project were relevant to beneficiaries (Mean=4.7475, Standard deviation=0.62830). The results agree with Kress (2014) results that the primary goal of project management is to meet or surpass the projects sponsor's standards. According to the report, these criteria are typically specified within 3 groups; a given project generates preferred outcome with minimal flaws, a given project generates preferred outcome for the planned cost schedule and a given project generates the preferred outcome within the expected timeframe.

4.5 Inferential Analysis

This section investigates the correlation between variables, tests the possibility of multicollinearity, presents the model summary, analysis of variance and the coefficients of the independent variables.

4.5.1 Correlation Analysis

The study sought to determine the correlation between the independent variables (communication management, personnel management, resource planning, stakeholder involvement) and the dependent variable (project implementation). To calculate the correlation (strength) between the study variables and their findings the survey data used Karl Pearson's coefficient of correlation (r). The findings are presented in table 4.16.

Table 4.16 Correlations

		Communication Management	Personnel management	Resource planning	Stakeholders Involvement	Project Implementation
Communication Management	Pearson Correlation	1	-.032	.039	.038	.585**
	Sig. (2-tailed)		.755	.704	.708	.000
	N	99	99	99	99	99
Personnel Management	Pearson Correlation	-.032	1	-.105	-.131	.246*
	Sig. (2-tailed)	.755		.299	.197	.014
	N	99	99	99	99	99
Resource Planning	Pearson Correlation	.039	-.105	1	-.011	.423**
	Sig. (2-tailed)	.704	.299		.914	.000
	N	99	99	99	99	99
Stakeholders	Pearson					

Involvement	Correlation	.038	-.131	-.011	1	.379**
	Sig. (2-tailed)	.708	.197	.914		.000
	N	99	99	99	99	99
	Pearson Correlation	.685**	.646*	.723**	.679**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
Project Implementation	N	99	99	99	99	99

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2020)

From the study findings in table 4.16, the relationship between projects implementation and Communication Management was positive and significant (r=0.685, sig=0.000). It was evident that there was a positive significant correlation between projects implementation and Personnel management (r=0.646, sig=0.000). The relationship between projects implementation and Resource planning was positive and significant (r=0.723, sig =0.000) and that there was a positive and significant correlation between projects implementation and Stakeholders Involvement (r=0.679, sig=0.000) The study findings agree with Kihuha (2018) findings that the relationship between communication management, personnel management, resource planning, stakeholder involvement and project implementation was positive and significant.

4.5.2 Testing Multicollinearity

The study sought to investigate whether two or more independent variables have a high correlation with each other. The findings were presented in Table 4.17

Table 4.17: Multicollinearity Coefficients[a]

Model	Collinearity Statistics

	Tolerance	VIF
Communication Management	.887	1.101
Personnel Management	.786	1.114
Resource Planning	.767	1.128
Stakeholder Involvement	.844	1.122

a. Dependent variable: Project Implementation

Source: Research Data (2020)

A VIF value of 5 or more and a tolerance value of less than 0.2 presents a possibility of multicollinearity. The findings in table 4.17 indicate that the tolerance values were above 0.2 and that the VIF values were below 5 indicating that there was no possibility of multicollinearity between variables thus regression analysis could be done to establish if there is a relationships between the dependent and independent variables.

4.5.3 Regression Analysis

The researcher conducted a multiple regression analysis to determine the change in the (dependent variable) project implementation as a result of change in the four independent variables (communication management, personnel management, resource planning, stakeholder involvement).

4.5.3.1 Model Summary

The model summary was used to present the coefficient of determination, which explained the degree to which variations in the dependent variable can be explained by changes in the independent variables. It can also be explained as a percentage of variation in the dependent variable (implementation of projects) that is described by all the four

independent variables (communication management, personnel management, resource planning, stakeholder involvement). The results were presented in table 4.18.

Table 4.18 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874[a]	.763	.753	1.61942

a. Predictors: (Constant), Stakeholders Involvement, Resource planning, Communication Management, Personnel_management

Source: Survey Data (2020)

The four independent variables (communication management, personnel management, resource planning, stakeholder's involvement) contributes to 75.3% on project implementation as represented by the adjusted R^2 of 0.753. Consequently, the other factors not considered in this research contribute to 24.7% on project implementation. The coefficient of correlation value of 0.874 indicates that there was a strong positive correlation between independent and dependent variables. This indicates that a positive change in stakeholder's involvement, resource planning, communication management and personnel management results to strong and positive change in project implementation.

4.5.3.2 Analysis of Variance

The study sought to establish the overall significance. The results were presented in the table

4.19.

Table 4.19 Analysis of Variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	794.230	4	198.557	75.712	.000[b]

	Residual	246.517	94	2.623		
	Total	1040.747	98			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Stakeholders Involvement, Resource planning, Communication Management, Personnel management

Source: Researcher (2020)

The findings in the table 4.19 indicate that the overall model was significant. The overall model was significant as shown by a calculated F statistic of 75.712 (p value 0.000). The calculated F statistics was large than the critical F statistic. The findings indicated that the variables: communication management, personnel management, resource planning, stakeholder involvement are good predictors of project implementation.

4.5.3.3 Regression Coefficients

The study coefficients of independent variables are presented in table 4.19. The coefficients indicate the direction and change of dependent variable as a result of change in the independent variables.

Table 4.20 Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	17.305	4.334		3.993	.000
	Communication Management	.906	.081	.564	11.212	.000
	Personnel management	.923	.129	.365	7.160	.000
	Resource planning	.953	.108	.445	8.797	.000
1	Stakeholders Involvement	.927	.115	.410	8.088	.000

a. Dependent Variable: Project Implementation

Source: Researcher (2020)

As per the SPSS generated table 4.20, the equation

$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$ becomes:

$Y = 17.305 + 0.906X_1 + 0.923X_2 + 0.953X_3 + 0.927X_4$

Using the regression equation above and holding all factors constant (communication management, personnel management, resource planning and stakeholders involvement) project performance was 17.305 units. The findings in table 4.20 indicate a positive change in communication management significantly results to positive change in project implementation (β_1=0.906, sig=0.000). A positive unit change in communication management resulted to 0.906 positive unit changes in project implementation. The relationship between communication management and project implementation was positive and significant. The findings were supported by Afroze and Khan (2017) on a study on the effect of communication practices on project performance. The findings of the study demonstrated that communication practices have significant and positive effect on performance of projects.

The results further indicate that a positive change in personnel management significantly results to a positive change in project implementation. A positive unit change in personnel management resulted to 0.923 positive unit changes in project implementation. The relationship between personnel management and project implementation was positive and significant. The study was supported by Njogu (2016) that the relationship between personnel management and implementation of projects was positive and significant. Yang, Huang and Wu (2011) contradicted the findings in that leadership by supervisor, personnel

management plan and adoption of technology does not significantly affect project implementation.

The findings in table 4.20 show that a positive unit change in resource planning causes a positive unit change in project implementation. A positive unit change in resource planning resulted to 0.953 unit changes in implementation of projects. The relationship between resource planning and project implementation was positive and significant. The study was suppoted by Umulisa, Mbabzize and Shula (2015) study on the examination on the impacts of project resource planning on project performance of Agaseke Project in Kigali, Rwanda. Resource planning that the relationship between resource planning and project performance was positive and significant. Obegi and Kimutai (2017) study contradicted the results that resource planning insignificantly affects implementation of projects.

The results in table 4.20 also indicate that a positive unit change in stakeholder's involvement causes a positive unit change in implementation of projects. A positive unit change stakeholders involvement resulted 0.927 unit changes in project implementation. The relationship between stakeholder's involvement and project implementation was positive and significant. The study findings were supported by Kihuha (2018) that the stakeholders involvement significantly determine project success. However, the study contradicted Mburu (2018) that the relationship between stakeholder's involvement and project success was positive and insignificant.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on effects of project planning on implementation of projects by Safaricom Plc in Mombasa County. The chapter also highlights the conclusions and recommendations of the study based on study findings. The chapter contains the summary of findings, conclusions, recommendations and area for further research.

5.2 Summary of the Study

The four independent variables (communication management, personnel management, resource planning, stakeholder's involvement) contributes to 75.3% on project implementation as represented by the adjusted R^2 of 0.753. Consequently, the other factors not considered in this research contribute to 24.7% on project implementation. The coefficient of correlation value of 0.874 indicates that there was a strong positive correlation between independent and dependent variables. This indicates that a positive change in stakeholder's involvement, resource planning, communication management and personnel management results to strong and positive change in project implementation.

The first objective was to establish the effect of communication management on project implementation in Safaricom Plc. Majority of the respondents to a very great extent approved that they have enhanced commitment of individual stakeholders through communication. Majority of the respondent to a very great extent indicated that communication is an integral part in projects in their organization. It was illustrated that to a very great extent the project managers ensured effective communication in all partners and respondent further presented that to a high extent Safaricom Plc adopted both external as well as internal communication. The respondents indicated that to a high extent they had improved social networks to enhance better communication. It is therefore clear that communication management was being done effectively by the project managers in Safaricom Plc.

The second objective sought to establish the effect of personnel management on implementation of projects. The findings showed that majority of the respondents to a very great extent indicated that there was competent project team, to a high extent

adequate staffing was availed, to a very high extent training and development was done and adequate remuneration was done. However, Majority of the respondents indicated adapting to innovation in project innovation was the major challenge.

The third objective sought to determine the effect of resource planning on implementation of projects in Safaricom Plc, Kenya. The study findings indicated majority of the respondents indicated to a very great extent that resource identification, sharing of resources, resource budgeting and resource control was effectively done. The results presented that the project manager opined that keeping a central schedule along with your pool of resources and a master schedule helps in resource planning, indicated that use the technology available and indicated the solution to resource planning was to create a giant resource pool.

The fourth objective aimed to determine the effect of stakeholder's involvement on implementation of projects. The results indicated that to a very great extent there exist high participations of stakeholder in project delivery, to a very great extent they allocated enough funds and skills to projects, to a very great extent project managers ensured stakeholder engagement in projects to enhance project performance and that to a very great extent involvement of majority of stakeholders helps to efficiency of a project. This is an indication that on average projects managers consider the opinion of the stakeholders in the implementation of projects.

5.3 Conclusion

Based on the findings the study made the following conclusion.

The study concluded that most of the project accord communication management as an important role that aims to improve project implementation. It was concluded that effective communication to all partners both external as well as internal communication is paramount to project success. The study concluded that communication management positively and significantly contributes to project implementation.

The study concludes that personnel management has a positive and significant effect on project implementation. The study concludes that competent project team, adequate staffing, training and development and adequate remuneration are significant in explaining changes in project implementation. The study also concluded that adapting innovation in projects is a major challenge in project implementation.

The study concludes that resource identification, sharing of resources, resource budgeting and resource control contributes enormously to the success of the projects. The study concluded that keeping a central schedule along with your pool of resources and a master schedule helps in resource planning. The study concluded that use of technology and giant resource pool was the solution to resource planning challenges. The study concludes that material resource planning has a positive and significant effect on project implementation.

Stakeholders involvement significantly influences on project implementation The study concluded that high participations of stakeholder in project delivery, allocation of enough funds and skills to projects, ensuring stakeholder engagement in projects enhances project

performance. The study concluded that the opinion of the stakeholders in the implementation of projects is critical for the project success.

5.4 Recommendation

Based on the findings and conclusions of the study, the following recommendations were made.

Based on the conclusion that communication management positively affects projects implementation, Safaricom Plc should ensure there is a policy on equiping the project managers through appropriate and constant training programs addressing the importance and modes of communication. The study also recommends that there is need for Safaricom Plc to understand the challenges facing project team members, partners and sponsors in order to address them. Additionally, it is recommended that projects forecast the level of performance of a project before it is inaugurated.

Concerning personnel management, the study notes that project budget is a critical part of the budget and it has a major influence on both the planning and execution parts of a project. For efficient utilization of the human resource, a policy should ensure that total costs and individual costs of the diverse work packages in the project should be kept track of. Estimating the costs of individual activities based on execution conditions will assist to generate correct overall cost estimation. On the same, the study recommends that for successful project personnel planning, Safaricom should have a policy on ensuring that that projects are within time and budget.

Based on material resource planning results, the study recommended development of time schedules based on the formerly developed WBS. Likewise, to develop accurate and attainable schedules. A policy on accurate sequencing of activities should be followed. Early detection of deviations on resource utilization especially materials will enable necessary actions by the project team. A project team should be selected to manage resources especially material resources at all times. The study recommended that for a successful project implementation, material usage planning should be a focus.

Study recommended that all stakeholders should be consulted at all levels of project implementation in Safaricom Plc. The study recommended that project managers should encourage high participations of stakeholder in project delivery, allocation of enough funds and training. The relevance, costs and benefits and sustainability plans related to projects should be taken serious by every stakeholder involved in project implementation.

5.5 Suggestions for Further Research

This study investigated on effects of project planning on project implementation. The study considered four independent variables (communication management, personnel management, resource planning and stakeholders involvement) which according to the findings contributes to 75.3% on project implementation as represented by the adjusted R^2. The study therefore suggests further study to establish the contributors of 24.7% on implementation of projects. Finally, the study recommends a similar study to be conducted in other counties to reflect the real situation across the country. Such study findings will provide a guideline that will help in coming up with government policies related to project implementation practices.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Mohamed Rashid Abdi

P OBox 83972-80100

Mombasa

TO WHOM IT MAY CONCERN

RE: RE QUEST FOR DATACOLLECTION

I am a post-graduate student at Kenyatta University. As part of the requirement for the Master Degree Award I am required to conduct a research study which is relevant to the course under study. Therefore, I have chosen to conduct a study titled: project planning and implementation of projects by Safaricom limited in Mombasa County, Kenya. You have been randomly selected to be part of the respondents in this study due to the role you play in project management in the company.

Yours faithfully

Mohamed Rashid Abdi

0729834806

APPENDIX II: RESEARCH QUESTIONNAIRE

This questionnaire is designed to collect data on influence of project planning on successful implementation of projects in Safaricom Plc.

SECTION A: Demographics of the Respondents

1) What is your gender?

Male [ ]

Female [ ]

2) Indicate your age bracket?

20-30 Years [ ] 31-40 Years [ ]

41-50 Years [ ] More than 51 years [ ]

3) How long have you worked at Safaricom PLC?

Less than 5 years [ ] 5-10 Years [ ]

11-20 Years [ ] More than 20 Years [ ]

4) Indicate designation in the organisation?

Top Manager [ ]

Middle level Manager [ ]

Lower level Manager [ ]

SECTION B: COMMUNICATION MANAGEMENT

You are required to indicate the extent with which you agree with the following measures of communication management by Safaricom PLC? Use the Key provided below,

Use a scale of 1-5 where 1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

Aspects of Communication management	1	2	3	4	5
6. We have enhanced commitment of individual stakeholders through communication					
7. Communication is an integral part in projects in our organization					
8. We have ensured effective communication in all partners					
9. Our organization has adopted both extrenal as well as internal communication					
10. We have improved social networks to enhance better communication					

11. Kind indacte the mode of communication during the various project implementation phases……

……..

12.What are some of the challenges you faced relating to communication during your project implementation…….

…….

SECTION C: PERSONNEL MANAGEMENT

Kindly tick against the box the level with which you agree with the aspects of personnel management by Safaricom? Use a scale of 1-5 where 1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

Aspects of Personnel Management	1	2	3	4	5
13.Competent project team					
14.Adequate staffing					
15.Training and development					
16. Adequate remuneration					

17. In your opinion what are some of the challenges facing personnel management at Safaricom projects?……..……

……

……

SECTION D: RESOURCE PLANNING

The statement presented in the table relate to resource planning in Safaricom Plc. Kindly indicate how you agree with the statements presented using the key guide provided.

Aspects of Resource Planning	1	2	3	4	5
18.Resource identification					
19.Resource budgeting					
20. sharing					
21.Resource control					

22. Indicate how resource planning can be improved at Safaricom Plc to ensure successful implementation of projects……

……

……

SECTION E: STAKEHOLDER INVOLVEMENT

23. Indicate the extent with which stakeholder's contribution influences the implementation of projects at Safaricom?

Extent Level	Very low	Low	Moderate	Great	Very Great
Tick where appropriate					

Specify the extent you either disagree or agree on provided statement below on how engagement of stakeholders influence projects performance implementation, County. Use a scale of 1-5 where1= Very great extent; 2 Great extent; 3= Moderate extent; 4= Low Extent and 5= Very Low Extent

Stakeholder's Participation	1	2	3	4	5
24.There exist high participations of stakeholder in project delivery					
25.We have allocated enough funds and skills to projects					
26.Our organization plays a critical role in decision making					
27.We have ensured stakeholder engagement in projects to enhance its performance					
28.In our organization involvement helps to efficiency of a project					

29. Kindly indicate other ways that stakeholder's contribution influenced project implementation.……
…….

……

SECTION F: PROJECT IMPLEMENTATION AT SAFARICOM PLC

30. What is your level of agreement with the following aspects of project implementation at Safaricom Plc?

	1	2	3	4	5
Timely completion					
Budget compliance					
Relevance to beneficiaries					

THANK YOU FOR YOUR TIME

APPENDIX III: LIST OF PROJECTS

Targeted Projects
Water Security Projects
Education Projects
Health Projects
Disaster Response Projects
Economic Empowerment Projects
Environment Projects