CHALLENGES FACING PROJECT IMPLEMENTATION IN SELECTED PUBLIC SECTOR ORGANIZATIONS IN KENYA

BY

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DECLARATION

This Research Project is my original work and has not been submitted for examination in this university or any other university.

Signed ---------- Date ----------

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This Research Project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

My project report is dedicated to my beloved family that is my wife, son and daughter for their support, restraint and perseverance. They had to endure a lot while class work took a tall order on their precious time during my time of study.

May God bless them.

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I feel greatly indebted to my friend Shikanga Lutomia and my class mates; for their valuable comments and suggestions, their reassurances and encouragement at various times in the course of my study are very much appreciated.

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To each of the above, I extend my deepest appreciation

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ABBREVIATIONS AND ACRONYMS

KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
EMCA	Environmental Management and Coordination Act
BOT	Board of Trustees
MDGs	Millennium Development Goals
GOK	Government of Kenya
KARI	Kenya Agricultural Research Institute
KEFRI	Kenya Forest Research Institute
KEMFRI	Kenya Marine and Fisheries Research Institute
WCK	Wildlife Clubs of Kenya

DEFINITION OF TERMS

Implementation: Process of completing projects for application of information to assist an organization in realizing its goals

Project: A temporary endeavour undertaken to create a unique product or service or result which takes place within stipulated time frames with a start and an end date

ABSTRACT

To enhance service delivery to its citizen, the Government of Kenya established Parastatals by enacting necessary legislations to entrench state corporations and to give them legal impetus thereby bestowing upon them authority and legitimacy to operate. Due to globalization, competitiveness, and streamlining, these parastatals are left with no choice but to execute business strategies by managing tasks through projects and enhance quality of products and service, optimize resources within limited budgets, and complete them within short timelines and budgets. However, there have been issues with regulatory authorities regarding some projects overruns past the stipulated completion time, substandard performance, requests for supplementary budgets to complete stalled projects or in extreme cases abandoned projects. The general objective for this study was to establish challenges facing project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife. Specifically, this study sought to achieve the following four objectives: establish the effect of resource planning on project implementation; examine the extent to which client involvement influence project implementation; explore the extent to which corporate management influence project implementation; and to determine the influence of donor requirements on project implementation, in Kenyan parastatals in the Ministry of Forestry and Wildlife. This research used a descriptive survey whose target population consisted of all the employees in the four parastatals in the Ministry of Forestry and Wildlife. Through judgmental sampling, study participants were purposively selected from these parastatals' project, finance and donor liaison offices as they were traditionally involved in project implementation. As a result, the total population for the study was 32, eight from each parastatal. Through purposive sampling, only employees involved in project implementation participated in the study. The study used primary data, which was gathered from respondents using a structured questionnaire, which was analyzed using descriptive statistics. The strength of the resultant relationships, between the variables, whether positive or negative, was tested using both parametric and non parametric statistical methods such as correlation analysis coefficient and simple linear regression analysis. It was established that project implementation in these parastatals is not well coordinated and lapses exist that are bound to cause overruns that need streamlining to enhance satisfaction. It is clear that these parastatals face challenges related to resource planning, client involvement, corporate management support and donor conditionalities but to varying extents. Given that the study focused only on parastatals in the Ministry of Forestry and Wildlife, the results may not apply to all public sector organizations. It is recommended that a study is done cutting across all government ministries that would allow for broader generalization of findings.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Project management as a management discipline underpins much economic activity. In industries as well as economic sector, projects drive business. Project management, therefore, is emphasized as the process of making decisions and operationalizing certain strategies and tactics to bring the project to success. According to Mobey and Parker (2002), to increase the chances of a project succeeding it is necessary for the organization to have an understanding of what are the critical success factors, to systematically and quantitatively assess these critical factors, anticipating possible effects, and then choose appropriate methods of dealing with them. Once identified, the success of the project can be achieved.

Projects implementation is usually preceded by a well defined project plan meant to guide during the implementation stage. However, there usually arise variations as activities progress. Gray and Larson (2003) in their focus on the implementation gap or variations defined it as the lack of consensus between the goals set by the top management and those independently set by lower levels of management.

According to Jugdev and Muller (2005), the project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human, budgetary and technical variables. In addition, projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation. Business today is operating under high level of uncertainty, projects implementations are open to all sorts of external influence, unexpected events, ever-growing requirements, changing constraints and fluctuating resource flows. This clearly shows that if projects are undertaken and critical process steps not taken in order to manage them effectively and efficiently, the chances of failure are high.

Increasingly this days, organizations are project based, meaning that the work they do is split into programmes of projects designed to deliver the organization's strategies and add value. Good management of these projects is essential if the organization is going to

succeed. Equally important to individual project success is ensuring that the right projects are carried out.

1.1.1 Kenyan Public Service

The Government is pursuing the Kenya vision 2030 that seeks to transform the country into a newly industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment. The vision is anchored on three key pillars: economic, social, and political governance. The economic pillar aims to achieve an economic growth rate of 10 per cent per annum and sustaining the same till year 2030 in order to generate more resources to address the MDGs. The social pillar seeks to create just, cohesive and equitable social development in a clean and secure environment. The political pillar aims to realize an issue based, people centred, result-oriented and accountable democratic system. The goal of the Public Sector Reform Programme is the restoration of a sector well equipped to play its pivotal role in national development. Reshaping and revitalizing the public sector to reach these goals calls for fundamental changes in the way the sector operates, in institutional organization and relationships, and in individual and collective behaviour of those serving in the sector so as to create an inclusive focus by all stakeholders in the national agenda. Consequently, this calls for adoption of robust corporate social responsibility initiatives by the various institutions in the public sector. In Kenya, public sector projects are identified, planned, and implemented by the government ministries or their implementing agencies in state corporations. The aims of these projects are to improve the country's infrastructure like health, communication networks, housing, energy, and water. Hence, expeditious implementation to realize the desired benefits to their end users is important.

The implementation of projects in the public sector has been observed to be plagued with a wide range of problems and issues. As noted by Cusworth and Franks (1993) and quoted by Adzawodah (2009), project failure is described on two levels: being failure to implement the project effectively, that is on time, within budget and according to project plan; and the inability of the project facilities created to achieve the intended impact. These situations have been associated with weak institutional and financial arrangements within the public sector. This study, therefore, aims at assessing the problems and

challenges associated with project implementation in the Kenyan public sector with particular reference to Parastatals in the Ministry of Forestry and Wildlife.

1.1.2 Parastatals in Kenya

Kenya Parastatals also referred to as State Corporations were established by the State Corporation Act, CAP 446 of 1986. The Act made provision for the establishment of state corporations; for control and regulation of state corporations. The Act sets out the regulatory framework under which the state corporations (parastatals) are governed. It also spells out their respective functions or purpose of their existence. These Parastatals are usually placed under certain ministries for control and direction geared towards achievement of the overall strategic objective of the Government of Kenya. They are managed under the various ministries by Board of Trustees (BOT) who are empowered by individual Acts of Parliament which gives specific tasks and responsibility.

Since inception in 1986, Parastatals have achieved much in providing important services to the Kenyan populace. Some of these services include; provision of water, electricity, roads, security to our wildlife geared towards curbing poaching, enlisting support in conservation and establishing infrastructure and human capacity development. These services have immensely contributed to the continued growth and development of our country Kenya. The operations of the various Parastatals are also impacted and guided by other overarching policy and legal frameworks (example those relating to Forests, Fisheries, Mining, Lands, Water, Industry, Rural Development, Agriculture, Local Government, National Security, National Museums and the research programmes under KEFRI, KEMFRI and KARI) which necessitate structured and functioning relationships with other GoK departments/agencies and the international and local communities.

The Ministry of Forestry and Wildlife formulates and oversees the implementation of the forestry and wildlife conservation policies. It is also in charge of conservation of water catchment areas and the national wildlife heritage along with the protection and development of forests through re-afforestation and agroforestry are some of its core tasks. Like other ministries, it also has oversight over several government parastatals which include Kenya Forestry Services, Kenya Forestry Research Institute (KEFRI),

Kenya Wildlife Service (KWS) and Wildlife Clubs of Kenya. Due to globalization, competitiveness, and streamlining, these parastatals are left with no choice but to execute business strategies by managing tasks through projects and enhance quality of products and service, optimize resources within limited budgets, and complete them within short timelines and budgets. Overtime, in their endeavor to fulfill the mandate enshrined in the State Corporation Act and individual Acts, state corporations have been engaging in various projects. These undertakings are spread across the entire republic of Kenya. These projects are in the form of housing for the citizens, construction of roads, provision of clean water to the populace, provision of electricity, provisions of essential services example health care, transport.

1.2 Statement of the Problem

The ministry of Forestry and Wildlife is of great significance in the Kenyan economy as these natural resources offer a range of benefits and opportunities for local and national economic development, improved livelihoods and provision of environmental goods and services such as watershed protection and carbon sequestration. However, conservation and management of natural resources in Kenya is in rapid transition. Burgeoning populations, growing numbers of refugees and internally displaced people, increasing competition for natural resources and living space, widespread pollution and the transformation of vast resource areas in semi-arid and arid lands threaten the continued existence of these resources now and in the future. Mainstreaming resource conservation into the national land use systems and optimizing the net benefits to society for generations to come is a challenge that these parastatals must address. Overtime, in their endeavor mainstream resource conservation and to fulfill their mandates enshrined in the State Corporation Act Cap 446 of 1987 and individual Acts, these parastatals have been engaging in various projects tasking departments or teams with the responsibilities for developing and overseeing their implementation.

The Government of Kenya and its development partners continue to allocate huge financial resources to finance projects managed by these parastatals. However, the intended benefits are partly or never realized due to many unsuccessful project implementations. For instance, the Tana River Primate Reserve project, which began in

1992, was funded with a grant from the Global Environment Facility (GEF) run by the World Bank. The Kenya Wildlife Service charged with wildlife conservation under the Wildlife (Conservation and Management) Act of 1976, helped draw international attention to the local struggle to relocate this community from the Tana Primate Reserve. As Pokomo opposition to the project solidified, the project was suspended. Despite World Bank rhetoric about involving local communities in its project, the Tana GEF project is a story of the creation of unnecessary tension and fear that did nothing to foster the cooperation needed to protect a unique ecosystem (Mbaria, 2002).

Specific research undertaken to investigate what ails implementation of projects provide an insight to what has been the major causes of projects time and cost overruns, failure to meet specifications and stakeholders expectations. Similar observations have been made in developing countries like Vietnam (Long et al. 2004), and Nepal (Manavazhi and Adhikari, 2002). Various factors for overruns in Ghana were identified by Frimpong et al. 2003. Factors ranging from inflation, project complexity, inaccurate material estimation, financing, change orders, design changes, late submission of drawing, poor specification, incorrect site information, poor contract management among many others were found to be main sources of overruns.

It is noted that most of these studies concentrated on time and cost overruns. However, as Horine (2005) argued, although there exist a shared core of principles lying at the heart of any project success, from an idealistic perspective, no two projects are completely identical and each has its own set of unique challenges. To be able to respond to internal and external variables in a project environment, it is instructive to investigate and understand how and to what extent these factors affects project implementation in their respective contexts and establish any existing relationships between these factors. It was from this standpoint that the researcher sought to establish challenges facing project implementation in selected public sector organizations with a specific focus on parastatals in the Ministry of Forestry and Wildlife.

1.3 General Objective

The general objective of the study was to establish challenges facing project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife.

1.3.1 Specific Objectives

Specifically, this study sought to:

i. Establish the effect of resource planning on project implementation by Kenyan Parastatals in the Ministry of Forestry and Wildlife.
ii. Examine the extent to which client involvement influence project implementation by Kenyan Parastatals in the Ministry of Forestry and Wildlife.
iii. Explore the extent to which corporate management in Kenyan Parastatals in the Ministry of Forestry and Wildlife influence project implementation at their organizations.
iv. Determine the influence of donor requirements on project implementation by Kenyan Parastatals in the Ministry of Forestry and Wildlife.

1.4 Research Questions

The study was guided by the following questions

i. How does resource planning affect project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife?
ii. To what extent does the client involvement influence project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife?
iii. To what extent does corporate management in Kenyan Parastatals in the Ministry of Forestry and Wildlife influence project implementation in these organizations?
iv. How do donor requirements affect projects implementation at in Kenyan Parastatals in the Ministry of Forestry and Wildlife?

1.5 Importance of the Study

The findings of this study will be of use to project managers and project team members in project implementing organizations as they will understand the success/failure factors associated with projects. This understanding is vital as they will customize the recommended measures to their respective projects to ensure achievement of desired

project objectives. The findings of this study will also be of use to future scholars as a source of reference for future studies.

1.6 Limitations of the Study

This study solely investigated the challenges facing project implementation from project management profession point of view as only one of key project stakeholders. On this basis, the major challenges identified and their corresponding recommendations shall be seen valid from project team member's stand.

1.7 Scope of the Study

As it is delineated in the statement of the problem, the range of issues concerning the general topic of project management is vast – defining criteria for project success/failure, identifying factors, investigating the reasons behind existence of these factors and also bringing up solutions to tackle these causes, which requires a large volume of research to cover all these related aspects. To narrow down this large array of issues and become more specific, this research aimed at addressing challenges facing project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife.

The research was conducted in four Parastatals in the Ministry of Forestry and Wildlife namely; Kenya Forestry Services, Kenya Forestry Research Institute (KEFRI), Kenya Wildlife Service (KWS) and Wildlife Clubs of Kenya. The target respondents were employees serving in Kenyan Parastatals in the Ministry of Forestry and Wildlife. A sample of at least 32 employees taken purposively from the four parastatals was drawn. Study participants were purposively selected from the parastatals' project, finance and donor liaison offices as they are traditionally involved in project implementation. As a result, the total population for the study was 32, eight from each parastatal.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter presents a theoretical review of the study subject, a conceptual framework derived from the reviewed literature, a critique of the existing literature and a summary of the literature review Lastly, the chapter presents the research gaps that the study seek to fill.

2.2 Theoretical Review

Increasingly these days, organizations are project based, meaning that the work they do is split into programmes of projects designed to deliver the organization's strategies and add value. Good management of these projects is essential if the organization is going to succeed. Equally important to individual project success is ensuring that the right projects are carried out. Jugdev and Muller (2005) in their article mentioned that in order to define what success means in a project context is like gaining consensus from a group of people on the definition of "good art." Generally, the views on project success have evolved over the years from simple definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle (Jugdev and Muller, 2005).

Organizations have varying levels of expertise in the project management function. Many of these organizations realize that to be successful, a better approach to project management is necessary. Project Management Maturity Matrix can help organizations improve the maturity of their project management processes, in terms of an evolutionary path from ad-hoc, disorganized processes to mature, disciplined project management processes (Kuen et al., 2009). As they pointed out, the matrix describes four levels of maturity in project management: at the first level, projects are often delivered through the personal heroics and effort of the project manager and his/her team. They tend to be delivered in spite of the organization rather than because of it. At the second level, anybody can deliver here not just heroes, because there is an agreed methodology to be followed that helps repeat earlier successes from similar projects. Courses and training can help at this level. Thirdly, this is not only about delivering projects but also realizing

benefits. This involves knowing what benefits are expected and when the project has delivered them. The concern at the fourth and final level is whether implementers are doing the right projects and how via those projects we can deliver the business strategy and add value.

Ammeter and Dukerich (2002) observed that the process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. Jiang and Klien (2002) added that the project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager is faced with a difficult job characterized by role overload, frenetic activity, fragmentation, and superficiality. Nwachukwu, Ibeawuchi and Okoli (2010) pointed out that often, the typical project manager has responsibility for successful project outcomes without sufficient power, budget, or people to handle all of the elements essential for project success.

According to Nwachukwu, Ibeawuchi and Okoli (2010), projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment. Consequently, the project manager would be well served by more information about those specific factors critical to project success. The project manager requires the necessary tools to help him or her focus attention on important areas and set differential priorities across different project elements. If it can be demonstrated that a set of factors under the project manager's control can have a significant impact on project implementation success, the project manager will be better able to effectively deal with the many demands created by his job, channeling his energy more efficiently in attempting to successfully implement the project under development.

2.2 Project Management

According to Mpofu (2010), a project is a temporary endeavour undertaken to create a unique product or service or result. According to him, this takes place within stipulated time frames with a start and an end date as stipulated in the Project Management Body of Knowledge (PMBOK Guide, 2004, p. 5). The project management process involves having a plan, which is then executed accordingly, in order to meet the objectives of the project.

Mpofu (2010) posits that project management has nine knowledge areas that have a relationship that is defined by one of its areas, called integration (coordinating of processes and activities in other knowledge areas), the other eight being scope, time, cost, quality, risk, human resources, and procurement management. These areas do not function in isolation, but require an understanding of systems thinking from the leadership at both top and project level for project execution to be realized.

Project management as a concept is an application of knowledge, skills, tools, and techniques to project activities to meet project requirements. As Cowie (2003, p. 256) quoted by Mpofu (2010) argues: "Essentially project management allows the right people, with the right skills to come together at the right time to solve issues." The question is how many of the right people there are in parastatals in view of the appointment of the team members and the selection of the project managers. It should be understood that the process to get the right people is set by leadership as dictated by the parastatal equity employment targets. Project management is executed through processes, namely, initiating, planning, execution, controlling, and closing, of which every task is managed following the five processes.

From a global perspective, Kerzner (2003) has described a successful project with seven characteristics as 'critical success factors' (CSFs); within the planned time, within the predicted budget, aligned with expected performance and specification level, accepted by the client, minimum or mutually agreed on scope alterations, minimum disturbance of the main stream of work flow in the host organization, and finally the least effect on the

corporate culture. The first four notations are those that have been norm during the last twenty years.

Kerzner (2003) discusses that in modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which in turn might diminish the morale of the work or eventually even bring the project to a total halt. It is advisable to keep the level of change for project scope to its minimum and those really needed to be taken into account should be in complete consensus of both project manager and client. Possible disruptions occurring in the everyday's work flow in the host organization because of the ongoing project is the other issue. By mistake, many project managers might think of the project as a stand-alone entity happening in an organization which is not always possible. A viable project should be managed within the guidelines, policies, procedures, rules and directives of the host organization. Successful project notation and excellence in project management in an organization is only and only achieved through a continuous stream of managed projects, which requires strong and visible corporate commitment to project management concept.

On the other hand, from project users' perspective, where 'meeting user requirements' and 'staying in the planned budget' are recognized as criteria for both success and failure, they specifically identify their own 'happiness' as a success criterion and 'achieving project purpose' as a failure criterion. These results will bring out two main conclusions; firstly, the criteria for project success must be agreed on by all the engaged parties far before the actual project gets started and it should get reviewed constantly as the project goes ahead. Since most of the success criteria are subjective issues, they are strongly prone to change. Secondly, there is the question of defining 'good quality'. The image of quality should be clearly depicted in the mind of all main stakeholders at the very beginning of the project.

According to Prabhakar, (2005), successful project implementation entails various stages arranging from brainstorming, project start, diagnosis, planning, formal start and implementation has been known as one of the requisites of a successful projects. He emphasized that in order to successfully conduct a project, the project team should be in

total control of the implementation and the project itself must have implications to the client that are well comprehended.

Besides using critical success factors (CSF), Kerzner (2003) believes that Key Performance Indicators (KPI) measuring the quality of the process used to achieve the end results, could be utilized to gauge the success of the project as well. KPIs are internal measures or metrics that can be looked over on a periodic basis across the life cycle of the project. Most prominent KPIs inform the project manager with the degrees of proper project management methodology usage, establishment of the control processes, usage of interim metrics, quality of resources assigned versus planned for, and finally client involvement.

Horine (2005) from an idealistic perspective summarizes a comprehensive score of qualities and traits common among those most successful projects. He believed that although no two projects are completely identical and each has its own set of unique challenges, there exists always a shared core of principles lying at the heart of any project success. A successful project should: be aligned with organizational objectives; have effective top-management support; have effective and competent leadership; address all key stakeholders' agreement on the purpose, goals, and scope of the project; address all key stakeholders' shared common vision on the project results; address all key stakeholders' shared realistic expectations for the project results; have results that meet the expectations of the key stakeholders; be able to manage and validate stakeholders' expectations constantly all the way to the end; make an investment in proper planning; have clearly defined and agreed upon scope, approach, and deliverables during planning; communicate clearly each stakeholder's and team member's role(s) and responsibilities; place a high priority on accurate and complete work effort estimates; develop and agree upon a realistic schedule; make the project team to have a strong results-focus and customer-orientation; provide consistent, effective, and focused on 'understanding' project communications; measure project progress consistently from the current baseline; pursue aggressively project issues and subsequent action items; foster a strong sense of collaboration and teamwork; closely manage expectations and changes surrounding scope, quality, schedule, and cost; provide skilled project resources when needed;

identify proactively risk and determine mitigation strategies to reduce project exposure and anticipate and overcome obstacles to ensure the project meets objectives.

Simplistically, the success of a project would be meeting the client's expectations within the limitations of time, cost and quality. This is considered a very crude standpoint because it would standardize the success as a 'point' on the time, cost and quality/performance scales which is basically unrealistic especially when dealing with accomplishing today's highly innovative and dynamic projects. With keeping in mind the necessity of lots of compromises and changes in scope during the accomplishment of a project, Kerzner (2003) claims that the success singular 'point' in terms of time, cost and quality would convert into a 'cube' containing that 'point' of success. More often, clients and even internal project sponsors target performance goals which are in essence totally unreasonable, though assume that only reaching 80 to 90 percent of them would be regarded as success.

2.3 Empirical Review

It has been pointed out that the criteria for project success must be agreed on by all the engaged parties far before the actual project gets started and it should get reviewed constantly as the project goes ahead. In modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which in turn might diminish the morale of the work or eventually even bring the project to a total halt. Various authors have alluded to the fact there are various factors responsible for successful project management. These factors included resource planning, client involvement top management support and donor conditionalities.

2.3.1 Resource Planning

According to Kagiri and Wainaina (2008), before actual implementation of the project starts, organizations should undertake detailed implementation planning covering aspects such as physical work, time plan, input resources, inter-linkages, organization and management systems, output generation, and cost planning. Kholi (2002) noted that adequate resource plan and its linkage with time plan are crucial as the implicit resource requirements (manpower, materials, money etc.) for each period may not meet the

availability constraint and hence the time plan may not be implementable. All the major activities that may have impact on time and cost to the project should be conceived and sufficient time provided for. Kagiri and Wainaina (2008), further pointed out that sufficient funds to cover the entire project should be provided to minimize cost overruns that warrant higher outlays and that organizations should anticipate requirements of inter-linkages in contracts or its agencies and provide for them or should always initiate dialogue with interlinked agencies early in the planning stage so that realistic time durations are allocated. Furthermore, inadequate project preparation leading to scope changes during implementation is perhaps the most important reason for overruns and no effort should be spared in the initial stage of a project to properly define the project goals and its deliverables (Dvir et al., 2003).

The purpose of resource planning is to ensure that adequate, suitable or appropriate factors of production (money, equipment, manpower, and land) are optimized and timely deployed in the process of generating value projects. Timely facilitation of access to site by contractor or its agents is crucial in ensuring that the contractors continued to perform their obligation as planned with the allocated resources. Failure to do this is bound to lead to poor resources utilization, slip on schedule and additional costs. According to Kagiri and Wainaina (2008), resource planning consists of delayed payment to contractors, delayed access to site, lack of professional skill by project team and poor subcontracting. They pointed out that delayed payment arises due to several factors such as inadequate funding of the project, complex payment processes, client cash flow problems and delays in disbursement processes, which are bound to lead to extension of time and additional expenditure (Flyvbjerg et al., 2004). In the execution of works, the contractor is required to deploy sufficient and qualified manpower to deliver the project on time, within budget and to the specified quality (Kagiri and Wainaina, 2008).

To many, resource planning as a key point of success for a project seems relatively straight forward. It may be straight forward but it is the most ready failure point on the majority of projects as it implies putting the right people in the right place at the right time with enough time to do the job the right way (Frimpong et al., 2003). They observed that in organizations where the resource planning and management is successful, the

following can clearly be seen: First is a defined resource plan that identifies what skill sets are needed, for what duration, at what points in the project and how many persons with that skill set are required. The key to the resource plan success is timing. The plan needs to be developed with enough time to adequately staff the positions and ramp up the project. This timing must be accounted for in the project plan itself making the resource plan a component of the project plan. Secondly, there needs to be resource plan balanced against project plan – the resource plan must be integrated into and balanced against the project plan. Resource balancing is a delicate act at best and a cumbersome process at worst but it is one of the keys to success of the project. If the resources are not balanced then there is the potential for overstaffing in some areas and understaffing in others which in turn jeopardize the ability to get the work completed on time and on budget. Thirdly, there needs to be task reviews.

During the implementation, there need to be regularly scheduled task reviews (Frimpong et al., 2003). These reviews can be between team lead and implementation team members, project management and team leads, project sponsorship and project management or a combination of these but they need to occur. In the task review not only are the task plans themselves reviewed for success, failure, delay and reschedule points but ability to deliver and work completed is assessed and evaluated (Macomber, et al., 2008). At this point, the implementation team at all levels can receive feedback both positive and negative that allows them to adjust as necessary to meet delivery requirements. Furthermore, in organizations where the resource planning and is successful, there are periodic scheduled budgetary reviews of resources expended against plan. Hayfield (2006) emphasized that these reviews will allow the leadership team to determine if the right blend of staff is being used and account for any adjustments that need to be made within the planned budget before overruns occur.

The relationship between project planning aspect and the degree of success/failure in projects is quite a controversial matter. Dvir *et al.* (2003) argue that even though a decent level of planning for a successful project is vital, there is not an essential positive correlation between planning and success – if not negative all together. Kloppenborg and Opfer (2002) believes that in reality, being able to implement a project according to what

has been planned is an exception rather than a norm. They believed that too much emphasis on planning and trying to stick to it would decrease the chances of success for a project. They reveal two important points related to excessive attachment to the plans; firstly, financial planning focuses more on the cost than the time, so spending excessive efforts to save money to avoid cost overruns, will create delays which result in time overruns that are more costly than what was planned for. Secondly, when it comes to time planning (scheduling), project managers either constantly look backwards or so fixed at the present moment to compare the progress according to the plan which consequently prevents them from looking forward and anticipating changes and doing corrections in time.

Another aspect that concerns resource planning is related to personnel issues, including recruitment, selection, and training (Krahn and Hartman, 2004). An important, but often overlooked, this factor of the implementation process concerns the nature of the personnel involved. Scott-Young and Samson (2004) agreed to this by observing that in many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to implementation success. Some current writers on implementations are including the personnel variable in the equation for project team performance and project success. Hammond (2002) noted that personnel, as a factor, are concerned with developing a project team with the requisite skills to perform their function.

2.3.2 Client Involvement

The "client" is referred to here as anyone who will ultimately be making use of the result of the project, either as a customer outside the organization or a department within the organization. The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Indeed, Manley (1975) as quoted by Njie, Fon and Awomodu (2008) found that the degree to which clients are personally involved in the implementation process will cause great variation in their support for that project. Further, in the context of the consulting process, Pinto et al. (2003) view client consultation as the first stage in a program to implement projects. Client Consultation expresses the necessity of taking into account the needs of the future

clients, or users of the project. It is, therefore, important to determine whether clients for the project have been identified. Once the project manager is aware of the major clients, he/she is better able to accurately determine if their needs are being met.

Nothing kills projects faster than giving communities something they didn't ask for and then pretending they did (Cooke-Davies, and Arzymanow, 2003). This lack of client involvement causes a great deal of resentment among the intended beneficiaries and the projects are seen as something forced upon them by developers who only wanted to test out something (Slevin et al., 2004). Requirements need to be worked out on both sides because there's a symbiotic relationship between users and developers: the client, which knows their needs most need to clearly express their requirements and provide feedback on each project deliverable; and developers, who know what needs to be done put those client needs into place need to ask the right questions and not make any assumptions on what they think the client needs.

It's essential to understand that there's a compromise between what you want to accomplish and what you're actually able to accomplish. An overly ambitious project, whose goals exceed ability of the sponsoring organization to deliver timely result, is the cause of project failures. The project originators come to the realization, halfway into development, that they overshot their ability to deliver what was promised. When this happens, critical project decisions are made with a "deliver-at-all-costs" mentality. They figured that too much money was already poured into the project and believed that it was too late to turn back. They pushed forward simply to have something to show for all the time and money that was invested. Chulkov and Desai (2005) argued that with over ambitious targets, projects are rushed through to meet a deadline that originators never had any chance of meeting from the start. To compound the issue, key client needs are sometimes dropped to accommodate an overly aggressive schedule. As a result, confidence of the intended beneficiaries of these projects is shaken and never recovered.

In addition to client consultation at an earlier stage in the project implementation process, it remains of ultimate importance to determine whether the clients for whom the project has been initiated will accept it. Client acceptance refers to the final stage in the

implementation process, at which time the ultimate efficacy of the project is to be determined (Pinto et al., 2003). Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the client (either internal or external to the organization) will accept the resulting project. In fact, as several writers have shown, client acceptance is a stage in project implementation that must be managed like any other. As an implementation strategy, Bhavesh (2006) discusses the importance of user participation in the early stages of system development as a way of improving the likelihood of later acceptance. Bean and Radnor (2002) examine the use of "intermediaries" to act as a liaison between the designer, or implementation team, and the project's potential users as a method to aid in client acceptance.

2.3.3 Corporate Management

One of the most critical factors for the successful completion of projects is top management support. The support is usually strongest if there is a project champion and this champion is from the top management (Hayfield, 2006). He observed that the project champion helps project managers understand and achieve the project objectives which are specified by the client and/or top management. As noted by Slevin, Cleland and Pinto (2004), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Milosevic (2007) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization.

Further, Ammeter and Dukerich (2002) show that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of this study, the factor top management support refers to both the nature and amount of support the project manager can expect from management both for himself as a leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient

resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

Glaster (2005) puts vast amount of emphasis on insufficient support from senior management and leadership of client or sponsor organizations through setting unclear purpose for employing a certain project, incapability to manage complexity, under-nourishing initiatives and failure to anticipate short-term disruptions. Furthermore, he underlines the necessity to provide the most qualified staff and resources for supporting the initiatives in establishing a new project. This needs support and encouraging words of the top management to mitigate the frustration raised in the morale of subordinates.

One important issue not to underestimate is the fact that the progression in the project might happen to be too slight to be visible to the organization which would add to the spice of complexity of the situation. Glaster (2005) suggests that top management must continuously strive to reveal the fulfillment of series of short-term deliverables to the beneficiaries. Running pilot projects experiencing the immature deliverables with limited implementation scope and minimizing the potential harms are considered as a subtle solution in these cases. Kloppenborg and Opfer (2002) remarks the precision of information concerning the nature of project information communicated from top management as the project sponsors to project managers from the inception. It is also vital that project managers also convey their messages by means of organization-oriented concepts to project sponsors (Kumar, 2002). He underlines some more considerations from the side of top management among which are: recognition of time spent on project planning, responsibility in proper resource allocation (as portfolio managers) and not merely depending on project management methodologies instead of people’s creativity and resourcefulness.

Top management usually controls a project manager's access to resources which are supervised by functional managers. The level of support provided by the functional manager is usually determined by the level of support from top management. If the project is part of the functional department, then the availability of resources is not usually an obstacle, because the functional manager is usually also the project manager.

But for projects with matrix organizational forms, or for projects with pure project forms, acquiring adequate resources can be a difficult job. It requires negotiating skills and positional power within the organization (Milosevic, 2007). Clearly, full support from the organization for the project helps to facilitate and implement strategies for the successful completion of projects.

The contribution and support a client or a business person provides by being involved and taking ownership of an initiative that becomes a project should not be underestimated, as the ownership and commitment of both the client and business are of paramount importance for project success. In all this, strategic leadership becomes the driver of the whole process, thereby determining the level of success that can be attributed to a project in terms of its performance during execution, which, in turn, produces the required deliverables, if not delivering beyond expectations (Mpofu, 2010).

Organizational structures, which are typically designed by the leadership, play a role in creating an appropriate atmosphere for the project management philosophy to prevail. A look at the way in which parastatals are structured shows a very strong bias towards hierarchy and silos. This, unfortunately, points to what are termed traditional structures, which are not ideal for managing projects. There are five general indications that support this statement, according to Kerzner (2001, p. 97) as quoted by Mpofu (2010). These are: management is satisfied with its technical skills, but projects are not meeting time, cost, and other project requirements; there is high commitment to getting project work done, but great fluctuations in how well performance specifications are met; highly talented specialists involved in the project feel exploited and misused; particular technical groups or individuals constantly blame one another for failure to meet specifications or delivery dates; and projects are on time and to specifications, but groups and individuals are not satisfied with the achievements.

As Mpofu (2010) noted, it is, therefore, important to structure organizations to meet environmental and external demands and, in particular, project management. This has to be in sync with the understanding of how these structures define roles and responsibilities in parastatals in view of delegated authority in these hierarchical organizations

2.3.4 Donor Requirements/Conditionalities

Donors have a basis for becoming partners if they are able to agree on a purpose, a task, a project, or a desired outcome which meets the interests of all partners and can be achieved better, faster, or more efficiently if they unite their efforts. Finding a common agenda is a fundamental starting point.

Most often than not organizations are faced with resource scarcity, to bridge the gap, they are forced to seek help from development partners or donors. The assistance given to facilitate the project implementation could be either a grant or a loan facility advanced but will be repayable in future. This arrangement works when one donor is ready to supply funding to a project and other partners who do not have financial means can be mobilized to contribute other kinds of resources. These resources might be technical expertise, volunteer work, materials, or use of facilities. To ensure that the donor resources advanced are secured, there are usually attached conditions imposed that the parastatals should adhere to. Financial contributions by a donor are complemented by non-monetary resources.

The OECD's Development Assistance Committee (DAC) in its guidelines for harmonizing donor practices for effective aid delivery noted that effectiveness of a donor's assistance in an organization is affected by the nature of the institutional framework for its relations with the partner organization and with other donors, and by its own internal rules and culture (OECD, 2003). Different objectives and interests between donors and partner organization can impair project effectiveness. Donor support can be opaque and unpredictable. The way funding is delivered can create an unnecessary burden on partner organizations, hinder efforts to build partner organization's capacity and weaken partner organizational leadership and its accountability.

Oya and Walliser (2007) observed that a more controversial and complicated case are specific donor conditions meant to assure that organizational objectives are aligned with donor objectives. Such conditions, which are typically applied to budget aid, can include specific policy actions or result indicators. If recipients do not comply with such specific conditions, conditionality may also cause lack of predictability, but the link with aid

effectiveness may be less clear. If aid is withheld on the basis of conditions that have little relation with effective use of aid, the resulting lack of predictability would be a "fickle donor" problem, which arises when a donor does not disburse part of committed funds on time because of lengthy administrative delays and unnecessary controls in overseeing the project. This ultimately affects the project's implementation process.

2.4 Summary of the Literature

In this section, it was clear that the criteria for project success must be agreed on by all the engaged parties far before the actual project gets started and it should get reviewed constantly as the project goes ahead. Is also clear that in modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which in turn might diminish the morale of the work or eventually even bring the project to a total halt.

From the literature, it emerged that that although no two projects are completely identical and each has its own set of unique challenges, there exists always a shared core of principles lying at the heart of any project success. A successful project should: be aligned with organizational objectives; have effective top-management support; have effective and competent leadership; address all key stakeholders' agreement on the purpose, goals, and scope of the project; address all key stakeholders' shared common vision on the project results; address all key stakeholders' shared realistic expectations for the project results; have results that meet the expectations of the key stakeholders; be able to manage and validate stakeholders' expectations constantly all the way to the end; make an investment in proper planning; have clearly defined and agreed upon scope, approach, and deliverables during planning; communicate clearly each stakeholder's and team member's role(s) and responsibilities; place a high priority on accurate and complete work effort estimates; develop and agree upon a realistic schedule; make the project team to have a strong results-focus and customer-orientation; provide consistent, effective, and focused on 'understanding' project communications; measure project progress consistently from the current baseline; pursue aggressively project issues and subsequent action items; foster a strong sense of collaboration and teamwork; closely manage expectations and changes surrounding scope, quality, schedule, and cost; provide skilled

project resources when needed; identify proactively risk and determine mitigation strategies to reduce project exposure and anticipate and overcome obstacles to ensure the project meets objectives. In the literature review, various factors responsible for successful project management. These factors included resource planning, client involvement and top management support.

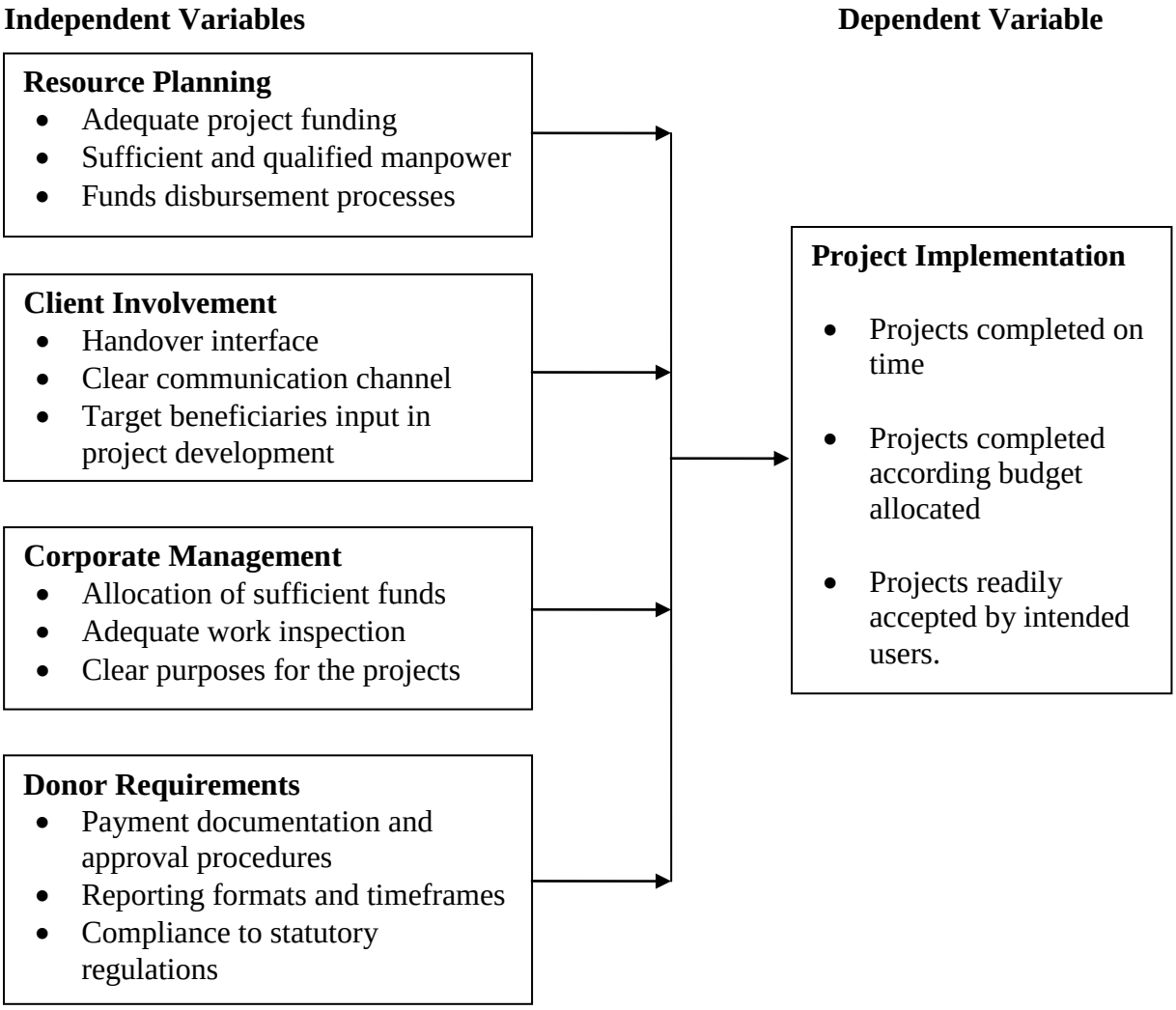
2.5 Research Gaps

In the literature review, various factors responsible for successful project implementation included resource planning, client involvement and top management support and donor requirements. There are no documented studies that have been conducted in Kenya to try and document the success or failure of projects implemented by public sector organizations and whether there is any relationship between the identified factors.

Specific research undertaken to investigate what ails implementation of projects provide an insight to what has been the major causes of projects time and cost overruns, failure to meet specifications and stakeholders expectations. Similar observations have been made in developing countries like Vietnam (Long et al. 2004), and Nepal (Manavazhi and Adhikari, 2002). Various factors for overruns in Ghana were identified by Frimpong et al. 2003. Factors ranging from inflation, project complexity, inaccurate material estimation, financing, change orders, design changes, late submission of drawing, poor specification, incorrect site information, poor contract management among many others were found to be main sources of overruns.

It is noted that most of these studies concentrated on time and cost overruns. However, as Horine (2005) argued, although there exists a shared core of principles lying at the heart of any project success, from an idealistic perspective, no two projects are completely identical and each has its own set of unique challenges. To be able to respond to internal and external variables in a project environment, it was instructive to investigate and understand how and to what extent these factors affected project implementation in Kenyan parastatals in the Ministry of Forestry and Wildlife and establish any existing relationships between these factors.

2.6 Conceptual Framework



CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the method the researcher intends to use in order to gather data. This includes the research design, target population, sampling technique and procedure, data collection instruments as well as data collection methods.

3.2 Research Design

This was a descriptive survey intended to establish challenges facing project implementation by Parastatals in Kenya in the Ministry of Forestry and Wildlife. Descriptive research determines and reports the way things are, it describes data and characteristics about the population and phenomenon being studied. This design was adopted because the researcher wanted to offer a description of the challenges facing project implementation process in these parastatals. As Cooper and Schindler (2003) asserted, a study concerned with finding out who, what, when, where and how of a phenomenon is a descriptive study. This study was built on similar grounds.

3.3 Study Population

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. The population of interest for this study comprised of employees serving in all the four parastatals in the Ministry of Forestry and Wildlife (Kenya Forest Service, Kenya Wildlife Service, Kenya Forest Research Institute and the Wildlife Clubs of Kenya) as at December 2012.

3.4 Sampling Procedure

An optimum sample is one that fulfils the requirements of efficiency, representativeness, reliability and flexibility. A sample of 32 employees taken purposively from the four parastatals was drawn. Through judgmental sampling, study participants were purposively selected from the parastatals' project, finance and donor liaison offices as they were traditionally involved in project implementation. As a result, the total population for the study was 32, eight from each parastatal. Through purposive sampling,

only employees involved in project implementation participated in the study eliminating the risk of unreliable responses if all departments in these parastatals were involved.

3.5 Reliability and Validity of the Questionnaire

In order for the study questionnaire to measure what it was to measure, pilot testing was done before the study questionnaire was used in actual data collection. A sample questionnaire was given to ten respondents who were to be involved in the study after which it was checked for completeness, ambiguity and language. Necessary adjustments were done before the actual data collection exercise. In the pilot study, respondents were asked to indicate questions that they found ambiguous, those questions that they were uncomfortable with and to make any other comments that could improve the questionnaire. Out of the ten (10) questionnaires used in the pilot study, seven (7) were returned.

Reliability, testing the extent to which the measure was without bias was done using the Cronbach's alpha coefficient, which ranges in value from 0 to 1. The higher the score, the more reliable the generated scale was. The project implementation scale had a reliability coefficient of 0.7955, while resource planning with twelve (12) items had 0.8030, client consultation 0.9056, corporate management 0.7352 and donor conditionalities 0.7211. These coefficients indicate that the data was good and fit for further computation which can lead to making inferences. To enhance research ethics, the researcher subjected all the resulting responses on the outcomes of analyses of the quantitative data collected during the study and made interpretations accordingly.

3.6 Data Collection

The study used both primary data gathered using a semi-structured questionnaire administered using the drop-and-pick-later method. Follow-ups were done through telephone calls, e-mails and personal interviews to ensure a viable response rate for the study. The questionnaire was divided into three sections; Section A had questions on the general information of the respondents. Section B gathered information on project implementation by the respective parastatals while part C obtained information on the

challenges facing project implementation by the Kenya Forest Service, Kenya Wildlife Service, Kenya Forest Research Institute and the Wildlife Clubs of Kenya.

3.7 Data Analysis

The received questionnaires were first checked for completeness. The researcher then coded the respective responses as per the research questions using the Statistical Package for Social Sciences (SPSS) to derive the desired output on the adopted Likert scale. The data collected was analyzed using descriptive statistics (frequency distribution, percentages, mean scores and standard deviations) as well as inferential statistics. The strength of the resultant relationships, between the variables whether positive or negative, was tested using both parametric and non parametric statistical methods such as the Pearson's Product moment correlation coefficient and simple linear regression analysis.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the profiles of respondents that formed the study. The frequencies, means, standard deviations, Cronbach alpha coefficients of reliability and correlations, and regression analysis are presented, interpreted and findings discussed.

4.2 Survey Questionnaire Response Rate

The survey questionnaire was administered directly to employees serving in all the four parastatals in the Ministry of Forestry and Wildlife (Kenya Forest Service, Kenya Wildlife Service, Kenya Forest Research Institute and the Wildlife Clubs of Kenya) as at April 2013. This section presents characteristics of the respondents. A summary of the response rates per parastatal is presented in Table 4.1.

Table 4.1 Distribution of Respondents per Parastatal

Organization	Targeted Sample	Response	Response Rate (%)
Kenya Wildlife Service	8	8	100
Kenya Forest Service	8	7	88
Kenya Forest Research Institute	8	7	88
Wildlife Clubs of Kenya	8	4	50
Total	**32**	**26**	**81**

Out of the 32 questionnaires distributed in the four parastatals, 26 responded. This was a response rate of 81 percent. This was a high response rate enhanced by any standards which was achieved by first, an introductory letter that briefly explained the purpose of the study accompanied the questionnaire assuring anonymity of the responses provided. Secondly, the drop and pick later method together with phone calls and emails proved effective.

4.2.1 Profiles of Respondents

The questionnaire covered aspects of the department of deployment and length of service in the organization. A characteristic sought from respondents was their department of deployment as this was key in capturing data on the status of project implementation in these parastatals. Distribution of respondents in relation to this is presented in Table 4.2.

Table 4.2: Distribution of Respondents by Department

Department	Frequency	Percent
Liaison	7	26.9
Projects	9	34.6
Accounts	10	38.5
Total	**26**	**100.0**

Regarding their departments of deployment, 38.5 percent of the respondents were in the accounts department, 34.6 percent in projects while 26.9 percent were in the donor liaison department as shown in Table 4.2. This implies that participants in this study are by virtue of their deployments involved in either payment to constructors, supervising the work or liaising with the fund providers thus are conversant with the process of project implementation in their respective organizations and therefore the data provided is fit for further computation which can lead to making inferences.

Respondents were also asked to indicate their length of service in the parastatals and the results are summarized in table 4.3.

Table 4.3: Distribution of Respondents by Length of Service in the Parastatals

Length of service	Frequency	Percent
Less than 3 year	2	7.7
4-6 years	7	26.9
7-9 years	4	15.4
Over 10 years	13	50.0
Total	**26**	**100.0**

The analysis on Table 4.3 above shows the distribution of the response with regards to their length of service in their respective parastatals. Those who have served for more than ten years constitute the greater portion of 50% of the total respondents. This indicates that since they have been with the four parastatals for a longer time, they have experienced more projects undertakings and hence could give more reliable assessment.

4.3 Project Implementation

Project implementation was assessed from the project team member's point of view. As the study's dependent variable, it was measured using six (6) items informed by both theoretical considerations and descriptions of project implementation tenets found in the literature and operationalized as per the study context. A five point Likert scale was used to measure the items where 1 represented 'strongly disagree' and 5 'strongly agree'. The objective was to measure the extent to which respondents were satisfied with project implementation in these parastatals. Items in the scale measuring project implementation were expected to elicit positive responses thus a rate of 4 or 5 denoted a satisfaction with the project implementation process, while a rating of 1 or 2 representing negative response denoted dissatisfaction. A rating of 3 was neutral. Thus, the cutoff point between satisfaction and dissatisfaction was then placed at 3.5.

Table 4.4: Responses for Project Implementation

Project Implementation	Rating									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	f	%	f	%	f	%	f	%	f	%
Projects completed on time	1	4	4	15	4	15	16	62	1	4
Projects completed within budget allocated					3	12	19	73	4	15
Projects used by intended clients					1	4	19	73	6	23
Projects have directly benefited intended users					3	12	19	73	4	15
Project implementation process satisfying	1	4	3	12	7	27	13	50	2	8
Projects have no or minimal technical start-up problems			6	23	4	15	12	46	4	15

Source: Research Data

Aggregation of the data was carried out to obtain descriptive statistics for further analysis. A summary of the descriptive statistics for analysis of the extent to which respondents were satisfied or dissatisfied with project implementation in these parastatals is presented in Table 4.5.

Table 4.5: Descriptive Statistics for Project Implementation

Project Implementation	Organization									
	KWS		KFS		KEFRI		WCK		Total	
	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev
Projects completed on time	3.9	0.35	4.0	0.58	3.1	1.21	2.3	0.50	**3.5**	**0.95**
Projects completed within budget allocated	3.0	0.76	3.6	1.13	2.9	1.07	2.3	0.50	**3.0**	**0.98**
Projects used by intended clients	4.0	0.53	4.4	0.53	4.3	0.49	4.0	0.00	**4.2**	**0.49**
Projects have directly benefited intended users	3.9	0.35	4.1	0.69	4.3	0.49	3.8	0.50	**4.0**	**0.53**
Project implementation process satisfying	3.8	0.46	4.0	0.82	2.9	1.21	3.0	0.82	**3.5**	**0.95**
Projects have no or minimal technical start-up problems	3.6	0.52	4.1	1.07	3.4	1.13	2.5	1.00	**3.5**	**1.03**
Overall Project Implementation	**3.7**	**0.50**	**4.0**	**0.80**	**3.5**	**0.93**	**3.0**	**0.55**	**3.6**	**0.82**

Source: Research Data

From the analysis in Table 4.5, projects undertaken at KWS and KFS are implemented within the stipulated time lines with mean scores of 3.9 and 4.0 respectively. However, at KEFRI and WCK, results indicate that they are not completed on time with mean scores of 3.1 and 2.3 respectively. Overall, there are project no overruns from the stipulated

timeframes in these parastatals as indicated by a mean score of 3.5 out of a possible 5. Moreover, the extent of project overruns does not differ significantly between the parastatals as reflected in the standard deviation of less than one (Std. Dev. <1.0). This implies that the fact that projects are completed within their stipulated time frames does not differ among the various parastatals in the Ministry of Forestry and Wildlife.

In terms of project implementation within allocated budgets, results indicated that it was only at KFS with a mean score of 3.6 that projects are implemented within budgets. At KWS 3.0, KEFRI 2.9 and WCK 2.3, results supported assertions that there are supplementary requests made to complete stalled projects. Overall, there are project overruns from the budgets approved in these parastatals as indicated by a mean score of 3.0 out of a possible 5. Moreover, the extent of budget overruns does not differ significantly between the parastatals as reflected in the standard deviation of less than one (Std. Dev. <1.0). This implies that the fact that projects are not completed within approved budgets does not differ among the various parastatals in the Ministry of Forestry and Wildlife.

Results indicate that projects are used by indented users and that they are directly beneficial to the indented users as these aspects has composite mean scores of 4.2 and 4.0 respectively. On whether projects are used by intended clients, projects undertaken by KFS were rated most satisfying at a mean score of 4.4 followed by KEFRI 4.3 and KWS and WCK both rated at 4.0. With respect to project directly benefiting intended users, projects undertaken by KEFRI were rated most satisfying at a mean score of 4.29 followed by KFS 4.1 KWS 3.9 and WCK 3.8 out of a possible 5. Moreover, the extent to which projects are used by intended users and that they are directly beneficial to the intended users does not differ significantly between the parastatals as reflected in the standard deviation of less than one (Std. Dev. <1.0). This implies that these parastatals initiate projects with clear objectives to target beneficiaries.

From the analysis in Table 4.5, the project implementation processes at KWS and KFS are satisfying with mean scores of 3.8 and 4.0 respectively. However, at KEFRI and WCK, results indicate that they are not with mean scores of 2.9 and 3.0 respectively.

Overall, the project implementation processes in these parastatals is not satisfactory as indicated by a mean score of 3.5 out of a possible 5. However, it is worth noting that that the process is moderately satisfying with a mean score that is on the cutoff between satisfaction and dissatisfaction. Moreover, the extent of dissatisfaction with the project implementation processes does not differ significantly between the parastatals as reflected in the standard deviation of less than one (Std. Dev. <1.0). This implies that project implementation in these parastatals is might not be coordinated and lapses exist that are bound to cause overruns.

In relation to projects technical start-up, results in Table 4.5 indicate that projects initiated by KWS and KFS have no or minimal technical start-up problems because they are readily accepted by intended users with mean scores of 3.6 and 4.4 respectively. However, at KEFRI and WCK, results indicate that at the initial stages of projects by these parastatals, projects are characterized with technical start-up problems with mean scores of 3.4 and 2.5 respectively. Overall, projects initiated by these parastatals have no or minimal technical start-up problems because they are readily accepted by intended users as indicated by a mean score of 3.5 out of a possible 5. Moreover, the extent of satisfaction with the project acceptability in the initial stages does not differ significantly between the parastatals as reflected in the standard deviation of less than one (Std. Dev. <1.0).

Overall, with a mean score of 3.54 just above the cutoff point, results indicate that respondents were moderately satisfied with project implementation in these parastatals with a composite mean of 3.54 out of a possible 5. This implies that project implementation in these parastatals is might not be coordinated and lapses exist that are bound to cause overruns that need streamlining to enhance satisfaction.

4.4 Challenges facing Project Implementation

Various authors have alluded to the fact that there are various factors responsible for successful project management. Some of these factors include resource planning, client involvement, corporate management support and donor conditionalities. To establish the extent to which these factors are existent in the Kenyan parastatals, thirty four (34) items

were developed across the identified factors. A five point Likert scale was used to measure the variables where 1 represented 'strongly disagree' and 5 'strongly agree'. The objective was to measure the extent to which the parastatals experienced those challenges. Of the thirty four (34), twelve (12) measured resource planning; seven (7) measured client involvement; ten (10) measured corporate management support; while five (5) measured donor conditionalities. Selection of the items for measurement was informed by both theoretical considerations and descriptions of challenges facing project implementation found in the literature.

The scores "strongly disagree'" and "disagree'" represented an item of the factors affecting project implementation experienced to a "Small Extent" (SE), equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq SE < 2.4$). The scores of "neutral" represented an item of the factors affecting project implementation experienced to a "Moderate Extent" (ME). This was equivalent to 2.5 to 3.4 on the Likert scale ($2.5 \leq ME < 3.4$). The score of "agree'" and "strongly agree" represented an item of the factors affecting project implementation experienced to a "Large Extent" (LE). This was equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$). A summary of the descriptive statistics for analysis of factors affecting project implementation is presented in this section.

4.4.1 Resource Planning

Before actual implementation of the project starts, organizations should undertake detailed implementation planning covering aspects such as physical work, time plan, input resources, inter-linkages, organization and management systems, output generation, and cost planning. A summary of the responses to the extent to which resource planning is a challenge to project implementation is presented in Table 4.6.

Table 4.6: Responses for Resource Planning

Resource Planning	Rating									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	f	%	f	%	f	%	f	%	f	%
Inadequate funding of the project	3	12	5	19	6	23	8	31	4	15
Inadequate dialogue with agencies	1	4	2	8	2	8	18	69	3	12
Late changes in scope			9	35	7	27	9	35	1	4
Untimely facilitation of access to site by contractor	1	4	4	15	5	19	14	54	2	8
Delayed payment to contractors	2	8	9	35	3	12	11	42	1	4
Lack of sufficient and qualified manpower	4	15	6	23	6	23	10	39		
Poor subcontracting	2	8	10	39	3	12	10	39	1	4
Complex payment processes	3	12	13	50	4	15	5	19	1	4
Organizational cash flow problems	1	4	7.0	27	3	12	13	50	2	8
Delays in funds disbursement processes	3	12	5	19	8	31	8	31	2	8
Inconsistent task reviews			8	31	5	19	11	42	2	8
Inadequate contractor experience	2	7.7	13	50	5	19	5	19	1	4

Source: Research Data

A summary of the descriptive statistics for analysis of the extent to which resource planning tenets or constraints are experienced in their parastatals and the responses are summarized in Table 4.7.

Table 4.7: Descriptive Statistics for Resource Planning

Resource Planning	KWS		KFS		KEFRI		WCK		Total	
	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev
Inadequate funding of the project	3.6	0.74	2.1	1.35	3.4	1.27	3.8	1.26	3.2	1.27
Inadequate dialogue with agencies	3.6	0.74	3.9	1.35	3.7	0.76	4.0	0.82	3.8	0.91
Late changes in scope	3.0	0.76	2.7	0.95	3.3	1.25	3.5	0.58	3.1	0.93
Untimely facilitation of access to site by contractor	3.4	0.74	3.3	1.38	3.7	0.76	3.5	1.29	3.5	0.99
Delayed payment to contractors	3.4	1.06	2.4	1.27	2.9	1.07	3.5	1.00	3.0	1.13
Lack of sufficient and qualified manpower	3.3	0.89	2.1	1.07	2.7	1.38	3.5	0.58	2.8	1.12
Poor subcontracting	3.3	0.89	2.1	1.07	3.6	1.13	2.5	1.00	2.9	1.13
Complex payment processes	3.0	0.93	2.0	0.82	2.6	1.40	2.5	1.00	2.5	1.07
Organizational cash flow problems	3.4	1.06	3.0	1.41	3.1	1.07	4.0	0.00	3.3	1.09
Delays in funds disbursement processes	2.9	0.99	2.6	1.27	3.0	1.15	4.3	0.50	3.0	1.15
Inconsistent task reviews	3.0	0.93	3.6	1.13	3.3	0.76	3.3	1.50	3.3	1.00
Inadequate contractor experience	3.1	0.83	2.1	1.07	2.4	1.13	2.8	0.96	2.6	1.02

Source: Research Data

From the analysis in Table 4.7, at KWS, inadequate dialogue with interlinked agencies early in project preparatory stages and inadequate funding of the project are challenges experienced to a large extent each with a mean score of 3.6, equivalent to 3.5 to 5.0 on the Likert scale (3.5≤LE<5.0). At KFS, the most challenging aspect was inadequate dialogue with interlinked agencies early in project preparatory stages with a mean score of 3.9 (3.5≤LE<5.0). At KEFRI, inadequate dialogue with interlinked agencies early in project preparatory stages, untimely facilitation of access to site by contractors and inadequate funding of the projects are challenges experienced to a large extent, equivalent to 3.5 to 5.0 on the Likert scale (3.5≤LE<5.0). At WCK, inadequate dialogue with interlinked agencies early in project preparatory stages, organizational cash flow problems, untimely facilitation of access to site by contractors, delays in funds disbursement processes, inadequate funding of the projects, late changes in scope, delayed payment to contractors and lack of sufficient and qualified manpower are challenges experienced to a large extent, equivalent to 3.5 to 5.0 on the Likert scale (3.5≤LE<5.0).

Overall, the most challenging element experienced in terms of resource planning in these parastatals is inadequate dialogue with interlinked agencies early in project preparatory stages with a mean score of 3.8 out of a possible 5 (3.5≤LE<5.0). It is worth noting that all the other identified challenges in terms of resource planning as described in the literature review are an impediment to project implementation in these parastatals to a moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4).

4.4.2 Client Consultation

The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Respondents were asked to indicate the extent to which client consultation tenets or constraints are experienced in their parastatals and the responses are summarized in Table 4.9.

Table 4.9: Responses for Client Consultation

Client Consultation	Rating									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	f	%	f	%	f	%	f	%	f	%
Disputes between parties	3	12	12	46	7	27	3	12	1	4
Target beneficiaries are not given the opportunity to provide input	2	8	11	42	6	23	6	23	1	4
Poor handover interface	2	8	9	35	6	23	9	35		
Client (Intended users) was not informed of the project's progress	6	23	7	27	6	23	6	23	1	4
Project's value not discussed with the eventual clients	3	12	13	50	5	19	4	15	1	4
Target beneficiaries not informed whether their inputs were assimilated	3	12	10	39	6	23	7	27		
Target beneficiaries didn't know who to contact	4	15	9	35	5	19	7	27	1	4

Source: Research Data

A summary of the descriptive statistics for analysis of the extent to which client consultation tenets or constraints are experienced are summarized in Table 4.10.

Table 4.10: Descriptive Statistics for Client Consultation

Client Consultation	KWS		KFS		KEFRI		WCK		Total	
	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev
Disputes between parties	2.9	1.1	1.9	0.7	3.0	0.8	2.0	0.8	2.5	0.99
Target beneficiaries are not given the opportunity to provide input	3.5	0.9	2.1	0.7	2.7	1.0	2.3	1.3	2.7	1.04
Poor handover interface	3.1	0.8	2.3	1.1	3.0	1.0	3.0	1.2	2.8	1.01
Client (Intended users) was not informed of the project's progress	3.3	1.3	1.7	0.8	2.4	1.0	3.0	1.4	2.6	1.21
Project's value not discussed with the eventual clients	2.9	1.1	1.9	0.7	2.4	1.1	3.0	0.8	2.5	1.03
Target beneficiaries not informed whether their inputs were assimilated	3.0	0.9	1.9	0.9	3.0	1.0	2.8	1.0	2.7	1.02
Target beneficiaries didn't know who to contact	3.4	1.1	1.9	1.2	2.6	0.8	3.0	1.2	2.7	1.16

Source: Research Data

From the analysis in Table 4.10, at KWS, failure to give target beneficiaries the opportunity to provide input early in the project development stage was the challenge experienced to a large extent, equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$). At KFS, all the tenets related to client consultation are challenging to a small extent with means scores equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq SE < 2.4$). At KEFRI, all the tenets related to client consultation apart from failure to inform intended

users of the projects' progress and failure to discuss projects' value with the eventual clients are challenging to a moderate extent with means scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.5). At WCK, all the tenets related to client consultation are challenging to a moderate extent with means scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.5).

Overall, the most challenging element experienced in terms of client consultation in these parastatals is poor project handover interface with a mean score of 2.8 out of a possible 5 (2.5≤ME<3.4).It is worth noting that all the identified challenges in relation to client consultation as described in the literature review are an impediment to project implementation in these parastatals to a moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4).

4.4.3 Corporate Management

Ammeter and Dukerich (2002) show that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. Respondents were asked to indicate the extent to which corporate management tenets or constraints are experienced in their parastatals and the responses are summarized in Table 4.11.

Table 4.11: Responses for Corporate Management

Corporate Management	Rating									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	f	%	f	%	f	%	f	%	f	%
Allocation of sufficient funds needed			3	12	4	15	15	58	4	15
Allocation of sufficient manpower needed			2	8	5	19	14	54	5	19
Allocation of sufficient time needed					6	23	15	58	5	19
Inadequate work inspection	2	8	8	31	4	15	9	35	3	12
Setting clear purposes for the projects	1	4	4	15	4	15	9	35	8	31
Ability to anticipate short-term disruptions	1	4	4	15	6	23	14	54	1	4
Management strive to reveal the fulfillment of short-term deliverables	3	12	4	15	7	27	10	39	2	8
Management encourages people's creativity and resourcefulness	3	12	4	15	6	23	8	31	5	19
Poor relations between engineer and contractor	3	12	13	50	5	19	4	15	1	4
Management was responsive to the requests for additional resources	2	8	3	12	2	8	16	62	3	12

Source: Research Data

A summary of the descriptive statistics for analysis of the extent to which corporate management tenets or constraints are experienced are summarized in Table 4.12.

Table 4.12: Descriptive Statistics for Corporate Management

Corporate Management	KWS		KFS		KEFRI		WCK		Total	
	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev
Allocation of sufficient time neede	3.6	0.7	4.1	0.7	4.0	0.6	4.3	0.5	4.0	0.7
Allocation of sufficient manpower needed	3.5	0.9	4.4	0.5	3.7	0.5	3.8	1.3	3.8	0.8
Allocation of sufficient funds needed	3.5	0.9	4.0	1.0	3.6	0.8	4.3	0.5	3.8	0.9
Setting clear purposes for the projects	3.9	0.6	4.3	1.1	2.9	1.3	4.0	1.4	3.7	1.2
Management was responsive to the requests for additional resources	3.8	1.2	3.6	1.3	3.1	1.2	4.0	0.0	3.6	1.1
Ability to anticipate short-term disruptions	3.6	0.7	3.3	0.8	3.0	1.2	3.8	1.3	3.4	0.9
Management encourages people's creativity and resourcefulness	3.8	1.2	3.1	1.6	3.3	1.4	2.8	1.0	3.3	1.3
Management strive to reveal the fulfillment of short-term deliverables	3.6	0.9	3.0	1.5	2.9	1.2	3.0	0.8	3.2	1.2
Inadequate work inspection	3.4	0.7	2.4	1.5	3.3	1.4	3.5	1.0	3.1	1.2
Poor relations between engineer and contractor	3.3	0.9	2.3	1.4	2.0	0.6	2.3	0.5	2.5	1.0

Source: Research Data

From the analysis in Table 4.12, at KWS, inadequate work inspection and poor relations between engineers and contractors were the challenges experienced to a moderate extent, equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4). At KFS, management's inability to anticipate short-term disruptions, inability to encourage creativity and resourcefulness and inability to reveal the fulfillment of short-term deliverables to the beneficiaries were the challenges experienced to a moderate extent, equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4). At this parastatal, inadequate work inspection and poor relations between engineers and contractors are challenging to a small extent with means scores equivalent to 1 to 2.5 on the continuous Likert scale (1≤SE<2.4). At KEFRI, management's projects' objectives, response to requests for budget supplementaries, inability to anticipate short-term disruptions; inability to encourage creativity and resourcefulness; inability to reveal the fulfillment of short-term deliverables to the beneficiaries and inadequate work inspection are challenging to a moderate extent with means scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.5). Poor relations between engineers and contractors is challenging to a small extent with means scores equivalent to 1 to 2.5 on the continuous Likert scale (1≤SE<2.4). At WCK, inability to encourage creativity and resourcefulness and inability to reveal the fulfillment of short-term deliverables to the beneficiaries were the

challenges experienced to a moderate extent, equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4). At this parastatal, poor relations between engineers and contractors is challenging to a small extent with means scores equivalent to 1 to 2.5 on the continuous Likert scale (1≤SE<2.4).

Overall, management's inability to anticipate short-term disruptions; inability to encourage creativity and resourcefulness; inability to reveal the fulfillment of short-term deliverables to the beneficiaries; inadequate work inspection and poor relations between engineers and contractors are an impediment to project implementation in these parastatals to a moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4).

4.4.4 Donor Conditionalities

Donors have a basis for becoming partners if they are able to agree on a purpose, a task, a project, or a desired outcome which meets the interests of all partners and can be achieved better, faster, or more efficiently if they unite their efforts. Respondents were asked to indicate the extent to which donor conditionalities tenets or constraints are experienced in their parastatals and the responses are summarized in Table 4.13.

Table 4.13: Responses for Donor Conditionalities

	Rating									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
Donor Conditionalities	f	%	f	%	f	%	f	%	f	%
Different objectives and interests	1	4	6	23	3	12	16	62		
Funds transfer and disbursement process	1	4	3	12	8	31	11	42	3	12
Payment documentation and approval procedures	1	4	2	8	4	15	15	58	4	15
Differences in reporting formats and timeframes	2	8	3	12	5	19	12	46	4	15
Compliance to statutory regulations	2	8	3	12	3	12	14	54	4	15

Source: Research Data

A summary of the descriptive statistics for analysis of the extent to which donor conditionalities' tenets or constraints are experienced are summarized in Table 4.14.

Table 4.14: Descriptive Statistics for Donor Conditionalities

Donor Conditionalities	KWS		KFS		KEFRI		WCK		Total	
	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev	Mean	Std. Dev
Different objectives and interests	3.8	0.5	3.0	1.3	3.3	1.0	3.0	1.2	3.3	1.0
Funds transfer and disbursement process	2.9	0.6	4.0	0.8	3.3	1.4	4.0	0.0	3.5	1.0
Payment documentation and approval procedures	3.1	1.1	4.4	0.5	3.4	0.8	4.3	0.5	3.7	1.0
Differences in reporting formats and timeframes	3.4	0.7	2.7	1.6	3.9	0.7	4.5	0.6	3.5	1.1
Compliance to statutory regulations	3.1	1.0	4.4	0.8	3.0	1.4	4.0	0.0	3.6	1.1

Source: Research Data

From the Analysis, at KWS, different objectives and interests between donors and partner organization was the most challenging factor experienced rated at a mean score of 3.8 out of a possible 5. Funds transfer and disbursement process; payment documentation and approval procedures; differences in reporting formats and timeframes and compliance to statutory regulations are an impediment to successful project implementation to moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale ($2.5 \leq ME < 3.4$). at KFS, payment documentation and approval procedures; compliance to statutory regulations and funds transfer and disbursement process are challenges experienced to a large extent with mean scores equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$). At KEFRI, differences in reporting formats and timeframes and payment documentation and approval procedures are challenges experienced to a large extent with mean scores equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$). For the case of WCK, funds transfer and disbursement process; payment documentation and approval procedures; differences in reporting formats and timeframes and compliance to statutory regulations are an impediment to successful project implementation to a large extent with mean scores equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$).

Overall, payment documentation and approval procedures; compliance to statutory regulations; differences in reporting formats and timeframes and funds transfer and disbursement process are an impediment to successful project implementation to a large extent with mean scores equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$). Different objectives and interests between donors and partner organization is a challenge

faced to a moderate extent with a mean score equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4).

4.5 Results of Correlation Analysis

This section presents the correlation analysis of various variables in the study. The Pearson's Product moment correlation, which is a non-parametric measure of the strength and direction of association that exists between two variables, was used. Although the 0.05 level of significance is considered better because it is neither too high nor too low, Kerlinger (1986) observed that reporting the significance of all levels is acceptable by scholars. Following this assertion, results of each significance level (0.05, 0.01 and 0.001) are reported.

The Pearsons Product moment correlation analysis for the relationship between resource planning and project implementation are presented in Table 4.15.

Table 4.15: Relationship between Resource Planning and Project Implementation

Variable		Project Implementation				
		KWS	**KFS**	**KEFRI**	**WCK**	**Overall**
Resource Planning	Pearson Correlation	0.539**	0.519**	0.692**	0.672**	0.592**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

** Correlation is significant at p<0.01

As reflected by the Pearson's Product moment correlation results described in Table 4.9, resource planning showed moderate and positive relationships with project implementation, showing a coefficient of r = 0.592, P<.01. This implies that adequate, suitable and elaborate planning with clear work breakdown schedules and procedures are vital for the successful implementation of any project.

Table 4.16 presents results for correlations between client consultation and project implementation in these four parastatals.

Table 4.16: Relationship between Client Consultation and Project Implementation

Variable		Project Implementation				
		KWS	**KFS**	**KEFRI**	**WCK**	**Overall**
Client Consultation	Pearson Correlation	0.691**	0.493**	0.638**	0.479**	0.562**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

** Correlation is significant at p<0.01

The Pearson's Product moment correlation results described in Table 4.10, client consultation showed moderate and significant positive relationship with project implementation, showing a coefficient of r = 0.562, P<.01. This implies that without client involvement, confidence of the intended beneficiaries of these projects is shaken and never recovered, hence project failure.

The results computed to determine the relationship between corporate management and project management in these parastatals is presented in Table 4.17.

Table 4.17: Relationship between Corporate Management and Project Implementation

Variable		Project Implementation				
		KWS	**KFS**	**KEFRI**	**WCK**	**Overall**
Corporate Management	Pearson Correlation	0.690**	0.490**	0.665**	0.501**	0.563**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

** Correlation is significant at p<0.01

The Pearson's Product moment correlation coefficient analysis results in Table 4.11 reveal a moderate and positive relationship between corporate management and project implementation (r = 0.563, P<.01). It is therefore important to structure these parastatals to meet environmental and external demands and, in particular, project management.

Table 4.18 presents the results of the Pearson's Product moment correlation analysis computed to determine the relationship between donor conditionalities and project management in the four parastatals.

Table 4.18: Relationship between Donor Conditionalities and Project Implementation

Variable		Project Implementation				
		KWS	**KFS**	**KEFRI**	**WCK**	**Overall**
Donor Conditionalities	Pearson Correlation	0.608**	0.496**	0.507**	0.503**	0.580**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

** Correlation is significant at p<0.01

The Pearson's Product moment correlation coefficient in Table 4.12 reveals a moderate and positive relationship between donor conditionalities and project implementation (r = 0.580, P<.01). This implies that if these parastatals do not comply with such specific conditions, conditionality may also cause lack of predictability in terms of budget aid.

4.6 Results of Regression Analysis

A simple linear regression was computed to assess the relationship between resource planning, client consultation, corporate management and donor conditionalities with project implementation in these parastatals. Table 4.19 presents the findings.

Table 4.19: Regression results

		Standardized Coefficients	**t**	**R**	**R^2**	**p-value**
Model		**Beta**				
1	(Constant)		27.455			.000
	Resource Planning	0.033	0.576	0.313	0.098	0.565
	Client Consultation	0.272	4.72	0.391	0.153	.000
	Corporate Management	0.15	2.558	0.372	0.138	0.011
	Donor Conditionalities	0.198	3.265	0.362	0.131	0.001

Dependent Variable: Project implementation

In relation to resource planning, the regression results presented in Table 4.13 show that (Adjusted R-Squared = 0.098) 10 percent of the variation in project implementation is explained by resource planning in these four parastatals. The standardized beta coefficients (b = 0.033, t = 0.576, P<0.05) shows that 3 percent of the variation project implementation is explained by resource planning in these four parastatals. As reflected by the Pearson's Product moment correlation results described in Table 4.15, resource planning showed moderate and positive relationships with project implementation,

showing a coefficient of r = 0.592, P<.01. This implies that before actual implementation of the project starts, these parastatals should undertake detailed implementation planning covering aspects such as physical work, time plan, input resources, inter-linkages, organization and management systems, output generation, and cost planning.

Empirically, client consultation is the first stage in a program to implement projects. Lack of client involvement causes a great deal of resentment among the intended beneficiaries and the projects are seen as something forced upon them by developers who only wanted to test out something (Slevin et al., 2004). The study therefore anticipated a positive relationship between client consultation and project implementation in these parastatals. As reflected by the Pearson's Product moment correlation results described in Table 4.16, client consultation showed moderate and significant positive relationship with project implementation, showing a coefficient of r = 0.562, P<.01. Regression results as presented in Table 4.19 showed that (Adjusted R-Squared = 0.153) 15% of the variation in project implementation is explained by client consultation in these four parastatals. This implies that requirements need to be worked out on both sides because there's a symbiotic relationship between users and developers: the client, who understand their needs most should clearly express their requirements and provide feedback on each project deliverable; and developers, who know what needs to be done have to put those client needs into place, need to ask the right questions and not make any assumptions on what they think the client needs.

Ammeter and Dukerich (2002) show that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. The Pearson's Product moment correlation coefficient, Table 4.17 reveals a moderate and positive relationship between corporate management and project implementation (r = 0.563, P<.01). A simple linear regression analysis presented in Table 4.19 shows that 14% (Adjusted R-Squared = 0.138) of the variation in project implementation is explained by corporate management strategies (beta = 0.15, t = 2.558, P<0.05).

From the literature, generally, the way funding is delivered can create an unnecessary burden on partner organizations, hinder efforts to build partner organization's capacity and weaken partner organizational leadership and its accountability hence impair project effectiveness. The study therefore anticipated a negative relationship between donor conditionalities and project implementation in these parastatals. The Pearson's Product moment correlation coefficient in Table 4.18 reveals a moderate and positive relationship between donor conditionalities and project implementation ($r = 0.580$, $P<.01$). With beta coefficients of beta 0.198, $t = 3.265$, $P<0.05$), results of the simple linear regression presented in Table 4.19 show that 13% (Adjusted R-Squared = 0.131) of the variation in project implementation is explained by donor conditionalities in these parastatals.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, discussion, conclusions and recommendations for policy implications drawn in relation to the study objectives in addition to suggestions for further study.

5.2 Summary of the Study

This section presents a summary of the study findings in relation to study objectives. As discussed in chapter one, the threshold of the study was to establish challenges facing project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife. In order to fill some of the gaps in the literature, the study analyzed the relationship between a variety of factors (resource planning, client consultation, corporate management and donor conditionalities) and project implementation. Furthermore, this study analyzed project implementation from the perspective of project team members in the accounts, projects and donor liaison offices in these parastatals.

The general objective for this study was to establish challenges facing project implementation in Kenyan Parastatals in the Ministry of Forestry and Wildlife. Specifically, this study sought to achieve the following four objectives: establish the effect of resource planning on project implementation by Kenyan parastatals in the ministry of forestry and wildlife; examine the extent to which client involvement influence project implementation by Kenyan parastatals in the ministry of forestry and wildlife; explore the extent to which corporate management in Kenyan parastatals in the ministry of forestry and wildlife influence project implementation at their organizations; and to determine the influence of donor requirements on project implementation by Kenyan parastatals in the ministry of forestry and wildlife.

This research used a descriptive survey whose target population consisted of all the employees in the four parastatals in the Ministry of Forestry and Wildlife (Kenya Forest Service, Kenya Wildlife Service, Kenya Forest Research Institute and the Wildlife Clubs of Kenya). Through judgmental sampling, study participants were purposively selected

from the parastatals' project, finance and donor liaison offices as they were traditionally involved in project implementation. As a result, the total population for the study was 32, eight from each parastatal. Through purposive sampling, only employees involved in project implementation participated in the study. The study used primary data, which was gathered from respondents using a structured questionnaire, which was analyzed using descriptive statistics. The strength of the resultant relationships, between the variables, whether positive or negative, was tested using both parametric and non parametric statistical methods such as correlation analysis coefficient and simple linear regression analysis.

The first specific objective of the study was to establish the effect of resource planning on project implementation by Kenyan parastatals in the ministry of forestry and wildlife. It was established that the most challenging element experienced in terms of resource planning in these parastatals is inadequate dialogue with interlinked agencies early in project preparatory stages with a mean score of 3.77 out of a possible 5 ($3.5 \leq LE < 5.0$). It is worth noting that all the other identified challenges in terms of resource planning as described in the literature review are an impediment to project implementation in these parastatals to a moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale ($2.5 \leq ME < 3.4$).

The Pearsons Product moment correlation analysis for the relationship between resource planning and project implementation revealed that resource planning showed moderate and positive relationships with project implementation, showing a coefficient of $r = 0.592$, $P < .01$. The regression results presented show that (Adjusted R-Squared = 0.098) 10 percent of the variation in project implementation is explained by resource planning in these four parastatals. This implies that adequate, suitable or appropriate factors of production (money, equipment, manpower, and land) are optimized and timely deployed in the process of generating value projects. This supports assertions by Kagiri and Wainaina (2008) that before actual implementation of the project starts, organizations should undertake detailed implementation planning covering aspects such as physical work, time plan, input resources, inter-linkages, organization and management systems, output generation, and cost planning.

The second specific objective was to examine the extent to which client involvement influence project implementation by Kenyan parastatals in the ministry of forestry and wildlife. Overall, the most challenging element experienced in terms of client consultation in these parastatals is poor project handover interface with a mean score of 2.88 out of a possible 5 (2.5≤ME<3.4). It is worth noting that all the identified challenges in relation to client consultation as described in the literature review are an impediment to project implementation in these parastatals to a moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4).

The Pearson's Product moment correlation results described indicated that client consultation showed moderate and significant positive relationship with project implementation, showing a coefficient of r = 0.562, P<.01. Regression results as presented in Table 4.13 showed that (Adjusted R-Squared = 0.153) 15% of the variation in project implementation is explained by client consultation in these four parastatals. This implies that without client involvement, confidence of the intended beneficiaries of these projects is shaken and never recovered, hence project failure. This supports arguments that lack of client involvement causes a great deal of resentment among the intended beneficiaries and the projects are seen as something forced upon them by developers who only wanted to test out something (Slevin et al., 2004).

The study further sought to explore the extent to which corporate management in Kenyan parastatals in the ministry of forestry. It was established that management's inability to anticipate short-term disruptions; inability to encourage creativity and resourcefulness; inability to reveal the fulfillment of short-term deliverables to the beneficiaries; inadequate work inspection and poor relations between engineers and contractors are an impediment to project implementation in these parastatals to a moderate extent with mean scores equivalent to 2.5 to 3.4 on the Likert scale (2.5≤ME<3.4). Pearson's Product moment correlation coefficient analysis results revealed a moderate and positive relationship between corporate management and project implementation (r = 0.563, P<.01). A simple linear regression analysis presented in Table 4.13 shows that 14% (Adjusted R-Squared = 0.138) of the variation in project implementation is explained by corporate management strategies. This supports assertions by Kuamr (2002)

that top management usually controls a project manager's access to resources which are supervised by functional managers. It is therefore important to structure these parastatals to meet environmental and external demands and, in particular, project management.

Finally, the study sought to determine the influence of donor requirements on project implementation by Kenyan parastatals in the ministry of forestry and wildlife. Analysis of findings indicated that payment documentation and approval procedures; compliance to statutory regulations; differences in reporting formats and timeframes and funds transfer and disbursement process are an impediment to successful project implementation to a large extent with mean scores equivalent to 3.5 to 5.0 on the Likert scale ($3.5 \leq LE < 5.0$). Different objectives and interests between donors and partner organization is a challenge faced to a moderate extent with a mean score equivalent to 2.5 to 3.4 on the Likert scale ($2.5 \leq ME < 3.4$). The Pearson's Product moment correlation coefficient revealed a moderate and positive relationship between donor conditionalities and project implementation ($r = 0.580$, $P < .01$). This implies that if these parastatals do not comply with such specific conditions, conditionality may also cause lack of predictability in terms of budget aid.

5.3 Conclusions

Overall, results indicate that respondents were moderately satisfied with project implementation in these parastatals with a composite mean 3.54 to out of a possible 5. This implies that project implementation in these parastatals if not coordinated and lapses exist then, they are bound to cause overruns that need streamlining to enhance satisfaction. It is clear that these parastatals face challenges related to resource planning, client involvement, corporate management support and donor conditionalities but to varying extents.

The first specific objective was to establish the effect of resource planning on project implementation by Kenyan Parastatals in the Ministry of Forestry and Wildlife. It was established that the most challenging element experienced in terms of resource planning in these parastatals is inadequate dialogue with interlinked agencies early in project preparatory stages. It is worth noting that all the other identified challenges in terms of

resource planning as described in the literature review are an impediment to project implementation in these parastatals to a moderate extent. This implies that adequate, suitable and elaborate planning with clear work breakdown schedules and procedures are vital for the successful implementation of any project.

The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. The most challenging element experienced in terms of client consultation in these parastatals is poor project handover interface. Just as resource planning, the identified challenges in relation to client consultation as described in the literature review are an impediment to project implementation in these parastatals to a moderate extent. This implies that without client involvement, confidence of the intended beneficiaries of these projects would be shaken and never recovered, hence project failure.

Ammeter and Dukerich (2002) show that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. From the results, management's inability to anticipate short-term disruptions; inability to encourage creativity and resourcefulness; inability to reveal the fulfillment of short-term deliverables to the beneficiaries; inadequate work inspection and poor relations between engineers and contractors are an impediment to project implementation in these parastatals to a moderate extent. It is therefore important to structure these parastatals to meet environmental and external demands and, in particular, project management.

Donors have a basis for becoming partners if they are able to agree on a purpose, a task, a project, or a desired outcome which meets the interests of all partners and can be achieved better, faster, or more efficiently if they unite their efforts. In these parastatals, payment documentation and approval procedures; compliance to statutory regulations; differences in reporting formats and timeframes and funds transfer and disbursement process are an impediment to successful project implementation to a large extent. However, Different objectives and interests between donors and partner organization is a challenge faced to a moderate extent. This implies that if these parastatals do not comply

with such specific conditions, conditionality may also cause lack of predictability in terms of budget aid.

5.4 Recommendations

Adequate, suitable or appropriate factors of production (money, equipment, manpower, and land) need to be optimized and timely deployed in the process of generating value projects.

Client consultation at an earlier stage in the project implementation process need to be enhanced as it remains of ultimate importance to determine whether the clients for whom the project has been initiated will accept it without their involvement.

Organizational structures, which are typically designed by the leadership, need to ensure that these parastatals meet environmental and external demands and, in particular, project management.

These parastatals need do comply with specific conditions and conditionality to avoid predictability in terms of budget aid. Donors have a basis for becoming partners if they are able to agree on a purpose, a task, a project, or a desired outcome which meets the interests of all partners and can be achieved better, faster, or more efficiently if they unite their efforts. Finding a common agenda is a fundamental starting point.

5.5 Areas for Further Research

Given that the study focused only parastatals in the ministry of forestry and wildlife, the results may not apply to all public sector organizations. It is recommended that a study is done cutting across all government ministries that would allow for broader generalization of findings.

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APPENDICES

Appendix 1: Introductory Letter

Peter Mathenge
School of Business,
Kenyatta University,
P.O Box 43844,
NAIROBI.
April 2013

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

I am a postgraduate student at Kenyatta University, School of Business. In order to fulfill the degree requirements, I am undertaking a management research project on the challenges facing project implementation in Kenyan public sector organizations, case of parastatals in the Ministry of Forestry and Wildlife. You have been selected to form part of this study. This is to kindly request you to assist me collect the data by filling out the accompanying questionnaire, which I will collect from your office.

The information you provide will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict confidence. At no time will you or your organization's name appear in my report. A copy of the final paper will be availed to you upon request.

Your co-operation will be highly appreciated and thank you in advance.

Yours faithfully,

Peter Mathenge

Student

Appendix 2: Research Questionnaire

This questionnaire is divided into three parts. Part A will be used to obtain general information about the respondent. Part B will be used to obtain information on project implementation at. Part C will be used to generate information on challenges facing project implementation by your parastatal. NB: The information obtained will be strictly treated in confidence. Your assistance in completing this questionnaire will be highly appreciated.

Kindly respond to the following questions by ticking on the appropriate box [√] or filling in the answer in the blank spaces.

SECTION A: RESPONDENT'S PERSONAL INFORMATION

1. Name (Optional)……
2. Organization……
3. Department
   a) Accounts [ ]
   b) Projects [ ]
   c) Liaison [ ]
4. How long have you been with the organization?
   Less than 3 year [ ]
   4-6 years [ ]
   7-9 years [ ]
   Over 10 years [ ]

SECTION B: PROJECT IMPLEMENTATION IN YOUR PARASTATAL

5. Your Parastatal has implemented various projects in its endeavor to realize its vision. On a scale of 1-5, where 1 represents strongly disagree, 2 disagree, 3 Neutral, 4 agree and 5 strongly agree indicate the extent to which the various projects have been successful.

NO	Statement of Project Success	1	2	3	4	5
1	The projects were completed on time.					
2	The projects were completed according to the budget allocated.					
3	The projects were used by intended clients.					
4	The projects have directly benefited the intended users					
5	I am satisfied with the process by which the projects are implemented.					
6	The projects have no or minimal technical start-up problems because they are readily accepted by intended users.					

PART C: CHALLENGES FACING PROJECT IMPLEMENTATION

Various challenges are reported in Project implementation relating to resource planning, client involvement top management support and donor conditionalities. On a scale of 1-5, where 1 represents strongly disagree, 2 disagree, 3 Neutral, 4 agree and 5 strongly agree indicate the extent to which your parastatal experience the following: -

N0.	**Variables**	**1**	**2**	**3**	**4**	**5**
6.1	**Resource Planning**					
6.1.1	Inadequate funding of the project					
6.1.2	There is inadequate dialogue with interlinked agencies early in project preparatory stages					
6.1.3	Late changes in scope					
6.1.4	Untimely facilitation of access to site by contractor					
6.1.5	Delayed payment to contractors					
6.1.6	Lack of sufficient and qualified manpower					
6.1.7	Poor subcontracting					
6.1.8	Complex payment processes					
6.1.9	Organizational cash flow problems					
6.1.10	Delays in funds disbursement processes					
6.1.11	Inconsistent task reviews					
6.1.12	Inadequate contractor experience					
6.2	**Client Consultation**					
6.211	Disputes between parties					
6.2.2	Target beneficiaries are not given the opportunity to					

N0.	Variables	1	2	3	4	5
	provide input early in the project development stage					
6.2.3	Poor handover interface					
6.2.4	The client (intended users) was not informed of the project's progress.					
6.2.5	The value of the projects was not discussed with the eventual clients.					
6.2.6	Target beneficiaries were not informed whether their inputs were assimilated into the project plan.					
6.2.7	Target beneficiaries didn't know who to contact when problems or questions arise.					
6.3	**Corporate Management**					
6.3.1	Allocation of sufficient funds needed for the projects					
6.3.2	Allocation of sufficient manpower needed for the projects					
6.3.3	Allocation of sufficient time needed for the projects					
6.3.4	Inadequate work inspection					
6.3.5	Setting clear purposes for the projects					
6.3.6	Ability to anticipate short-term disruptions					
6.3.7	Management strive to reveal the fulfillment of short-term deliverables to the beneficiaries					
6.3.8	Management encourages people's creativity and resourcefulness in the projects					
6.3.9	Poor relations between engineer and contractor					

N0.	Variables	1	2	3	4	5
6.3.10	Management was responsive to the requests for additional resources, when the need arose					
6.4	**Donor Conditionalities**					
6.4.1	Different objectives and interests between donors and partner organization					
6.4.2	Funds transfer and disbursement process					
6.4.3	Payment documentation and approval procedures					
6.4.4	Differences in reporting formats and timeframes					
6.4.5	Compliance to statutory regulations					