

**PROJECT MANAGEMENT PRACTICES AND IMPLEMENTATION OF
MARKET DEVELOPMENT PROJECTS IN THE COUNTY GOVERNMENT OF
KISUMU**

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DECLARATION

I declare that this research is my original work and it has not been submitted for the award of any degree or diploma in any other institution. No part of the project should be reproduced without the authority of the author and/or Kenyatta University.

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This research project is submitted for examination with my approval as the appointed university supervisor.

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DEDICATION

The project is devoted to closest people in my life for their support, love and encouragement towards completion of this proposal. To mention in specific, my wife, Emily and my three daughters, Liz, Joy and Eve who endured my busy schedules with work, school and family.

Blessings be upon you.

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ABBREVIATIONS/ACRONYMS

CGK	County Government of Kisumu
CIDP	County Integrated Development Plan
CSF	Critical success factors
GDP	Gross domestic product
GoK	Government of Kenya
GoT	Government of Tanzania
ILO	International Labor Organization
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
PPPs	Public private partnerships
PPPs	Public private partnerships
SSA	Sub-Saharan Africa

OPERATIONAL DEFINITION OF TERMS

Project Implementation	Consists of carrying out tasks with the goal of achieving the results and tracking progress towards the scope, time and budget of the project.
Project Management practice	management practices are activities designed with aim of improving efficiency in the working environment or even helping organization realize its goals and objectives
Monitoring and evaluation	this incorporates the compilation and review of data and assesses the degree to which a project has or has not achieved its objectives.
Stakeholder participation	involving the stakeholders in sharing a common understanding, awareness, decision making, expertise and involvement in the process of making decisions concerning the project.
Government support	Government funds given to the organisation for the execution of the project. It involves government guarantee, policies linkages and influence.
Project feasibility	Process of analysing and evaluating the technical feasibility it terms of favourable legal framework, project technical feasibility and stakeholders' involvement

ABSTRACT

Successful implementation of the project may be evaluated according to time, expense and efficiency. In order for a project to be effective, it must be carried out within the defined or scheduled budget, follow the scheduled deadlines and provide an end result which conforms to the quality and requirements established by the procurement agency. However, the expected level of development as per the proposed county government development plan has not been realised as expected due to increased challenges' in project management hence creating a gap. The aim of this study was to establish the extent in which project management practices affects implementation of market development projects in the County Government of Kisumu. Specific objectives of this research was geared in determining how stakeholders' participation, project feasibility, County government support and monitoring and evaluation influences implementation of market development projects in the County Government of Kisumu. The study was anchored by institutional theory, stakeholders' theory and resource-based theory. The study concentrated on descriptive research design with respect to research methodology. The total number of respondents consisted of 400 officials who had been specifically connected to project implementation. To pick the respondents, a simple random sampling method was employed. As a data collection method, the study introduced semi-structured questionnaires. The primary data was obtained using semi-structured questionnaires that were analyzed using descriptive statistics and inferential statistics. The study found that stakeholder participation, project feasibility, government support, monitoring and evaluation positively and significantly influenced project implementation. The study concluded that in its committee, market management committees supported monitoring and assessment. The projects introduced gave the recipients the ability to profit, both directly and indirectly, and provided them a favourable legal structure for business growth projects. The government has informed market management committees of its assistance. The study recommended that market management committees in their committee should support monitoring and assessment. Implementation of a project can foster mutual ownership of the project. A favourable regulatory structure for business growth projects should be available. The Government should ensure that it supports market management committees.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Projects may be considered as a series of tasks that must be performed in compliance with clear goals that require the use of the resources of an organization (Schultz, Slevin & Pinto, 2011). According to Pinto (2013) the project management practices are the fundamental problems inherent in the project which must be preserved such that team work can be carried out efficiently and effectively. They need daily attention, and they run through the life of the project. Success in project management focuses on project processes and in particular on achieving cost, time, and quality goals successfully. It also considers the manner in which the process of management was carried out.

Sanvido (2015) argues that the project, whether the owner, designer, engineer, contractor or operator, must be fulfilled in order for the project to be effective positive expectations for those involved. These standards are however special to all concerned parties. A broad range of choices must be made during the project control process and, as is common, the decisions made at the earlier stages of the design have a greater influence on the project control exercise. Project management activities allowed the company to incorporate general organizational control skills to maximize the employer and the project's efficiency. Rockart (2016) noted that in order to guarantee potential success of a project, an organization and its industry should recognize best practices in project management.

Project management might sound as easy as pronouncing it but the most common and significant challenge is to achieve project goals as proposed or stipulated in the proposed plan and at the same time adhering to the needs of project, outlined scope, cost, time and quality as being some of the project constraints majorly to be considered (Milosevic & Patanakul, 2014). Osoro and Owino (2017) indicate that another challenge is the optimization of the allocation along with integration of inputs to be up to par with pre-defined objectives. The challenges are over and over again evident in project management practices in numerous industries and turn to be a limitation to attainment of set objectives and result needed from the execution of projects. The study also identified that most some of these challenges are associated with human error such as lack of project planning, ineffective resources allocation, limited management commitment and most commonly inability to match with the required project management practices.

1.1.1 Project Implementation

Implementation of the project relates to the method of reviewing the project plan by introducing such particular activities and processes to render the project vision practical and ultimately extract the intended benefits from the project (Pinto & Slevin, 2016). Successful project execution can be calculated on the basis of time, expense and efficiency (performance) according to Slevin and Pinto (2017), widely known as the triple constraint. To decide if a project has been successfully performed, or better yet, if the project has been efficient, one can go back to the original project priorities of time, cost and productivity (performance) in order to be able to assess the degree of their individual achievement.

Kuruppuarachchi, Mandal and Smith (2012) note that the execution of a project includes carrying out the tasks specified in the form of the plan in order to achieve project goals and generate results and output. The output relies on many variables both internal and external. A fairly well coordinated project management and successful tracking of project success and associated costs are two of the most significant aspects. According to Meredith and Mantel (2016) the project management must provide an effective management structure and must also be responsive to relevant criteria and changing circumstances, as the project is never carried out exactly on the original timetable.

Pearce and Robinson (2016) stresses the fact that implementing a project plan involves various steps in that agreed schedule of task is converted into functionalities and workable targets. The two writers' support this notion when they express that implementation considers to answer pertinent questions guiding a company's projects. Jofre (2011) note that modification process of the planned investment by introducing actions that are specific and processes to operationalize the investment vision and ultimately extract the project's expected benefits is referred to as project implementation. Project implementation in this study was measured in terms of scope, time & quality and budget/cost.

1.1.2 Practices of Project Management

The project management practices include basic problems inherent in the project, and entail the practical application of tools, techniques, models and standards of project management (Chua, Kog, & Loh, 2013). Mobey and Parker (2014) show that project management practices are concerned with the overall planning and coordination of a

project from design to completion aimed at meeting the specified criteria and ensuring timely, cost-effective completion and the requisite quality standards. Mobey and Parker (2014) further argue that as project management evolved, practices became important and further argue that best practices are not best for each organisation, and any situation will change as individuals and organisations find effective ways to achieve the end result. In this study project management practices were evaluated in terms of stakeholders' participation, project feasibility, County government support and monitoring and evaluation.

Stakeholders add a broad variety of expertise, information, and perspectives to the project which will help make the project more effective if they are properly handled (Bourne, 2016). The performance or failure of several traditional infrastructure initiatives and programs was attributed to the participation or lack of presence of stakeholders in the project process management. Maina (2013) states the role of partners in construction programs is important. While small actions and emergency Conditions for stakeholder participation are typically not acceptable, a complex scenario with far-reaching implications requires involvement of stakeholders and tends to prevent issues in the future when handled proactively rather than in reaction to a crisis.

A project feasibility analysis is used to assess the feasibility of a concept, such as ensuring a proposal is legally and theoretically feasible as well as economically justifiable. It tells us if a project in some cases is worth the investment, a project may not be feasible (Shen, Tam, Tam & Ji, 2015). According to Dey (2016) a feasibility analysis assesses the potential for success of the project; thus, perceived objectivity is an

important factor in the study's reputation for potential investors and lending institutions. A feasibility study's value is focused on an organizational willingness to "go it right" before committing money, time or budget. A feasibility analysis could discover new concepts that could alter the direction of a project entirely.

Other forms of financial support to make projects financially viable can also be considered by the government. This can include interest-free or low interest loans, subordinated loans, grants for funding for operations and maintenance and interest subsidies. (Dailami & Klein, 2016). Brandao and Saraiva (2018) observe that for example, through grants / grants, equity investments and/or debt, the government can decide to provide direct support for the project. These structures are especially useful in cases where the project does not achieve bankability, financial feasibility or is otherwise subject to unique risks that private investors or lenders are not well positioned to handle.

According to Badiru (2011) monitoring and evaluation are two of the most important aspects of ensuring the performance of many projects when performed correctly and at the right time and place. Unfortunately, these two appear to be given little priority, although known to many project developers, and as a result are done simply for the sake of meeting the criteria of most funding agencies without the intention of using them as a tool to ensure the success of projects. Opong (2013) argues that each project may have specific criteria for this and that project managers and developers should strive to establish effective monitoring and assessment processes in such circumstances.

1.1.3 Market Development Projects in Kisumu County

Several factors in Kenya affecting projects implementation include; corruption, politics, financial embezzlements, misplaced priorities, tribalism/nepotism, low levels of technology (World Bank, 2012). A report by UNDP (2010) which was meant to identify why majority of the projects fail in the public sector identified that some factors such as nepotism and tribalism affects the ability of project leaders to select top and quality project implementers hence affecting implementation phase because of insufficient understanding, abilities and expertise. Although new constitution has been enhanced towards elimination of nepotism, the issues still affect Kenyans up to today. The new constituency has also enhanced development by bringing them close to the people through devolution where Kisumu County was formed as a result and among other 47 Counties. Considered largely in the dispensation of the new Constitution, devolution has brought development projects that is relevant for the deserving individuals of the villages, the level of the grassroots and those regions that were considered marginalized in the country.

A report by the GOK (2014) identified that although the issues of nepotism are still within us, significant changes have been realised with significant enhancement in infrastructure related projects, water related projects, mining activities, education and also healthy services. The county government have also been elevated with the ability to plan on their development activities, collect tax with aim of funding project and also ensure sufficient flow of resources has been realised within the county government.

Deficit budget has also been provided by the national government based on needs, the population and other factors (Republic of Kenya, 2013).

However, as a result of many factors, performance during the project implementation phase in the counties appears to be not up to standards. The lack of explicit internal communication structures and public institutional rules, the lack of sufficient staff, and little incentive for projects by late payment or no payment at all has contributed significantly to project failure or stagnation. The lack of management practices while executing government projects is a major challenge in the country and no studies have centred on this field to include suggestions on how to incorporate practices to support the situation. This project addressed practices that can help in improved implementation of government projects in Kenya by looking at projects in Kisumu County and presenting recommendations on what could be improved.

The County Government have numerous plans of improving development of market infrastructure in all the seven Sub Counties, i.e. Kisumu Central Sub County, expansion of Jubilee and Kibuye Markets; Kisumu West Sub County, Modern Retail market at Maseno; Nyakach Sub County, expansion of Katito Market; Nyando Sub County, expansion of Awasi Market. It is during the subsequent Annual Development Plans (ADP) across the five year plan that other Sub Counties i.e. Seme Sub County, Muhoroni Sub County and Kisumu East Sub County were considered for development.

1.2 Statement of the Problem

Projects from the government give recipients an exceptional premium (World Bank, 2010). A report published on Education for All Global Monitoring (2010) identified that success of a project is not a time activity. Successful projects must be conducted within the scope and also sufficient financial support should be in place. This includes involving all key stakeholders towards ensuring that resources and other requirement are enhanced. In relation to the public sector, a project must be resourceful and should be in a position to support economic development. In relation to the prevailing variables, it is clear that implementation and enactment of government related project is quite complex for every any project manager or even project administrator.

The legislature of Kenya subsidizes a horde of projects in various divisions in the nation including street development, water dams, instruction and IT based projects. The primary partners of these projects are the people of Kenya, the business network, and speculators. The decentralization policy of Kenya is meant to promote citizen participation as well as the government machinery ownership by moving the governance activities from order to consultative means by considering authority, functions, competence and vital assets to the county level (Kariungi, 2014). The ability to achieve smooth transition process in the county government due to increased challenges related to project planning, implementation and management. Some of the most common challenges which have resulted to inefficiency in project delivery include adherence to project timelines, deviating from the laid down budgets and non-conformity to quality standards of construction as drawn in the architectural drawings and bill of quantities. According to

Kisumu County, First County Integrated Development Plan 2013-2017, for instance the following constructions were supposed to be undertaken; Construction of the Maseno Modern Retail Markets, expansion of the Jubilee Market, Kibuye Market, Katito and Awasi, none of these were conducted.

Haron *et al.* (2017) research analyzed project management practices and their effect concerning project performance in the construction industry in Malaysia and identified impact of project management practices viz a viz progress of the project. Mongare (2017) study reviewed the relation found in project management activities and the implemented IT projects between study area of Kenyan local banks a and established the idea of tracking of a project and carrying out assessment had the biggest advantage on the implementation of IT projects. It also important to note that the study used secondary data hence lacking specific needs of a researcher. Therefore the main aim of this research was geared at investigating the influence that arise out of project management practices on implementation of market development projects in the County Government of Kisumu.

1.3 Objective of the Study

1.3.1 General Objective

The study generally aimed at determining how practices as far as project management influenced implementation is concerned to market development in the Government of Kisumu County.

1.3.2 Specific Objectives

The specific objectives of this study aimed at:

- i. Determining how stakeholders' participation influences implementation of market development projects in the County Government of Kisumu.
- ii. Examining the level to which project feasibility affects implementation of market development projects in the County Government of Kisumu.
- iii. Finding out the relationship between County government support and implementation of market development projects in the County Government of Kisumu.
- iv. Establishing the extent to which monitoring and evaluation affects implementation of market development projects in the County Government of Kisumu.

1.4 Research Questions

This study was guided by the following research questions:

- i. How does stakeholders' participation influence implementation of market development projects in the County Government of Kisumu?
- ii. To what level does project feasibility affect implementation of market development projects in the County Government of Kisumu?
- iii. What is the relationship between County government support and implementation of market development projects in the County Government of Kisumu?
- iv. To what extent does monitoring and evaluation affect implementation of market development projects in the County Government of Kisumu?

1.5 Significance of the Study

The findings could benefit the national government as it would not only provide details in relation to Kisumu County Government in general, however, it led to project leadership such as effective practices towards effective implementation of projects hence contributing to achievement of project goals. The study findings significantly supported project management in Kisumu County Government and contribute towards curbing issues affecting proper project management strategies and structure. Findings were significant to policy makers and administration in general since most of the aspects discussed were not only be related to project implantation but also related to ethical and legal practices associated with projects and award of tenders hence eliminating nepotism. In general, the research would lead to the provision of literature on project management and implementation which will be of significance to future researchers and scholars.

1.6 Scope of the Study

The current research was restricted towards practises of the management of the project on market implementation in the County Government of Kisumu. Study embarked on four variables which include: - stakeholders' participation, project feasibility, the County Government support and monitoring & evaluation of the project impact of management practices on project execution. It would be limited due to time and financial constraints. In relation to study instrument scope, the study adopted Likert scale which was used to formulate semi structured questionnaire towards addressing issues at hand. The study focused on officials at Kisumu County and not just any other respondents since this enhanced efficiency in data collection and also helped the researcher in understanding

issues affecting Kisumu County Government in relation to the execution of the project. The study focused on projects implemented for the last five years (2014 – 2018).

1.7 Limitation of the Study

The researcher encountered respondents' reluctance in relation to provision required information with expectations that the study is meant to bring about negative picture or even victimize them. The researcher overcame this limitation through stating clearly what the study intends to do and also presenting data collection letter to the respondent's from the administration as a proof that the research is for scholarly reasons only.

The study was also limited due to inability to access required information. The study was basically concerned with critical information in relation to project implementation and this could be out of public reach considering that not all public sector information is presented freely to the public. The researcher overcame this limitation through requesting permission from Kisumu County Government administration in relation to access of core information from the target respondents.

The third limitation the study encountered was respondent's biasness- there was no any measure that the study used to determine whether respondents are lying to giving out true information during data collection. In most cases, respondents tended to favour their place of work while providing information in relation to their performance and not what was happening in reality. Respondents assumed that research was conducted with aim of appraising which could be of negative to those who portray poor performance. The study overcame this limitation through sufficient scrutiny of information before data analysis and by disregarding questionnaires which seemed to be biased on one side of response.

This study also overcome this limitation through running analysed information in reliability test as explained in research methodology.

1.8 Organization of the Study

The research study was based on five elaborate chapters in which chapter one covered the study background based on study variables, the study problem, and the study questions, relevance of the study, the scope and limiting factors to the study. Chapter two covered theories guiding the study, empirical studies based on study objectives, summary of the empirical studies and identification or conceptual framework gaps. Chapter three covered those methodologies guiding the study. In chapter four, data collected from the respondents was presented and discussed while chapter five gave the summary of findings, conclusions, study recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two covered theoretical literature review, empirical literature review, summary of the literature reviewed and conceptual framework.

2.2 Theoretical Literature Review

Three theories have been put into consideration and reviewed for the purposes of this study.

2.2.1 Institutional Theory

Institutional theory was developed by Scott in the year 1991 who observe that the institutional theory of organizations places institutions at the center of organizational design and performance measurement. Organizations are, from this point of view, local instantiations of larger entities. Compliance with institutionalized criteria is considered a way of acquiring legitimacy, decreases confusion and increases the intelligibility of the acts and activities of an entity. As indicated by Scott (1991) establishments they consist of social intellectual and regulatory elements that give significance to life in conjunction with associated exercises and resources.

In regards to Brammer and Walker, (2012) the theory addresses the effectiveness of hierarchical culture and also the effectiveness of organizational atmosphere and how the atmosphere support effective and efficient project management. This theory is important with regard to the execution of sustainable services initiatives from the public sector's point of view. Institutional theory helps our perception of the institutions' pressures to

become more similar, which would diminish institutional diversity. Organizations aim to follow easily identifiable and acceptable standards within the organizational sector, which helps to enhance the integrity of the organization. The theory also comprehends the need to have effective policies when conducting comprehensive projects throughout all the stages of a project till performance evaluation.

2.2.2 Stakeholders' Theory

This study is guided by Freeman's (1994) stakeholder theory, which claims that stakeholder theory is focused on organizational management and ethical problems in industry, which demonstrate the corporate culture of organizational management. The theory demonstrates that in taking policies and attaining the organization's objectives, organisations will recognize specific issues and associations that can affect their operations. The stakeholder theory deals with how the company and the micro and macro world react to each other and their impact on the way organizational activities are carried out (Filippone, 2012). Bourne (2009) suggests that the owners are either from inside or outside the business. There are stakeholders such as consumers, staff, suppliers, contractors, NGOs, government and the local community in a given project, for example.

Hill and Jones (2012) note the stakeholder theory can be used to buy confidence in a project inside society. Walumbao (2011) holds the same view that stakeholder theory provides principles identifying, evaluating and meeting Community standards as stakeholders. Danny (2014) is of the opinion that a business that supports the neighbourhood or at least prevents harm from coming to the community would make decisions on the basis of whether neighbourhood needs are identified and assessed. Such

decisions may include playing by the rules of the game, adhering to lawful agreements, or acting on complaints or pressure on the organization.

2.2.3 Resource-Based Theory (RBT)

This study was guided by Resource Based View theory as proposed by Wernerfelt in 1984. Wernerfelt (1984) note that a corporation is a collection of physical assets, intellectual capital resources and organizational resources. The resource-based perspective's key assumption is that organizational resources and skills can vary dramatically across organizations and should be stable.

Chandler (1990) argues that organizational skills come from lower management, middle and top management, and when its resources and assets are properly used, a corporation may gain competitive advantage. It also states that if such organizational skills were properly organized and assimilated, it would be possible to achieve the economies of scale and scope needed to compete in domestic and international markets. Barney (1991) argues that "sustainable competitive advantage (due to path-dependence, causal ambiguity, and social complexity) is derived from important, rare, imperfectly imitative capital and not substitutable capital." A resource-based understanding of an organization recognizes that attributes related to past experiences, organizational culture and competencies are important for the success of the business.

This hypothesis is significant for the study as it suggests that organizations manage their waste according to their resources and capabilities. In addition, in order to be a source of efficient waste management, a firm resource must be essential, uncommon and imperfectly imitative and replaceable. Assets can boost the organization's ability to

manage projects better and therefore contribute to the project's performance by making the client change the profit. Alternatively, instruments can be used to establish barriers to entry and thus improve market efficiency.

2.3 Review of Empirical Literature

This section presents literature in relation to variables of the study. This includes comparing studies from different authors on project management and project implementation. The study variables are stakeholders' participation and project implementation, feasibility of the project and its subsequent implementation, support of government on implementation of the project.

2.3.1 Stakeholders' Participation and Project Implementation

Nyabera (2015) reviewed the impact of stakeholder engagement on project execution in Kenya: A case of Compassion International Supported Projects in Mwingi Sub-County. Also the analysis used techniques of both qualitative and quantitative studies. The target population of 4 Compassion-assisted projects was 391 stakeholders. The study found that stakeholder involvement in project initiation greatly affected project execution in projects with stakeholders included in the project governance system.

Ontiri (2016) studied the influence of stakeholder participation in successful project implementation: A Case of Coast Clay Works Ltd Mombasa County, Kenya. This study used exploratory research design. The target people of this study included the stakeholders involved in the processes of projects. The study employed a simple random sampling in identifying the sample size. This study used questionnaires and interviews as

the facts gathering instruments. The study revealed that participation of stakeholders in the funding process was very important in successful project implementation.

A research on the relationship between stakeholder participation models and the implementation of selected rural market stall projects in Vihiga County, Kenya, was conducted by Kadurenge (2017). A descriptive research concept of a survey was adopted. For selecting the sample population a stratified random sampling and a simple random sampling are used. Data were analysed using descriptive and inferential statistics to evaluate the relationship between the variables of the analysis. Results indicate that stakeholder participation strategy is positively and significantly correlated to project implementation.

2.3.2 Project Feasibility and Project Implementation

Project feasibility review procedures for public projects in Iceland were investigated in a study by Jónsson (2012). A qualitative case analysis of the initial reports on six construction projects in Iceland is included in this analysis. The result shows that during the conception process of public projects in Iceland, the current technique of conducting feasibility analysis differs considerably. Procedures do not tend to be very reliable and there are only a few events that can be assessed in line with best practice.

Mukherjee and Roy (2017) studied the influence of project feasibility studies on project implementation. The study examined numerous areas of project viability that could be taken into consideration during the evaluation of any project. The study found that formal agreement could lead the process for actual process implementation. It may be critical

and several projects may be incomplete due to the lack of a feasibility report in the implementation process.

A study by Nicholas and Chinedum (2017) examined the role of project feasibility on project implementation in Project Development Institute (PRODA). The data used for the analysis came from primary and secondary sources. The research population was 428 Project Development Institute (PRODA) employees Enugu. From the population, a sample size of 207 was calculated using the Taro Yamane type with a stratified random sampling technique used in the selection of study respondents. The results showed that the execution of feasibility studies enhances project performance to a very positive extent.

2.3.3 Support of the Government on Implementation of Projects

Commonwealth (2013) study identified projects of public in any state, country or even county are under the responsibility of the governance to ensure that the project has been planned properly and implemented based on the plan. The national government on the other hand when it comes to county government projects must strategically support the project either through planning, regulation, financial and also advisory where possible. The synergy between the government of the county and the national government adds to the achievement of the project without assistance.

Kroner (2006) in a study based on ministry of planning survey in 2004 summarised some of the aspects pertaining public projects and government support in Sub Sahara Africa (SSA). The first issues and summary identified was the need to involve various government ministries in issues related to rural development. According to the study,

when synergy is enhanced towards project by various government, a lot of success factors such as related to planning, financing and also legal aspects emanates hence resulting to project success. The second aspect considered was the need for the government to boost already established structures such as enhancing external collaboration, information and also coordination with various stakeholders towards seeking support. In third aspect identified, is the need for the government to set national qualifications strategies and framework which enhances integration between unified development in both the rural and urban regions hence contributing to unified project success and development.

A study published by Africa Development Fund (2014) in relation to how the support of the government influences the successful rate of projects in Tanzania identified that government Tanzania has invested a lot of interest and resources towards support of rural development. These include financial support, preparing for skilled manpower and also ensuring that they are strategically involved in various project. The study identified that government support of rural projects has resulted to economic development in most of the rural regions with most of the Youth and women getting involved in development agendas.

Likewise, Frame and Davidson (1978) also identified that that successful projects and sustainability in project implementation has been directly attributed to government support and ownership in the government. Although the public sector in general has been associated with corruption and weaknesses to perform such as poor disbursement of funds, the case with Tanzania government is exceptional since they are effectively

concerned and involved in implementation and support of public projects (African Union, 2007).

GoK (2013) reported that the Kenya government has been concurrently involved in funding projects and also monitoring core activities of public projects. Other aspects considered include employee training and development, research and development, monitoring and evaluation. For instance, the provision of government funds through the National Treasury to the County government treasury where the local elected leaders and the executive come up with priority areas to invest and development for the realization of Vision 2030 and general growth of the rural settings.

Despite the rampant implementation of county government programs ranging from roads, water, sewerage, power and education, the effectiveness and efficiency of the implementation process remains wanting, behind schedule and out of the budget. These calls for improved management, planning and implementation of the public sector projects to enable realize the set objectives.

2.3.4 Monitoring and Evaluation on Project Implementation

In Kajiado East Sub-County, Kenya, Yusuf, Otonde, and Achayo (2017) conducted a report on the impact of monitoring and assessment on the performance of constituency development fund projects. The thesis employed a research design descriptive of the survey. A target population of 138 respondents was obtained from the same sample of 122. The data were analyzed using correlation and regression where Karl-Pearson correlation was used by the analysis to relate the variables. In relation to the first goal, the

results of the study showed that the level of M&E training was of central importance for public performance projects.

Kihuha (2018) study investigated the relationship between monitoring and evaluation practices and performance of Global Environment Facility Projects in Kenya. The research enrolled the entire population of UNEP GEF project staffs to respond to an in depth individual interview questionnaire. The study population had 15 project managers, 32 support staff, 5 monitoring, and evaluation staffs. The project though reported low staff awareness on M & E planning process, lack of control mechanisms to keep track of project progress, lack of utilization of M & E to support decision making during project implementation

Francisko (2016) studied implementation of project monitoring and evaluation to improve project effectiveness and efficiency. The Fishbone diagram is used to describe the root cause of CINTA's shortcomings in project control and assessment activities. Earned Value Analysis was used as a technical analysis to understand the quality and effectiveness of CINTA project results. The results of the research are management commitment and the provision of monitoring and assessment of process execution are proposed to enhance the efficiency of project implementation in CINTA.

2.3.5 Implementation of Projects

Omondi (2014) study examined factors influencing project implementation in non-governmental organisations. The target population of this study included all cadres of ARO staff. The total population in the study was 25. A descriptive research design was adopted. Data was analysed qualitatively through content analysis. The study revealed

that technical factors, managerial factors, organisational structures and factors attributed to donor policies and practices influenced project implementation.

Siganda (2012) conducted an analysis of factors affecting project implementation at state-owned sugar companies in Kenya. The research was carried out in project management and other departments concerned with projects in the organization in which the workers served as respondents. Other respondents were the company's top management. The study used a descriptive survey design in which the technique of stratified random sampling was used. The main findings were that the primary determinants of effective project execution in Sony Sugar Company Limited are people who are experienced in the implementation process.

Mbaria (2014) studied factors affecting implementation of projects by Consulting Firms. The researcher used a descriptive research design employed as a cross-sectional study. The target population for the study was 132 employees distributed across four market research organizations. From the target population a sample of 50 workers was chosen using stratified random sampling and data obtained from the sample using a questionnaire. The collected information was evaluated both qualitatively and quantitatively to provide answers to the research questions described. The study found that Information Technology affects implementation of projects in their organizations.

2.4 Summarised Literature Review with Gaps

Table 2.1: Summarised Literature Review with Gaps

Author	Focus of the Study	Findings	Knowledge gap	Focus of the current study
Jónsson	project feasibility	The current approach for	The study used simple random	The study used stratified

(2012)	analysis procedures for public projects in Iceland	conducting feasibility analysis during the design process of Iceland's public projects varies considerably.	sampling which is limited to getting a representative sample of the entire population	sampling method which will ensure the sample selected is representative of the whole population
Siganda (2012)	Factors influencing implementation of projects in state owned sugar firms in Kenya	Key determinants to successful Implementation of Projects in Sony Sugar Company Limited are finding people qualified to manage the development process of the project	Cluster sampling was used which is prone to higher sampling error	Stratified sampling method will be used which allows researchers to obtain a sample population that best represents the entire population
Omondi (2014)	Factors influencing project implementation in non-governmental organisations	Technical factors, managerial factors, organisational structures and factors attributed to donor policies and practices influenced project implementation	The study used secondary data in which data maybe old and out of date	The study used primary data in which the researcher is able to collect up-to-date information
Mbaria (2014)	Factors affecting implementation of projects by Consulting Firms	Information Technology affects implementation of projects in their organizations	The aspect of how to sustain project implementation was not factored in the study	The study sought a holistic view of sustainable project

				implementation
Nyabera (2015)	Stakeholder participation on implementation of projects in Kenya	Projects with stakeholders included in the project management system, involvement of stakeholders in project initiation significantly affected project execution	The study was a case of Compassion International Assisted Projects In Mwingi Sub-County	The study was a case of Kisumu County Government
Francisko (2016)	Implementation of project monitoring and evaluation to improve project effectiveness and efficiency	Management participation and availability of monitoring and assessment of process execution was proposed to enhance the efficiency of project implementation	Exploratory research design inhibiting generalization due to small sample size used	Quantitative analysis of data will be done that is effective in generation of data due to large sample size used
Ontiri (2016)	Stakeholder participation in successful project implementation	Participation of stakeholders in the funding process was very important in successful project implementation	Findings focused on simple random sampling, which are not appropriate for testing hypotheses and generalizing findings	A proportionate stratified random sampling was used in the current research, allowing hypothesis testing and further generalization of findings.
Kadureng	Relationship	Stakeholder	A survey design	A descriptive

e (2017)	between stakeholder-participation models and implementation of selected rural market stalls projects	participation strategy is positively and significantly correlated to project implementation	was used which has challenges in validity and reliability of results	design was used which ensures validity and reliability of results
Mukherjee and Roy (2017)	Project feasibility studies on project implementation	The formal agreement can direct the process of actual process implementation	Project feasibility alone does not influence implementation of projects	The study focused on other factors apart from project feasibility which influence implementation of projects.
Nicholas and Chinedum (2017)	Role of project feasibility on project implementation	Conduct of feasibility studies to a very positive extent improves project implementation	The study focused on implementation of projects in Project Development Institute	The study focused on implementation of projects in County Government of Kisumu
Yusuf, Otonde and Achayo (2017)	Monitoring and evaluation on performance of constituency development fund projects	The degree of M&E training was central to the success of public projects	The study focused on project performance	The study focused on project implementation
Kihuha (2018)	Monitoring and evaluation practices and performance of Global Environment Facility Projects in Kenya	Lack of utilization of M & E to support decision making during project implementation	The study was a Case of United Nations Environment Programme	The study was a case of Kisumu County Government

2.5 Conceptual Framework

Mugenda and Mugenda (2003) show that a conceptual framework entails representation of study proposed variables and how the independent variables relate with the dependent variable. The independent variables of the study include stakeholders' participation, project feasibility, government support and also monitoring and evaluation of projects while the independent variable is made up of implementation of projects.

In relation to the independent variables of the study and dependent variable, the study identifies that through stakeholder participation, conducting project feasibility, enhancing government support and also effective monitoring and evaluation of projects, improved decision making, project planning, resources accumulation, improvement on project policies and also project control is enhanced which affects effective implementation of projects within their scope, time, budget and also quality.

Independent Variables

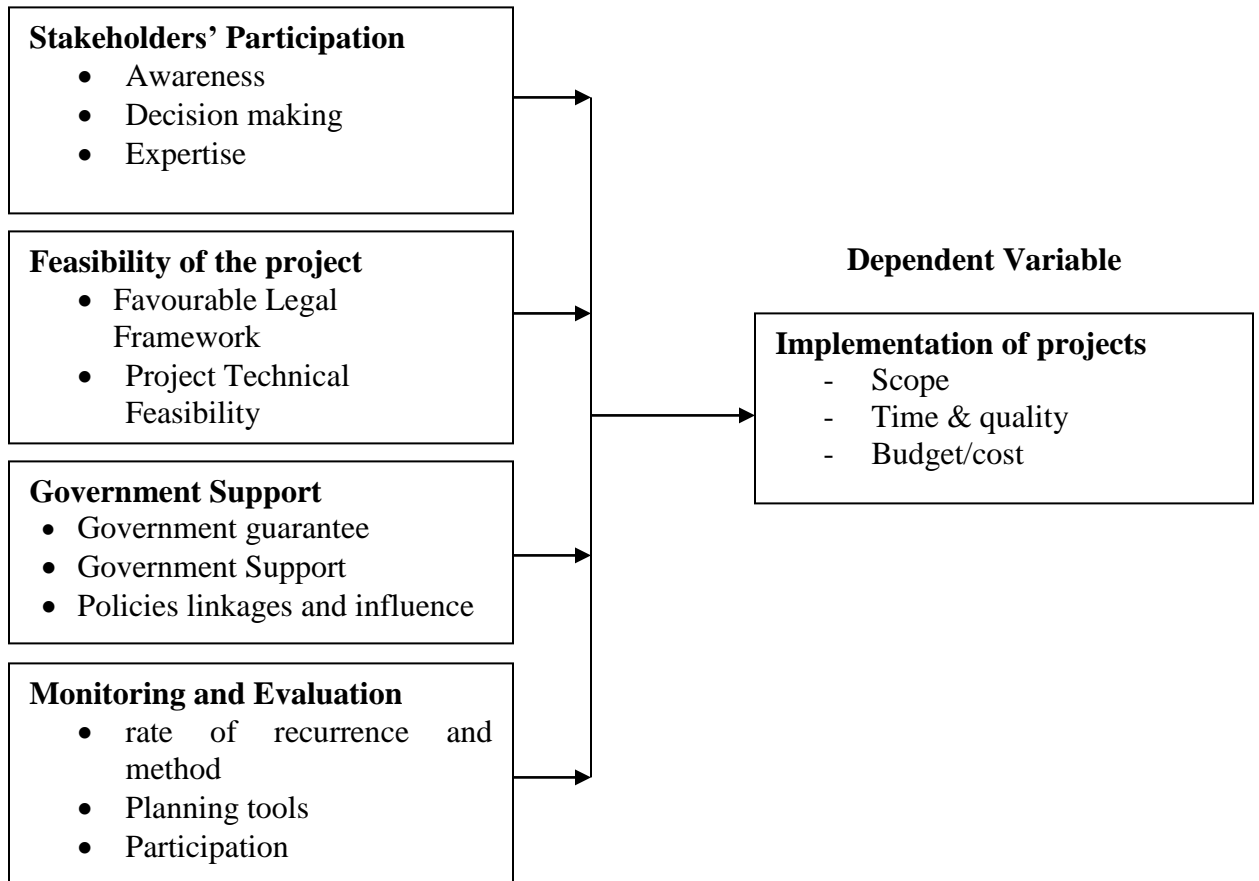


Figure 2.1: Conceptual Framework

Source: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three covered that methodologies guiding the study covering the design of the research, population of the study, the sampling methods and sample size, tool that was used to collect data, procedures of collecting data, methods of analysing data and ethical issues.

3.2 Research Design

The present research used descriptive survey to come up with confirmation on how project management, stakeholder participation, project feasibility and County Government support influence market development projects execution in in County Government of Kisumu (CGK). Mugenda and Mugenda (2003) present the intent of descriptive survey research design as data acquisition and analysis according to field observation without alterations. This, therefore, allowed the researcher to collect and analyse field information according to the view of the respondents in order to offer a clear picture of the study goals.

3.3 Target Population

The target population under study comprised of all market projects developed. The respondents were drawn from market management committees and their leadership in various levels of management at the committees involving 400 officials.

Table 3.1: Number of market development projects done since 2014 to 2017

Sub County	Project Name	Project	Status
Kisumu Central	Kilo Market	Construction of six door toilet	Project relocated from the original location to another area
Kisumu Central	Kosawo Market	Construction of market sheds	Incomplete
Kisumu Central	Kibuye Market	Construction of modern retail market	Not undertaken
Kisumu Central	Jubilee Market	Expansion to ultra-modern market	Not undertaken
Kisumu West	Riat Kamung	Construction of market stalls	Incomplete
Kisumu West	Ulalo Market	Construction of market stalls	Incomplete
Kisumu West	Kisian Market	Fencing and erecting a gate	Incomplete and gate not erected
Kisumu West	Otonglo Market	Construction of market stalls	Not started
Nyakach	Kokumu Market	Construction of toilets	Not done to specifications in the BQs
Nyakach	Pap Onditi	Construction of modern	Stalled at the

		retail market	foundation
Nyakach	Nyabondo Market	Construction of market sheds	Incomplete
Nyakach	Sigoti market	Construction of toilet infrastructure	Not done to specifications in the BQs
Kisumu East	Ofunyu/Otera Market	Construction of market sheds	Not done to specifications in the BQs
Kisumu East	Ragumo Market	Construction of market sheds	Project relocated in favour of Ofunyu market
Kisumu East	Orongo Market	Construction of toilet infrastructure	Not done to specifications
Kisumu East	Nyamasaria Market	Construction of toilet infrastructure	Not done to specifications
Seme	Kombewa Modern Retail Market	Construction of modern retail market	Incomplete
Seme	Holo market	Improvement of market infrastructure including slabbing and walk ways	Incomplete
Seme	Reru Market	Construction of toilet	Not done to specifications
Seme	Bodi Market	Construction of toilet	Not done to specifications

Nyando	Korowe Market	Construction of modern retail market	Not complete with toilet infrastructure
Nyando	Nyangande Market	Construction of market sheds	Sub-standard works
Nyando	Awasi Market	Construction of market shed	Incomplete
Nyando	Ahero Market	Maintenance of market infrastructure	Not sustainable
Muhoroni	Koru Market	Murraming of market place and construction of toilets	Sub-standard works
Muhoroni	Miwani Market	Construction of market shed	Not done to specifications in the BQs
Muhoroni	Chemelil Market	Construction of market shed	Not done to specs in the BQs
Muhoroni	Kiliti Market	Construction of market shed	Not done to specs in the BQs

Source: County Government of Kisumu

Table 3.2: Distribution of Target Population

<i>Sub Counties</i>	<i>Markets</i>	<i>Population</i>	<i>Percentage</i>
Kisumu Central Sub County	Kilo	10	2.5
	Kosawo	10	2.5
	Kibuye	40	10
	Jubilee	40	10
Kisumu West Sub County	Riat Kamung	11	2.75
	Ulalo	12	3

	Kisian	12	3
	Otonglo	15	3.75
Nyakach Sub County	Pap Onditi	10	2.5
	Nyabondo	10	2.5
	Sigoti	10	2.5
	Kokumu	10	2.5
Kisumu East Sub County	Ofunyu/Otera	15	3.75
	Ragumo	15	3.75
	Orongo	10	2.5
	Nyamasaria	20	5
Seme Sub County	Kombewa	15	3.75
	Holo	15	3.75
	Reru	10	2.5
	Bodi	10	2.5
Nyando Sub County	Awasi	20	5
	Ahero	20	5
	Nyangande	5	1.25
	Korowe	15	3.75
Muhoroni Sub County	Kiliti	5	1.25
	Koru	15	3.75
	Miwani	10	2.5
	Chemelil	10	2.5
Total		400	100

Source: County Government of Kisumu

3.4 Sample Size and Sampling Technique

Kothari (2010) pointed out that the process of sampling presents strategies which the researcher used towards retrieving a smaller population. Adoption of stratified proportionate sampling was considered as a part of a circumstance where the populace being considered was heterogeneous and along these lines. As Mugenda and Mugenda (2003) put it, any sample size that is about 10 percent and 30 percent is a good

demonstration of the objective population and accordingly 30% utilized for investigation from the objective populace of 400 market improvement board of trustees' individuals, the scientist chose 120 advisory group individuals was selected using simple random sampling method.

Table 3.3: Distribution of Sample Size

<i>Sub-County Markets</i>	<i>Population</i>	<i>Ratio</i>	<i>Size of the sample</i>
Kisumu Central Sub County	100	0.3	30
Kisumu West Sub County	50	0.3	15
Nyakach Sub County	40	0.3	12
Kisumu East	60	0.3	18
Seme	50	0.3	15
Nyando	60	0.3	18
Muhoroni	40	0.3	12
Total	400		120

Source: Author 2018

3.5 Data Collection Instrument

The study used primary data using questionnaires because it is much more accurate because it is directly collected from a given population. According to Kealy and Turner (2013) the use of questionnaires in data collection provides more structured responses to facilitate easy and quick answers from the respondents which are easier to code and statistically analyse. The questionnaires used five sections ranging from A to F whereby section A will collect data regarding the respondents background information, section B

will be based on top product design variable, section C strategic planning variable, section D process design variable, section E employee empowerment variable and section F will collect data on organizational performance. The questions will follow a Likert scale on which respondents will be asked to score questions according to their agreement level.

3.6 Pilot Study

A small test to help the investigator verify the accuracy of the questionnaires and find any flaws before going to the final data collection phase is a pilot study (Orodho, 2005). A pilot study with a sample of one tenth of the total sample with homogenous characteristics is acceptable for the pilot study according to Mugenda and Mugenda (2003). Pilot testing is an important phase in the research process because it exposes ambiguous questions in the instruments and contradictory instructions. It also collects important feedback and suggestions from the respondents that enable the researcher to enhance the research instrument's effectiveness. Questionnaires for 10 respondents were therefore piloted and these respondents would not be included in the final data collection process.

3.7 Validity

The validity as explained by Cooper and Schindler (2011) is the degree to which the instrument tests the constructions under investigation. There are three types of validity tests; content, criterion and construct validity. Content validity refers to the extent to which the items on a test are fairly representative of the entire domain the test seeks to measure. Therefore, content validity was evaluated by involving the supervisor as the

research expert to rate the questionnaire items based on their relevance and representativeness to the content domain. Criterion validity measures how well one measure predicts an outcome for another measure. In this regard, criterion validity was used to assess whether a test reflects a certain set of abilities. Construct validity is an estimation of the degree to which a measure accurately calculates the intended variable is involved. The assessment of construct validity therefore demanded that the correlations of the measure be tested with respect to variables known to be linked to the construct.

3.8 Reliability

Reliability on the other hand is used to determine whether the study instrument is consistence when subjected to the same measure for more than once. A unified figure must be retrieved after testing the instrument in various times. The current study adopted Cronbach's alpha which stated that for an instrument to be reliable, it must produce a reliability index of 0.7 (George & Mallery, 2003). The alpha was tested through subjecting the data collected from few respondents in SPSS, where the researcher did reliability test.

3.9 Data Collection Procedure

The researcher first contacted the county administration to express his intention to undertake the study and to explain the importance of the study and the dedication expected by the management. Every respondent was dropped self-administered questionnaires and picked after two weeks later. The researcher followed up with phone calls and also visited the respondents before the prescribed time to inform them of the significance of responding to the questionnaire.

3.10 Data Analysis and Presentation

The data collected was first coded for easier analysis. Engaging insights strategy is going to be utilized to portray or condense the data in a way that will empower a specialist to seriously depict a circulation of estimations or qualities utilizing a couple of records or measurements. Recurrence dispersions and rates were created from the data gathered.

Data was likewise be examined utilizing various straight relapse to show which were for setting up impact of the autonomous factors for the variable vital in the study. A model known as relapse was utilized to ascertain viability of management practices for projects and execution of government venture at Kisumu County Government.

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

Where;

- Y - Project Implementation
- X₁ - Project Feasibility
- X₂ - Stakeholder participation
- X₃ - Monitoring and evaluation of projects
- X₄ - Government Support
- β₀ - Constant Term;
- β₁ – β₄ – coefficients of beta values; ε = Error Term.

3.11 Diagnostic Test

Normality, heteroscedasticity, and autocorrelation were tested in this study. Normality is important in understanding the distribution's shape and helps to predict scores for dependent variables. Heteroscedasticity means a situation where the variance of the variable dependent differs across the results, as opposed to a situation where Ordinary Least Squares, OLS, allows the assumption that $V(\pi_j) = \sigma^2$ is constant (homoscedasticity)

for all j , meaning the variation on the error term is constant. Heteroscedasticity complicates the research, since certain approaches presume equal variance in regression analysis. Autocorrelation is the link between a time series and its own past and future values is alluded to (Box & Jenkins, 2013). The autocorrelation function can be used to detect non-random data and also to define a suitable time series model when the data is not random.

This research used the Jarque-Bera test to test normality, heteroscedasticity and serial correlation (autocorrelation) of regression residuals, which, unlike most other studies, does not appear to discount the null hypothesis when N becomes high (Jarque & Bera, 2011). This study also placed multicollinearity tests into practice. Multicollinearity is an undesirable condition in which there is a clear association between the independent variables.

Correlations were calculated between all pairs of independent variables to evaluate for multicollinearity. If a certain r is similar to 1 or -1, the model has been excluded from one of the two associated independent variables. Another approach is the use of Variance Inflation Factor (VIF). Multicollinearity in the model is measured here. If there is no association between two independent variables then all VIFs will be 1. If VIF is below or greater than 5 for one of the variables, this variable has multicollinearity associated with it. One of these variables must be omitted from the regression model in this case.

3.12 Ethical Considerations

Study upheld high most degree of privacy. Respondents' personal details and other details which could reveal their identity the research was not regarded. The study ensured that collection of data was conducted in relation to university guidelines and also the county government administration. This involved application of letter for conducting research and seeking Kisumu County Government consent. The researcher also ensured that every respondent equal opportunities to engage in the research. The researcher could bar away from data manipulation. Others aspects which the researcher intended to uphold included accountability and transparency.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covers the presentation and discussion of data collected from the field.

4.2 Response Rate

These are tabulated and represented in the table below.

Table 4.1: Response Rate

Response	Frequency	Percent
Response	94	78
Non-Response	26	22
Total	120	100

Source: Research Data (2019)

It is observed that 78% respondent and 22% did not respond. Baruch and Holtom (2014) indicated that 80 percent or more of the response rate was adequate for data analysis. The response rate for the study was therefore considered to be 78 per cent appropriate for data analysis. The research results of the study were therefore acknowledged and were reliable due to the high response rate.

4.3 Reliability Results

These are tabulated and represented in the table below.

Table 4.2: Reliability Results

Variable	Number of Items	Cronbach Alpha
Feasibility of the project	5	.789
Stakeholders' Participation	5	.859

Government Support	5	.847
Monitoring and Evaluation	5	.823

Table 4.2 show that project feasibility with the value of alpha coefficient as 0.789, stakeholders' participation (0.859), government support (0.847) and monitoring and evaluation He had 0.823 Cronbach alpha. The results indicate that all variables had an alpha of Cronbach of 0.7 and above which is considered adequate. This is endorsed by Cronbach (1951) who says that a 0.7 alpha coefficient value and above shows that the research tools are sufficient for the study.

4.4 General Information

The figure below represents the general information.

4.4.1 Level of Education

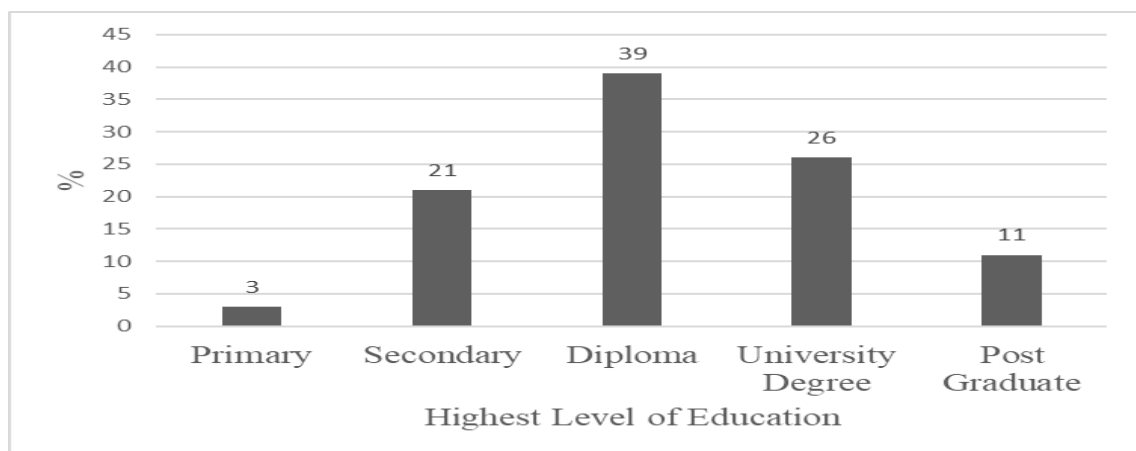


Figure 4.1: Respondents' Level of Education

Figure 4.1 shows that 39% of the lowest rate of schooling of the respondent was diploma, 26% had university degree, 21% highest level as secondary education, 11% were post graduates and 3% highest level of education was primary. This shows that

most participants were trained and would comprehend the questionnaires and provide adequate answers.

4.4.2 Gender

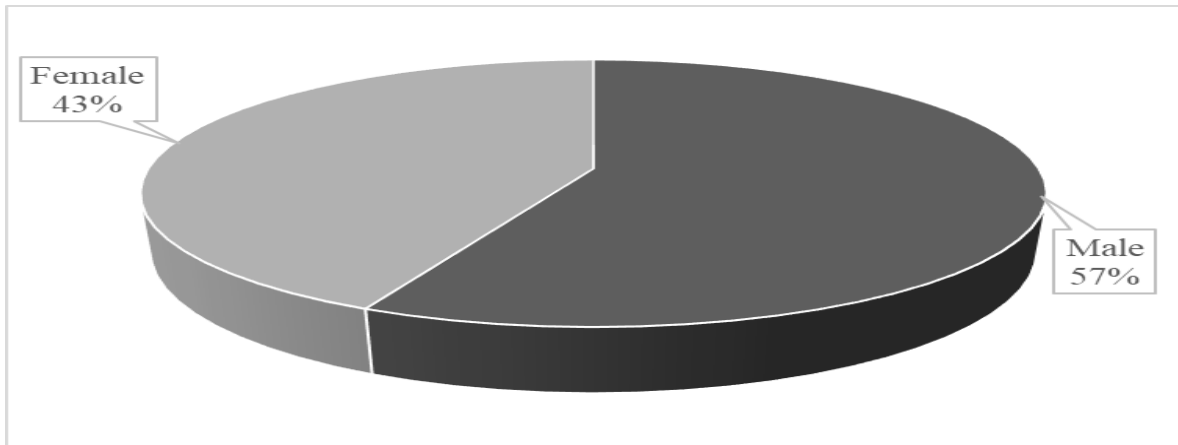


Figure 4.2: Respondents' Gender

The results indicate that 57% of participants were male and 43% were female. This shows that most of the participants on market management committees and officials were male.

4.4.3 Age

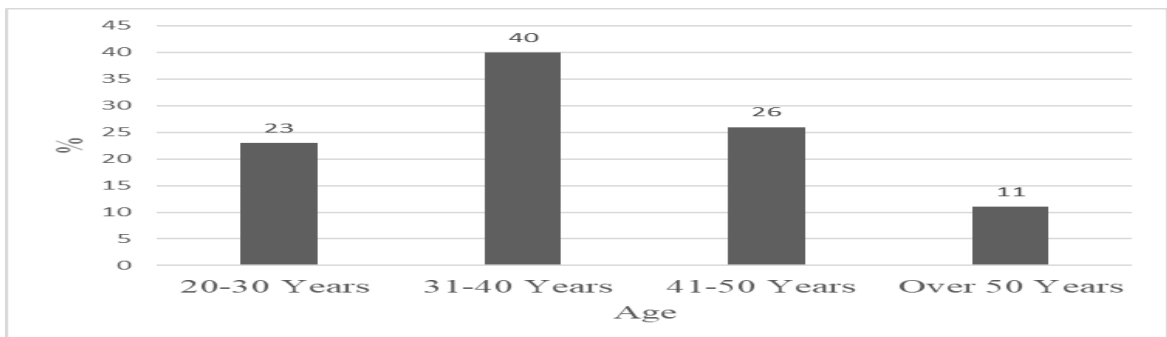


Figure 4.3: Respondents' Age

Figure 4.3 results demonstrate that 40% of participants were 31-40 years of age, followed by 26% who were 41-50 years of age, 23% were 20-30 years of age, and 11%

were over 50. This shows that most of the respondents were over 30 years of age an indication of maturity and therefore would give reliable data.

4.4.4 Position Held

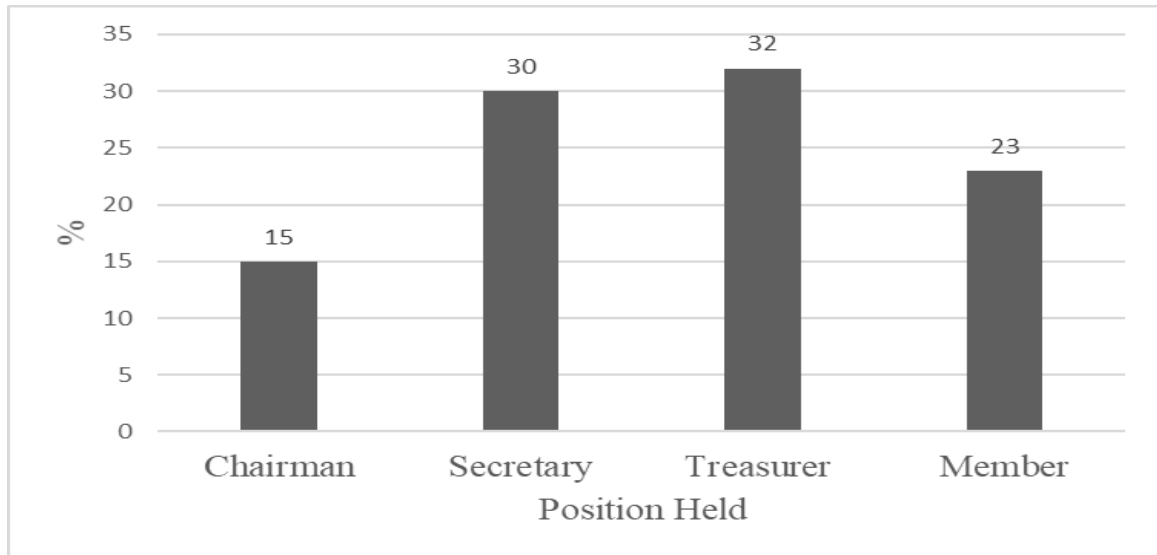


Figure 4.4: Position Held

Figure 4.4 demonstrate that 32% were treasurers, followed by 30% who were secretary, 23% were members and 15% were chairman. The results indicate that the research sought information from all levels to demonstrate that adequate information had been sought.

4.4.5 Work Experience

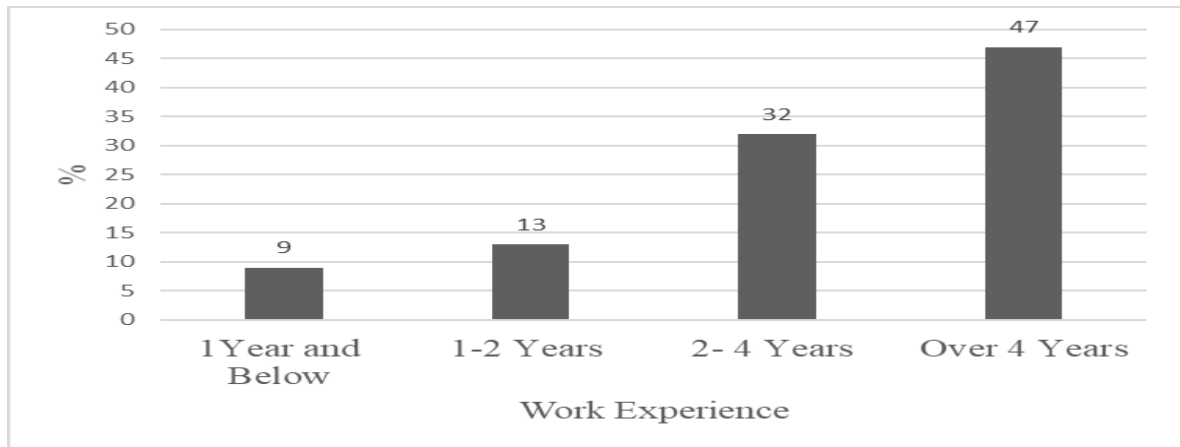


Figure 4.5: Work Experience

Figure 4.5 results indicate that 47% of participants had job experience over four years, followed by 32% of participants who had job experience over 2-4 years, 13% had worked for 1-2 years and 9% service length was less than 1 year. This indicates that most of the participants worked in market leadership for more than 1 year, indicating that the participants were competent and well conscious of their market leadership, indicating that the participants provided accurate information.

4.5 Project Implementation

Table 4.3: Project Implementation

Statement	N	Mean	Std. Dev.
Implementation of the project is on-schedule	94	4.2015	0.9684
Implementation of the project is on-budget	94	3.9748	0.7526
Implementation of the project has achieved project implementation goals	94	3.7458	1.0259
Beneficiaries of the project is satisfied	94	3.8475	0.8956

Table 4.3 results indicate that most participants agreed that implementation of the project was on-schedule as backed by a standard deviation of 0.9684 on average mean of 4.2015. Majority of the respondents agreed that implementation of the project was on-budget with average mean score of 3.9748 and deviation of 0.7526. It was agreed that implementation of the project had achieved project implementation goals with a mean of 3.7458 variation of 1.00259. It was found that the beneficiaries of the project satisfied with score of mean as 3.8475 and 0.8956 deviation. White and Fortune (2002) reported that projects that are termed to be successful in entirety through budget, time as well as specification, also encountered some challenges.

4.5.1 Planning tools and monitoring

The following were considered.

4.5.1.1 Plan and Tools of Monitoring

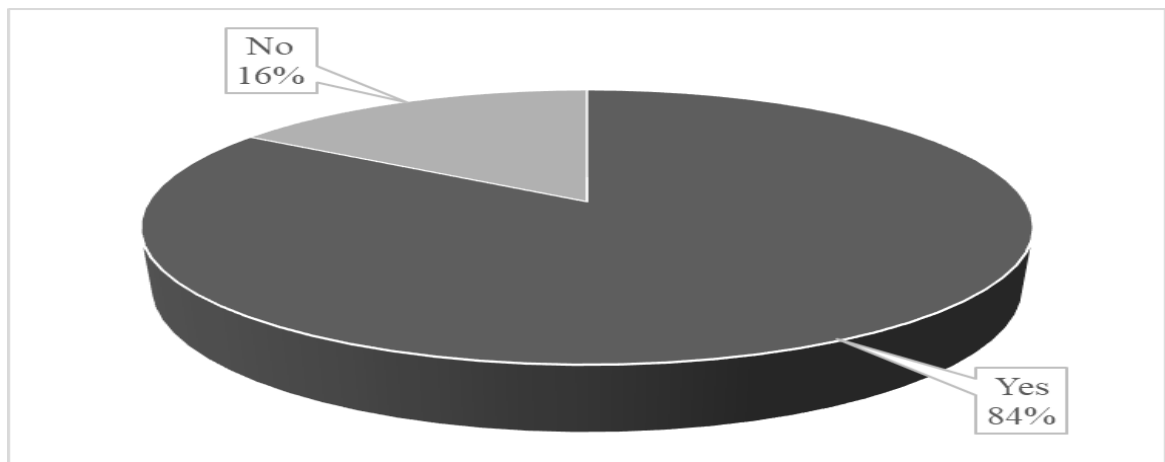


Figure 4.6: Monitoring Plan and Monitoring Tools

The Study discovered that 84% of participants agreed that surveillance and monitoring instruments existed available for the market management project for committee to use

while 16% indicated no. This shows that Kisumu County Government had embraced use of monitoring and evaluation tools.

4.5.1.2 Monitoring and Evaluation Plan

Respondents were asked to specify what included a plan for surveillance and assessment. The results demonstrated that the project management committee included the stated theory of change, a framework for surveillance and assessment, assessment issues and instruments, baseline instruments and indicators, a description of tracking operations and important times, a timeline and budget and an overview of resources, money and staff, capacity growth and facilities.

4.5.1.3 Rating of Monitoring and Evaluation

Table 4.4: Monitoring and Evaluation

Statement	N	Mean	Std. Dev.
There exists monitoring and evaluation in the committee	94	4.0215	0.5968
Managers are able to achieve their goal through monitoring and evaluation	94	3.9524	0.5352
The committee is able to obtain a communication matrix through monitoring and evaluation	94	3.7236	1.0235
Reporting and review of the project is made possible through monitoring and evaluation	94	3.5019	0.9856
The committee gets feedback through monitoring and evaluation	94	3.9875	0.8956

The study pointed out that most participants agreed that surveillance and assessment existed as endorsed by an average of 4.0215 with a standard deviation of 0.5968 in their commission. Respondents agreed that Monitoring and assessment allowed executives to

achieve an average of 3.9524 with a standard deviation of 0.5352 in order to achieve the objective. Most participants agreed that surveillance and assessment allowed the committee to have an average of 3,7236 communications matrix with a standard deviation of 1,0235 as endorsed. This is backed up by Naidoo (2011) who noticed that if the checking and assessment work is distributed in a segment or connected with enormous power as far as basic leadership is concerned, it will probably be considered significant.

The study further established that most participants agreed that project reporting was facilitated by surveillance and assessment and review arrangements as backed by a 0.9856 standard deviation and by an average of 3.5019. The majority of participants agreed that surveillance and assessment provided the committee with an average of 3.9875 feedback with a variance of 0.8956. Dominique and Clara (2012) states stakeholder monitoring, cooperation between individuals and checking the task advancement is a part of the main processes used in the job of the undertaking.

4.5.1.4 Key Stakeholders in the Project

Table 4.5: Key Stakeholders in the Project

Variable	Frequency	Percent
Traders	62	66
Buyers/consumers	79	84
Government Officials	84	89
Community Members	55	59
Donor	83	88

The results of Table 4.5 indicate that most respondents 89% indicated that government officials were their main key stakeholders in the project followed by 88% who indicated

donors, 84% indicated buyers/consumers, 66% indicated traders and 59% indicated community members. The research shows that most participants agreed that their main stakeholders were government officials and donors.

4.5.1.5 Rating of Key Stakeholders

Table 4.6: Key Stakeholders

Statement	N	Mean	Std. Dev.
Projects take care of the requirements of customers the development of the system	94	3.5216	0.5986
Project consumers participate in the design of projects	94	3.4897	0.8956
The project enables consumers to take some liability during the design and execution of the scheme	94	3.8975	1.0025
The execution of the project makes consumers responsible for the outcomes of particular duties that are essential to the execution process	94	3.9874	1.0000
Implementation of the project promotes mutual ownership of the project	94	4.0251	0.5987
Implementation of projects provides users the opportunity to benefit directly and indirectly from the implementation of projects	94	3.9874	0.8594
Implementation of projects makes it easier for consumers to impact decision-making and policy procedures	94	3.7985	0.8956

The research found that most participants agreed that initiatives addressed the requirements of customers in system development with mean average of 3.5216 and 0.5986 standard deviation. Respondents moderately agreed that project users were engaged as endorsed by an average of 3.4897 with a standard deviation of 0.8956 in project layout. The majority of participants agreed that the project permitted consumers to assume some measure of accountability as endorsed by an average of 3,8975 and 1,0025 standard deviation during the system design and execution phase. Respondents

agreed that the execution of the project made consumers responsible for the outcomes of particular activities essential to the execution process as shown by an average of 3,9874 with a standard deviation of 1,000. Cavaye (2001) exhibited that social and money related changes are changing nation and nearby systems.

From the study, it was further established that most participants agreed that the execution of the project promoted project combined possession as provided by an average of 4.0251 0.5987 as corresponding standard deviation. Majority of participants agreed that the execution of the project provided users the opportunity to benefit directly and indirectly from the execution of the project as backed averagely by 3.9874 and 0.8594 standard deviation. The majority of participants agreed that project execution enabled users to affect decision-making and policy-making procedures by an average of 3.7985 and 0.8956 standard deviation. Collaboration in government plots consistently infers near using the organization offered or offering commitments to encourage the errand (Abbot, 2004).

4.5.1.6 Ways to Ensure Sustainability and Project Ownership by the Stakeholders

Most donors look very closely at your proposal's sustainability plan as it provides them certainty that their fund will have a long-term effect and will continue to bring advantages to the target group even after the grant expires. Project owners should create a financial plan outlining the different alternatives available for your resource stream expansion. Some of the alternatives you can use are: product sales, Diversifying donors, service charges, membership charges, online fundraising, in-kind donations not only by

looking at agencies ' economic assistance as in-kind assistance can also assist you sustain some of your project operations.

4.5.2 Feasibility of the Project

Table 4.7: Feasibility of the Project

Statement	N	Mean	Std. Dev.
Favourable legal framework	94	3.9874	0.8956
Project technical feasibility	94	3.4589	1.0023
Adequate allocation of risk sharing	94	4.0215	0.8795
Public and private sector support and accountability	94	3.9854	0.8597
Strong private consortium	94	3.5968	1.0251
Stakeholder Support	94	4.0547	0.5356

The research found that most participants agreed that a favourable legal framework existed as endorsed by an average of 3.9874 and 0.8956 deviation. A moderate majority of participants agreed that project managers accepted the technical feasibility of the project as backed by an average of 3.4589 and 1.0023 deviation. The majority of participants agreed that there was a suitable risk allocation and risk sharing a significance of 0.8795 backed by an average of 4.0215. This is backed up by Wallenborn (2010) who identified that project feasibility isn't a onetime activity but involves various success factor such as availability of favourable legal structures, stakeholders' involvement and participation and finally project technical feasibility analysis.

The majority of participants agreed that government project owners received government and private sector assistance and accountability with an average of 3.9854 and 0.8597 as the standard deviation. Most of the participants were positive that a powerful private consortium with a standard deviation of 1.00251 was backed by an average of 3.5968. Respondents agreed that stakeholder assistance was provided to government project

owners by an average of 4.0547 with standard deviation of 0.5356. This is backed up by Cleland (1998) who indicated that provided that development partners have put a lot of concentration on legal aspects, they have forgotten on the need to focus on their ability and agenda to know their rights and duties in relation to project implementation.

4.5.3 Government Support

Table 4.8: Government Support

Statement	N	Mean	Std. Dev.
Guarantee from the government	94	3.9857	1.0569
Goodwill and help from the government	94	4.2125	0.8956
Development of policies	94	3.9568	1.0329
Information, interaction, cooperation and coordination structures and frameworks	94	3.5987	0.7965
Sense of ownership	94	3.5968	0.5478

Table 4.8 show that, with an average of 3.9857 and 1.0569 as corresponding standard deviation, it was mostly agreed. The state ensured its assistance. Respondents agreed that their assistance and goodwill had been extended to the projects as shown by an average of 4.2125 and 0.8956 deviation. The respondents agreed that an average of 3.9568 and 1.0329 deviation was backed by policy development. Commonwealth (2013) identified that public projects in any state, country or even county are under the responsibility of the governance to ensure that the project has been planned properly and implemented based on the plan.

Furthermore, the research found that most participants agreed that representatives of the management commission formulated structures and frameworks for data, interaction, cooperation and coordination as endorsed by an average of 3.5987 and variance of

0.7965. It was mostly agreed that the management board was supported by an average of 3.5968 and varied significance of 0.5478. Kroner (2006) when synergy is enhanced towards project by various government, a lot of success factors such as related to planning, financing and also legal aspects emanates hence resulting to project success.

4.6 Inferential Statistics

The research used regression analysis to determine the impact of project management methods and market development initiatives being implemented in Kisumu County Government.

4.6.1 Multicollinearity Test Results

In order to decide if the identified independent variables were correlated, a collinearity test was required. Using tolerance and variance inflation factors as suggested by Makau, Wawire, and Ofafa (2010), the collinearity test was conducted and the inflation tolerance and variance factors for each of the variables are as shown in Table 4.8.

Table 4.8: Multicollinearity Test Results

Variable	Collinearity Statistics		
	Tolerance	VIF	
Project Feasibility	Favourable legal framework	0.71	1.54
	Project technical	0.69	2.23
Stakeholder participation	Decision making	0.84	1.07
	Expertise	0.72	1.44
Government Support	Government guarantee	0.50	1.75
Monitoring and Evaluation	Planning tools	0.87	1.16
	Participation	0.87	1.14

As shown in the Table 4.8, tolerance values for the two indicators of the project feasibility, that is favourable legal framework and project technical, were 0.71 and 0.69 that was within the appropriate limits of not more than 1.0, respectively, while the variance inflation factors (VIF) were 1.54 and 2.23 for the two variables, respectively, further suggesting that multicollinearity between the two variables was not evident. The appropriate Variable Inflation Factor (VIF) levels should be below 10. The two variables were, therefore used to compute the composite value for the project feasibility.

With stakeholder engagement, decision-making and project management skills were found to have tolerance values of 0.84 and 0.72, respectively, suggesting that there was no issue with multicollinearity. The VIF for the two variables was 1.07 and 1.44, respectively.

Government support was found to be strongly correlated, and thus the logit model and consequently the study were omitted. Dynamic had a 1.75 variance inflation factor and a tolerance value of 0.50, thereby ruling out multicollinearity with other variables.

Government guarantee was thus used as a predictor of the variable in organizational culture.

Under monitoring and evaluation, planning tools and participation on project implementation was found that they were not linked. The tolerance values were found to be 0.87 for both project objectives and mission, while VIF was 1.16 and 1.14 respectively for the planning tools and participation. Multicollinearity was therefore not observed, and the two variables were used to measure the composite variable for the monitoring and evaluation variable.

4.6.2 Autocorrelation Test Results

Autocorrelation was measured using Durbin Watson (DW) test. If the value of the Durbin-Watson for the model is far from 2, then there is a problem of autocorrelation. The findings are as illustrated in Table 4.9.

Table 4.9: Autocorrelation Test Results

Model	Durbin-Watson
1	1.933

According to Bhattacharjee (2012), the statistic of Durbin Watson is a number that checks for autocorrelation in residuals from a statistical study of regression, which is always between 0 and 4. A value of 2 means that an autocorrelation in the sample is not present. Values near 0 display positive autocorrelation and values toward 4 display negative autocorrelation. As per the results, Durbin-Watson's value for the model was 1.933. The null hypotheses for the model have therefore been rejected, so there is no autocorrelation problem.

4.6.3 Normality Test

The -Shapiro-Wilk test was used to test this. If in that case the Sig. Shapiro-Wilk Test value is greater than 0.05, and the data is regular. If it is below 0.05, the data deviates greatly from a normal distribution. The findings are as illustrated in Table 4.10.

Table 4.10: Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Project implementation	.160	88	.000	.929	88	.073
Stakeholder participation	.107	88	.015	.972	88	.056
Feasibility of the project	.208	88	.000	.897	88	.320
Monitoring and Evaluation	.169	88	.000	.940	88	.659
Government support	.101	88	.028	.947	88	.701

Table 4.10 shows that the p-value for both tests is less than 0.05 using both normality tests, the Kolmogorov Smirnov test and the Shapiro-Wilk tests, so the analysis rejected H0 and it was concluded that data on both dependent and independent factors were not normally distributed and thus helped to predict dependent variables. This is as Wang (2015) prescribed, if the Sig. Shapiro-Wilk Test value is greater than 0.05, and the data is regular. If it is below 0.05, the data deviates greatly from a normal distribution.

4.6.4 Heteroscedasticity

Heteroscedasticity was tested using Levene test. In this case if P-value was less than 0.05, then this is an indication of presence of non-uniform variance. The findings are as illustrated in Table 4.11.

Table 4.11: Levene Test Results

	Levene Statistic	Df1	Df2	Sig.
Project implementation	0.183	1	87	0.021
Stakeholder participation	2.171	1	87	0.014
Feasibility of the project	3.172	1	87	0.031
Monitoring and Evaluation	4.238	1	87	0.003
Government support	1.211	1	87	0.047

From the findings, the p-value for all the variables (project implementation, stakeholder participation, feasibility of the project, monitoring and evaluation and government support) therefore, the null hypotheses for equivalent variances were less than 0.05 and suggested that the data set had no heteroscedasticity that is ideal for regression equation modelling.

4.6.5 Model Summary

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	.881	.852	1.04459

a. Feasibility, Stakeholders' Participation, Government Support, Monitoring and Evaluation

In Table 4.9, a model description provides information about the ability of the regression line to take care of the total variance in the dependent variable. R² also referred to as the determination coefficient, refers to the statistical calculation of how similar the data are to

the 0.881(88.1%) fitted regression line. The modified R², also called the multiple determinations coefficient, is the percentage of the variance in the dependent described uniquely or jointly by the independent variables. 0.852(85.2%) of improvements in management activities relating to the implementation of business growth programs in Kisumu County Government variables. Other variables not studied meant and contributed to 14.8% and there is need to carry out more research work to bridge the gap.

4.6.6 ANOVA

Table 4.13: ANOVA

Model	Sum of Squares		df	Mean Square	F	Sig.
Regression	129.779	4		32.445	165.414	.000 ^b
Residual	17.459	89		0.196		
Total	147.238	93				

Table 4.10 shows that F was 165.414 and that F was 2.4695. Therefore, an indication that the general model of regression was important in determining the impact of project management procedures and implementing County Government's market development initiatives. The p value was $0.00 < 0.05$ indicating that at least one variable had an impact on the execution of County Government's market development initiatives.

4.6.7 Regression Coefficient

Table 4.14: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.622	3.419		5.739	.101
Project Feasibility	.330	.078	.567	4.251	.001
Stakeholders' Participation	.719	.233	.021	3.084	.004
Government Support	.733	.304	.483	2.410	.028
Monitoring and Evaluation	.939	.294	.835	3.197	.006

$$Y = 19.622 + 0.330X_1 + 0.719X_2 + 0.733X_3 + 0.939X_4$$

Where; Y - Project Implementation

X₁ - Project Feasibility

X₂ - Stakeholder participation

X₃ - Monitoring and evaluation of projects

X₄ - Government Support

From Figure 4.10, when all the variables were held constant the execution of the Kisumu County Government's market development initiatives would take place at 19,622. Project execution is 0.330 a unit rise in project feasibility while keeping other variables constant. If all other variables were kept constant, project execution would be a unit increase in stakeholder involvement at 0.719. If all other variables were kept constant, project execution would be a unit increase in stakeholder involvement at 0.733. A rise in monitoring and assessment unit would be 0.733 if all other variables remained constant, increase in government support unit would be 0.939.

In regard to β Beta and t value, it was revealed that project feasibility had a ($\beta=0.001$, $B=0.567$ and $t=4.251$), this shows that the variable had a β value the indication that the variable had a significant influence was less than 0.05 and at a value higher than 1.96 project implementation. Nyerere (2009) identified that in relation to project management on Kenya, various number of key partners correlate with the government to ensure that there are effective frameworks and rules to towards improvement and management of projects hence contributing to a successful project.

It was found from the study that participation of stakeholders had a value ($\beta=0.004$, $B=0.021$ and $t=3.084$), this shows that the variable had a value of β less than 0.05 and an indication that the variable had a significant influence at a value greater than 1.96. Hofisi

(2013) recommends that endeavour setup ought to obviously verbalize leave methods and obligation regarding assets after exercises touch base at an end. Likewise, the systems ought to be totally taught about these philosophies.

The research pointed out that public assistance had a value ($\beta=0.028$, $B=0.483$ and $t=2.410$), which showed that the variable had a value of β less than 0.05 and a value of t higher than 1.96, which indicated that the variable contributed significantly in influencing on project implementation. Commonwealth (2013) identified that public projects in any state, country or even county are under the responsibility of the governance to ensure that the project has been planned properly and implemented based on the plan.

It was established that monitoring and evaluation had a ($\beta=0.006$, $B=0.835$ and $t=3.197$) this shows that the variable had a β value less than 0.05 and a t value higher than 1.96 indicates that the variable affected the execution of the project considerably. This is backed by the finding of Gwadoya (2012) there were common requirement for legitimately comprehension of observing and assessment hones in ventures. Similarly, Pinto and Slevin (2007) states that checking and input are the venture control forms whereby at each phase of the task execution, the undertaking group get criticism on how the venture is contrasting with beginning projections.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of findings, conclusions, study recommendations and suggestions for further studies.

5.2 Summary of the Findings

The study's primary goal was to determine the impact of project management on market development projects being implemented in Kisumu County Government, Kenya. Specifically the study focused on the impacts of stakeholder involvement on leadership practices on market development initiatives being implemented in Kisumu County Government? How does project feasibility on management procedures affect the execution of Kisumu County Government's market development projects? Does public assistance influence management procedures in Kisumu County Government's execution of market development projects? How monitoring and evaluation impact execution in Kisumu County Government's market development initiatives.

Descriptive survey was used to establish how project management influenced market development projects implementation within the County Government of Kisumu, Kenya. The target population under study comprised of all market projects developed in County Government of Kisumu. This study used semi structures questionnaire where respondents were given a chance to fill their responses. Descriptive and inferential statistics were carried out.

5.2.1 Monitoring and Evaluation

The research discovered that most participants agreed that their committee had surveillance and assessment. Most participants agreed that surveillance and assessment allowed a communications matrix for the commission. Most participants agreed that surveillance and assessment made it possible for executives to achieve the objective. The majority of participants agreed that the committee received feedback from surveillance and assessment. The majority of participants agreed that project reporting and review arrangements were facilitated by surveillance and assessment. Results as per regression analysis indicated that surveillance together with assessment have had a significant impact on project execution.

5.2.2 Stakeholder's Participation

The research pointed out that most participants agreed that execution of the project promoted mutual project ownership. The majority of participants agreed that execution of the project provided users the opportunity to benefit directly and indirectly from execution of the project. The majority of participants agreed that execution of the project made it easier for consumers to impact decision making and policy making procedures. The majority of participants agreed that initiatives addressed the requirements of customers in system growth.

The research further pointed out that most participants agreed that the project enabled customers to assume some liability during the process of designing and implementing the scheme. The majority of participants agreed that execution of the project made consumers responsible for the outcomes of particular duties essential to the process of

execution. A moderate majority of participants agreed that project users were engaged in the design of the project. The results of the regression analysis showed that the involvement of stakeholders considerably affected project execution.

5.2.3 Feasibility of the Project

The research found that most participants agreed that there was a favourable legal framework. It was agreed by a majority of the participants appropriate risk allocation and risk sharing. It was mostly agreed that public project owners received Public and private sector support and accountability. Quite a number of those interviewed concurred with the notion of public projects owners received stakeholder support. It was agreed most that there was a strong private consortium. It was moderately agreed that project owners accepted the technical feasibility of the project. The findings of regression analysis pointed out that project feasibility significantly influenced projects implementation.

5.2.4 Government Support

The research discovered that most participants agreed that the government guaranteed its support. It was agreed by a majority of the participants extended its support and goodwill to the projects. Most of the participants agreed that a policy development was taking place. Most participants agreed that management committee officials formulated Information, interaction, cooperation and coordination structures and frameworks. Majority of the respondents agreed that management committee had sense of ownership. The results of the regression assessment showed that public support considerably influenced project implementation...

5.3 Conclusion

On project feasibility, the study concluded that market management committees embraced monitoring and evaluation in their committee. The committee through monitoring and evaluation process have a matrix for communications. This made it possible for executives to achieve the objective. The market management committee received feedback from the monitoring and assessment. Monitoring and evaluation facilitated the feedback and re-examination of projects.

On stakeholder participation, the study concluded that implementation of the project promoted mutual project ownership. Projects that are being implemented make it easier for users to impact decision-making and policy procedures. Projects implementation took care of user requirements in system growth. During the design and execution phase, the project permitted customers to assume some measure of accountability. The execution of the project made consumers responsible for the outcomes of particular functions that are essential to the execution process. Market management committees were involved in project design.

On government support, the study concluded that there was a favourable legal framework on market development projects. There was adequate allocation of risks and risk sharing when implementing market development projects in Kisumu County. Public project owners received public and private sector support and accountability. Public projects owners received stakeholder support. There was a strong private consortium in the County Government. Market management committees' owners embraced project technical feasibility.

On monitoring and evaluation, the study concluded that the government guaranteed its support to market management committees'. The government extended its support and goodwill to the market management committee. Market management committee formulated policy development to guide them in implementing projects. Management committee officials formulated information, interaction, cooperation and coordination structures and frameworks. The management committee had sense of ownership on market improvement projects and developments.

5.4 Recommendations

On project feasibility, the study recommended that market management committees ought to embrace monitoring and evaluation in their committee. Monitoring and evaluation ought to enable market committee to have a communications matrix. There is need to enable executives to achieve their goals, set goals and established feedback to the market management committees. It is also necessary to facilitate project reporting and review agreements.

On stakeholder participation, the study recommended that project implementation ought to Encourage shared project ownership. The execution of the project should give users the opportunity to benefit directly and indirectly from the execution of the project. Implementation of projects should enable consumers to impact procedures of decision making and policy making. Implementation of projects should take account of the requirements of customers in system growth. During the design and execution phase, the project should allow customers to assume some measure of accountability. Project execution should render the findings of particular duties essential to the implementation

process responsible to customers. Market management committees ought to be involved in project design.

On government support, the study recommended that there ought to be a favourable legal framework on market development projects. Adequate risk allocation and risk sharing should be provided when implementing market development projects in Kisumu County. Public project owners ought to receive government and private sector assistance and accountability. Public projects ought to owners receive stakeholder support. There ought to be a strong private consortium in the County Government. Market management committees' owners ought to embrace project technical feasibility.

On monitoring and evaluation, the study recommended that the government ought to guarantee its support to market management committees'. The government ought to extend its support and goodwill to the market management committee. Market management committee ought to formulate policy development to guide them in implementing projects. Management committee officials ought to formulate Information, interaction, cooperation and coordination structures and frameworks. The management committee ought to have a sense of ownership on market improvements and their developments.

5.5 Suggestions and considerations for Further Studies

This research concentrated in the area of impact of management of projects on market development initiatives being implemented in the Kisumu County Government, Kenya, future academics should be conducting comparable research on separate counties. The

present research relied on primary data that was restricted owing to the tight schedules of the Committee for Market Development Projects, future scientists should use secondary data to perform comparable research. The research had an adapted determination coefficient R^2 of 0.852 that converts to 85.2%, which provides a residual of 14.8% that can be ascribed to other variables being over and above the scope of the present research and thus future academics should concentrate on.

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APPENDICES

APPENDIX 1: COVER LETTER

Simon Tilla
Email: info@ku.ac.ke
NBI.

RE: Questionnaire Filling Request

Dear Respondent,

I am in the process of completing examination of MBA degree at the University and I would wish to indulge your attention in filling up this questionnaire.

You have been haphazardly nominated among numerous respondents to take an interest for the investigation. Estimated time of about twenty (20) minutes will be required to finish this questionnaire. Kindly give your input as genuinely and passionately as would be prudent. Your patience is exceptionally regarded and held with high esteem. The data collected is going to be treated with secrecy.

Thank you.

Yours trustworthy,

Simon Tilla.

APPENDIX 2: QUESTIONNAIRE

SECTION 1: GENERAL INFORMATION

A. Background Information

1. Name (optional)_____
 2. Level of Education: Primary Secondary Diploma University Degree
Post Graduate
 3. Gender: Male Female
 4. Please indicate your age bracket. 20-30 years 31-40 years 41-50 years
over 50 years
 5. Position in the market management project committee
 Chairman Secretary Treasurer Member
 6. What is your working experience in market management?
 A year and below over 4 years
-

SECTION 2: IMPLEMENTATION OF THE PROJECT

7. Kindly select by ticking the numeric value for each of the statement

Description	Strongly agree (v)	Agree (iv)	Neutral (iii)	Disagree (ii)	Strongly disagree (i)
The project will be implemented within the specified time					
The project is implemented within the specified money					
The project execution has accomplished objectives for the execution of the project					
Beneficiaries of the project is satisfied					

Any other relevant information on implementation of the projects

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B. Monitoring and Evaluation

Description	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
There exists monitoring and evaluation in the committee					

Managers are able to achieve their goal through monitoring and evaluation.					
The committee is able to obtain a communication matrix					
Project reporting and review is made possible through monitoring and evaluation					
The committee gets feedback through monitoring and evaluation					

8. Stakeholder Participation

Who are the key stakeholders in the project? (You may tick more than one).

Traders Buyers/consumers Government Officials Community Members

Donor other (state) _____

Please rate the following modes of stakeholder involvement on a Likert scale of 1 to 5

Description	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
Projects take care of customers' demands to develop the system					
Project consumers participate in the design of projects					
The project enables consumers to take some liability during the design and execution of the scheme					

The execution of the project makes consumers responsible for the outcomes of particular duties that are essential to the execution process					
Implementation of projects provides users the opportunity to benefit directly and indirectly from the implementation of projects					
Implementation of projects makes it easier for consumers to impact decision-making and policy procedures					

9. What are some methods you use to promote sustainability and ownership of the project by the stakeholders?

(i)

(ii).....

10. What will be your rating on the following parameters on feasibility of a project in relation to projects implementation in your management? (i=Not at All, ii = Least Extent, iii = Moderate Extent, iv = Great Extent, v = Very Great Extent).

Feasibility of the project	i	ii	iii	iv	v
1. Pleasant legislative structure					
2. Technical feasibility of the project					
3. Adequate allocation of risk and risk sharing					
4. Public and private sector support and accountability					
5. Strong consortium in private					

6. Support for stakeholders					
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11. What will be your rating on the following parameters of government support in relation to projects implementation in your management? (i=Not at All, ii = Least Extent, iii = Moderate Extent, iv = Great Extent, v = Very Great Extent).

Support offered by the Government	i	ii	iii	iv	v
Guarantee from the government					
Goodwill and help from the government					
Development of policies					
Information, interaction, cooperation and coordination structures and frameworks					
Sense of ownership					

12. Any other comments

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THANKING YOU FOR YOUR TIME AND PATIENCE.