

Influence of Project Management Functions on Effective Implementation of Donor

Funded Projects in Kenya

(A case of Mutitu, Kitui County)

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Key Terms; Planning, Organizing, Monitoring and Controlling, Coordinating, Directing

ABSTRACT

Projects remain the instruments of choice for policy makers in international development. Yet, paradoxically, the poor implementation of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality. Kenya is one of the countries that receive a lot of donor support to set up projects for the purpose of improving the status of its population such as employment, alleviation of poverty, increase of economic performance and supporting social cohesion. Despite enormous resources channeled by donors in setting up these projects, little impact has been realized as trends in implementation rates continues to surge as a result of lack of Project Management Functions. The main purpose of this study was to establish influence of Project Management Functions on effective implementation of donor funded projects in Kenya. The study was guided by the following specific objectives: To find out the influence of planning and organizing on effective implementation of donor funded projects in Kenya; To investigate the influence of monitoring and evaluation on effective implementation of donor funded projects in Kenya; To examine the influence of directing and controlling on effective implementation of donor funded projects in Kenya; To study the influence of directing and controlling on effective implementation of donor funded projects in Kenya and to establish the influence of coordination on effective implementation of donor funded projects in Kenya. The study was built on the contingency theory, theory of constraints, theory of agency and theory of change. The target population of this study was 177 that is project managers (top and middle level), chairpersons of the beneficiary groups and representatives of the donor agencies in Mutitu Sub-County. Donor agencies and targeted beneficiaries from each sampled donor funded projects. The primary data was gathered from the questionnaires

from the 80 respondents. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed by use of both qualitative and quantitative methods with the help of Statistical Package for Social Sciences (SPSS) version 21 and excel. The correlation and regression analysis was used to establish the direction and strength of the relationship of the variables at 5% level of significance. The study established that strategic plan influence successful completion of quality projects. It was also established that strategic plan of the organizations increases the number of implemented projects through reducing risks of the project failure, ensuring quality and quantity of operations and enhancing decision making processes. The study also revealed that progress report ensures fast decision making during implementation of projects and that, progress report ensures fast decision making during implementation of projects while reducing cost variance of the work projects. The study additionally found that job design enhances quality of projects hence the practice should be employed in the organizational projects and that job design increases timely completion of projects. The study established that problem solving are significant in the organizational projects since they enhances quality projects, enhances quality.

Background of the Study

Project management is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals. A project on the other hand is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, (Nokes, 2014). Controlling function involves three steps which define monitoring and evaluation practices; establishing standards, measuring performance against these standards, and correcting deviations from standards and plans. There has been a growing recognition that every effective project management is linked to a well-designed monitoring and evaluation system (Margoluis, 2012). Therefore it is notable that monitoring and evaluation is integral to success of any given project. The project implementation actually involved the execution of the projects as per plan and within the predefined specification that will meet the purpose for which the project was conceptualized.

As asserted by Kerzner, (2013); if the project was developed for establishment of a marketable product, then the implementation phase could include the product life-cycle phase of market introduction, growth, maturity, and a portion of deterioration. Effective Implementation is the delivery of project that meets the original objectives within the constraints and specifications of budget, time and quality.

Implementation is the carrying out, execution, or practice of a plan, a method, or any design for doing something. As such, implementation is the action that must follow any preliminary thinking in order for something to actually happen. The nature of the implementation processes will depend on the type and size of the project. Scope, time, cost, risk, quality, project organization, human resources, communications and

procurement must be managed. The requirements for successful implementation of a project are: Planning, Managing the project team, managing stakeholders, managing change, Project reporting, good communications and Project Records (Margoluis, 2012).

Global Perspective of Implementation of Donor Funded Projects

Projects remain an instrument of choice for policy makers in international development. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality. Dissatisfaction with project results and performance dates back to the 1950s (John F. Kennedy's speech to Congress in 1961). The project failure rate at the World Bank was over 50% in Africa until 2000 (Meltzer, 2000). The World Bank's private arm, the International Finance Corporation has discovered that only half of its African projects succeed. In an independent rating, the Independent Evaluation Group (IEG) claimed that 39% of donor funded development projects were unsuccessful in 2010 (Chauvet et al., 2010).

Donor funded development projects all too frequently fail to achieve their goals due to a number of problems that could be termed “managerial” and “organizational” (Kwak, 2012): imperfect project design, poor stakeholder management, delays between project identification and start-up, delays during project implementation, cost overruns, coordination failure, (Youker, 2011; Kilby, 2000; Ahsan&Gunawan, 2010).

The flow of donor funds is usually expected to be a straight forward process. However, this is not the case. The process is much subjective and complex in nature thereby resulting in delays in receipt of funds by the P.I.U.s. There are several cases in which implementation of donor funded project did not go right as outlined below: In Chad-

Cameroon, oil pipeline to the Atlantic Ocean a project which was funded by World Bank at an estimated cost of \$4.2 billion did not perform well (Grimes, 2009). The pipeline was the biggest development project in Africa when it was completed in 2003. It was funded on condition that the money is spent with international supervision to develop Chad. However, President IdrisDeby's government announced in 2005 that oil money would go toward the general budget and the purchase of weapons, or else oil companies would be expelled (Healy, 2010). Now Deby spends the oil money on regime survival and rigged elections.

Implementation of some projects went wrong because of integrity issues as brought out in this case of Lesotho Highlands Water Project. The project was funded by World Bank, European Investment Bank, and African Development Bank. Its cost was \$3.5 billion. The purpose of the project was to divert fresh water from the mountains for sale to South Africa and for electricity (WB, 2010).

It began in 1986; but, the electricity proved too expensive for most people, and the diversion of so much water caused environmental and economic havoc downstream. There were project was shut down in 2003 where by the courts convicted three of the world's largest construction firms on corruption charges and the project's chief executive was jailed. Tens of thousands of people whose lives were ruined by the diversion are still waiting for compensation.

Local Perspective of Implementation of Donor Funded Projects

In Kenya, donors who have funded implementation of development projects have been involved in a wide range of activities and programmes at national and regional levels whose aim has been to improve the well-being of the poor people. Several donor agencies

such as Faith- Based Organizations (FBOs), NGOs such as United Nations Education, Science and Cultural Organization(UNESCO), United Nations Children's Fund (UNICEF), World Food Programme (WFP), United Nations Environmental Programme (UNEP), Red Cross International project (RCI), and other Community-Based Organizations (CBOs) have historically provided vital services to needy populations and contributed significantly to the strengthening of many individuals' lives, families and communities (Vidal, 2001).

Project Management Functions in implementation of donor funded projects in Kenya continue to be a challenge. It is encouraging to note that many donors and partner countries were making aid effectiveness and by extension project implementation effectiveness a high priority, and reaffirmed commitment to accelerate progress in implementation of these projects (Gwadoya, 2011).

Project Management Functions

According to Barriere (2003) Project Management Functions have become a universal tool for optimal performance for any organization that seeks professionalism. Ibbs (2002) identified professional Project Management Functions as the skills and science of planning, designing, and managing activities throughout the project lifecycle processes. Professional project management concept has been found to be in practice before the Second World War. Its emergence can be traced back to the early fifties, when it was implemented on a large scale project (Peters 1981).

The current state of Project Management Functions on implementation of donor funded projects in developing African countries remain very critical due to the advancement of technology, the increasing complexity of projects and the scarcity of human capital

(Crawford et al., 2006). According to Birkhead, et al., (2000) there have been urgent needs for the development of Project Management Functions of donor funded projects in developing countries due to the changing nature and emergence of new technologies and the relaxation of trade regulations, which have resulted in a highly competitive marketplace. The success of a project would normally be measured by the extent to which the predetermined targets set by the Client are attained, additionally whether it achieves the function intended to meet adequately and if it solves an identified problem within the stipulated time, cost and quality standards(Lewis, 2011). To meet the purpose, effective project planning control will be required through the application of project management systems (Muchungu, 2012).

As project management evolved, practices became important. Best practices were learned from both successes and failures. For example some of the best practices that came out of the government included use of life cycle phases, use of templates like work breakdown structure and risk management, and use of earned value measurement (Kerzner, 2013).

No best practice is best for every organization, and every situation will change as individuals and organizations find better ways to reach the end result. For others, best practice is simply ensuring that everyone in the project management function uses the same project templates and software.

Most organizations have some best practice already in place; they just don't know it because it was not developed by someone high up in the organization and rolled out through the organization. However, most project managers have their way of doing things, even though the methods may not be formal with the organization. This way of doing things can be considered a best practice (Abudi, 2010).

Madison (2009) argues that sound management practices provide an essential basis for program continuity, particularly for those programs that are not associated with a larger organization that have structured and professionally qualified management and sound corporate governance. This corporate lays the foundation on how the project is managed. Goodman and Steckler (1989) cited by Institute of Economic Affairs (2014) argued that incompetent project management has failed to motivate project workers and create suitable environment for workers to motivate themselves. According to Dana (2001) effective management involves establishing project values and ethics, which transforms the way the project does business in order to improve its effectiveness, efficiency and sustainability right from initial stages and even after completion.

Project Management Functions continue to evolve, playing a leapfrog game with the needs of the project-driven workplace. Solid Project Management Functions enable firms to take on more complex projects, which in turn demand more complex project management techniques. Key people in the NGO community have come up with project management for non-governmental organizations whose mission is to pursue two primary strategies which include; promote and enable professional Project Management Functions to be contextualized for the development on humanitarian environments, and develop and maintain standards for project management in development and humanitarian agencies.

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Second World War emergence can be traced back to the early fifties, when it was implemented on a large scale project (Peters 1981). The current state of Project Management Functions in developing African countries remain very critical due to the advancement of technology, the increasing complexity of projects and the scarcity of human capital (Crawford et al., 2006). According to Birkhead, et al., (2000) there have been urgent needs for the development of Project Management Functions in developing countries due to the changing nature and emergence of new technologies and the relaxation of trade regulations, which have resulted in a highly competitive marketplace.

Statement of the Problem

Donor funded projects have a pivotal role in delivering cases of indebtedness, increase of employment, alleviation of poverty, increase of economic performance and supporting social cohesion (RoK, 2013). In a number of projects in Eastern Africa, the arrangements between funding agencies have been less than satisfactory and have resulted in delayed project start-ups or general confusion in the implementation procedures as a result of poor Project Management Functions (ADB, 2013). As a result, maintaining effective implementation of the donor funded projects that are deliverable outcomes of project interventions management practices has continued to be critical in some developing countries, including Kenya (WB, 2014), and millions of dollars from the donors have gone down the drain.

According to GoK (2013) report, travelling in most parts of Mutitu sub-county, one is struck by the remaining presence of water, roads, education projects which have become nothing more than white elephants, glaring features in many parts of the countryside as a result of lack of Project Management Functions for these donor funded projects (Gok, 2013). Lack of timely project planning and organizing from financial year

2013/2014 to 2014/2015, for the donor funded projects has led to delay of completion of the projects costing the donors estimated Ksh.23, 985,098(.US\$ 192,290) (IFAD, 2014).

According to ADB(2013), The project completion rates due to poor project coordination, directing and controlling led mismanagement of the project funds, whereby, Kshs.11,234.214 (US\$70,273) had been mismanaged due to poorly implemented projects and Kshs5,000,000 (US\$50,792) on abandoned projects.

A report by IFAD (2014) also recognized that project completion rates of the donor funded projects in the sub-county stood at 3% per annum. The low completion rates was attributed to lack of effective monitoring and evaluation whereby the projects relied on external experts to make mid and final project impact assessment and supervision reports for the assessment and evaluation of their donor funded projects. Despite the high failure rate of implementation of donor funded projects in Mutitu Sub-County, no empirical research study has been found in local libraries, journals, or any other form of peer reviewed publications that have reported any investigation into the influence of Project Management Functions on implementation of donor funded projects in Mutitu Sub-County. This has posed a knowledge gap which this study sought to fill.

Objectives of the Study

- i. Determine the influence of planning &organizing on effective implementation of donor funded projects in Kenya.
- ii. Establish the influence of monitoring &evaluation on effective implementation of donor funded projects in Kenya.
- iii. Find out the influence of directing & controlling on effective implementation of donor funded projects in Kenya

- iv. Examine the influence of project coordination on effective implementation of donor funded projects in Kenya.

Conceptual Framework

Mugenda (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. The conceptual framework comprises of the independent variables also known as the exploratory variables and which are the presumed cause of changes in the dependent variable and the dependent variable also called the criterion or predictor variable which the researcher wishes to explain (Kothari, 2004). It also explains the relationship among interlinked concepts and explains the possible connection between the variables (Kombo& Tromp, 2009).In this study, effective implementation donor funded projects is dependent on project planning and organizing, project monitoring and evaluation, project directing and project controlling and project coordination. This is as illustrated in Figure 1.

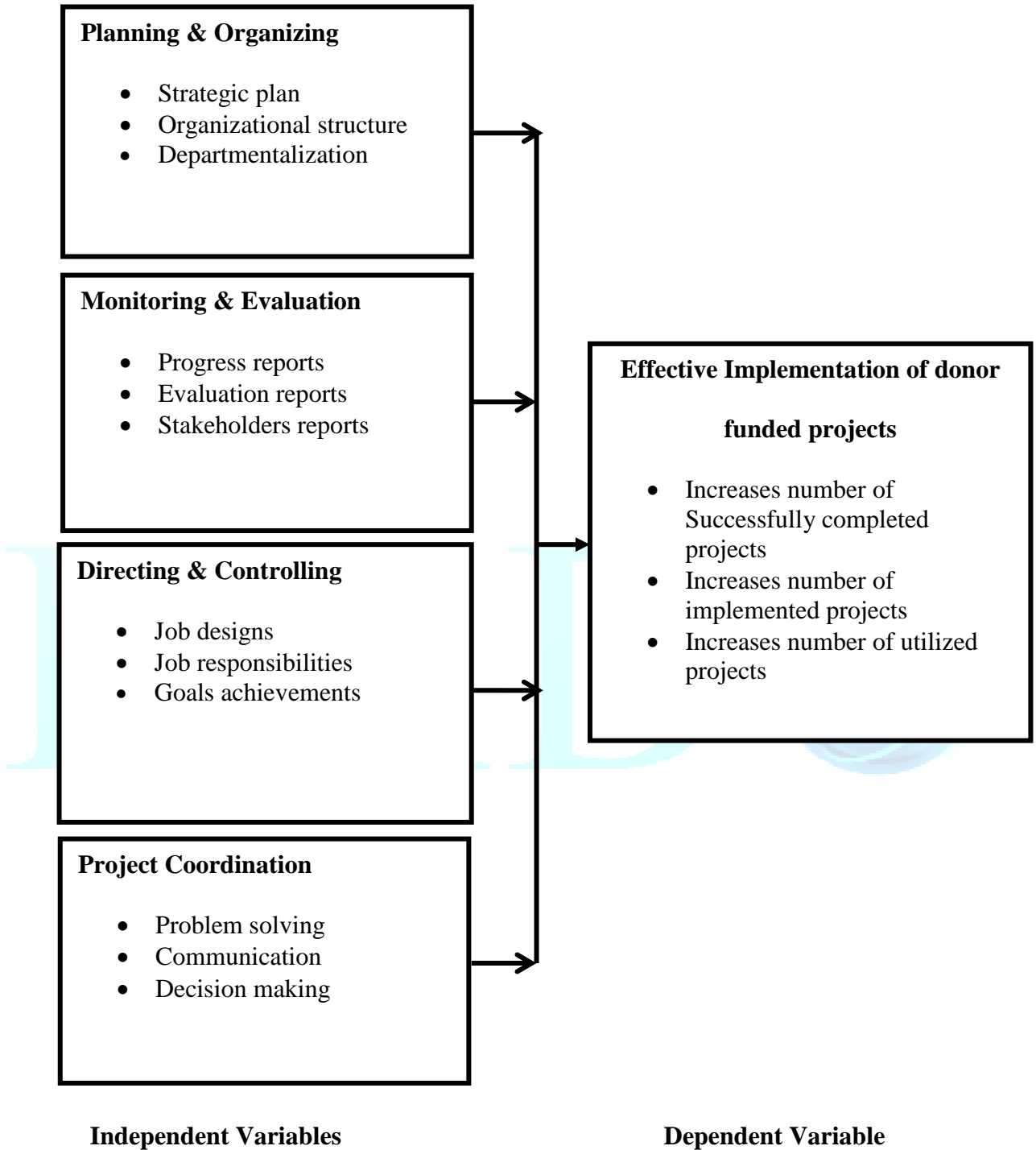


Figure 1: Conceptual Framework

Planning & Organizing

Project planning skills is a major issue to be looked into when we deal with the project implementation of the donor funded projects. Lester and Lester (2012), contends that the project plan is the road map that defines how to get to the end. Effective project planning requires particular skill far beyond writing a document with schedules and budget. Unlike small projects that involve few activities, complex projects that go beyond a certain threshold level of magnitude should proceed on the basis of a sound formal planning platform without which there may be chaos. Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the procurement project but also induces people to look ahead besides instilling a sense of urgency and time consciousness (Barasa, 2014).

Monitoring & Evaluation

Gudda, (2011) defines monitoring as the art of collecting the necessary information with minimum effort in order to make a steering decision at the right time. This information also constitutes an important and necessary data base for analysis, discussion, evaluation and reporting. According to Gebremedhin, Getachew, and Amha, (2010), "Monitoring involves the collection of routine data that measures progress towards achieving project/program/policy objectives. It is used to track changes in the intervention performance over time.

On the other hand, evaluation involves identifying and reflecting upon the effects of what has been done, and judging their worth. Evaluation basically aims to determine as

systematically and objectively as possible the effectiveness, efficiency, relevance, sustainability and impact of a project or programme.

Mulwa, (2011) defines evaluation as a process that involves systematic collection, analysis and interpretation of project related data. It aims to provide valuable management information, judge the value and merits of an intervention, and draw lessons which can be used to make decision in future.

According to UNFPA (2004) monitoring is an ongoing process by which information is gathered concerning the implementation of a project or a program. It involves designing of activities to keep track of resources available, used and the quantity and quality of the operation carried out during each phase of the program so that its objectives will be met.

Bamberger (1999) defines monitoring as "an internal project activity designed to provide constant feedback on the progress of a project, the problems it is facing, and the efficiency with which it is being implemented". Pamela, Joe and Nay (1994) asserts that monitoring in its general sense is used to describe a systematic framework to collect and analyze information on events associated with implementation of a policy with a view to improving their management. /

Monitoring is a continuous management function that aims primarily at providing programme managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. It tracks the actual performance against what was planned or expected according to predetermined standards and it generally involves collecting and analyzing data on programme processes and results and recommending corrective measures. According to Handy (2006) the purpose of having effective monitoring systems may be to assist future planning process, to

facilitate learning about controllable variances, to maintain performance within certain parameters or to continuously motivate people to achieve better results in the future.

Project evaluation has been defined as an activity aimed at assessing the extent to which the project produced the intended impacts and the distribution of the benefits between the target different groups (Bamberger, 1999). According to McNamara, (1998), program evaluation involves carefully collecting information about a program or some aspects of a program in order to make necessary decision about the program. Program evaluation can include any or a variety of at least thirty five different types of evaluation such as for needs assessment, accreditation, cost benefit analysis, effectiveness, efficiency, formative, summative, goal based, process, outcomes and others. The type of evaluation you undertake to improve your program depends on what you want to learn about the program (OED, 2009).

Directing & Controlling

Control can be defined as the process of guiding the system toward a pre-determined standard or goal through the comparison of actual performance with planned measurements (Bonner 2005; Abdel-Hamid et al. 1993). Collyer&Warren (2009) defined control to be the exercise of managing resources (human, equipment, tools,) with continuous comparison to planned performance and taking steps to correct any deviation as means of allowing project to achieve its objectives.

To control is to compare actual with planned (budgeted) achievements and to take action to correct any adverse deviations. The principle of project control is to achieve the stated objectives in accordance with the predetermined plan. Therefore, one of the Manager's tasks is to exercise tight control at all times because performance rarely matches the plan.

Project Coordination

Coordination like the nervous system perceives the changes around us through our senses; it controls all the activities of the muscles in response to the changes outside. It maintains the internal environment of the body by interrelating the functions of the various internal organs and the involuntary muscles; it stores the previous experiences as memory that helps us to think and analyse our reactions; and it conducts messages between different parts of the body (Tutor Vista 2011). Coordination has links to trust and performance. Coordination produces performance, because it produces the necessary trust needed for achieving performance through networking.

The demand for performance has been one issue that has characterized organization in the 1990 (Radin 2000); and performance has become the most regularly studied concept in organizational management (Cohen & Vigoda-Gabot 2004). Performance in most instances is substituted for productivity, since the “real world” of the manager is a world filled with deadlines, budgets, and clientele to serve (Geuras & Garofalo 2005). Trust, or the lack of it, has been identified as a ‘make-or-break’ factor in partnership and strategic cooperation; crisis conditions tend to stress trust indicators, many believe trust is central to coordination and cooperation (Smith & Schwegler, 2010).

Effective Implementation of donor funded projects

Donors have played a very significant role in the social development process in all areas in the world. They assist in circumstances where the state fund has been limited. Several donor agencies such as world Food Program (WFP), Red Cross international project (RCI) compassionate and United Nations Education Science Cultural Organizations (UNESCO), World Vision and Farm Africa among others have provided vital services to

the population and contributed significantly to the strengthening of many individual lives, families and communities (Vidal, 2001).

Increasingly donor approaches are driven by the need to support the development of nationally owned policies rather than impose externally defined policies on recipient Governments. (Afande, 2013) Janice Griffin and Ruth Judge (2010) revealed that increasingly donor approaches are driven by the need to support the development of nationally owned policies rather than impose externally defined policies on the recipient Governments.

The present preference by donors is for the provision of development assistance through the general budget support, where feasible and for more focused version of this, such as sector support where more appropriate. Both donors and recipient governments are now required to work towards an agreed model of good practice which, again, is guided by the principle of national ownership.

Recipient governments are now required to develop policies, either at sectoral/programme level or for general poverty reduction and focus on achievement of results. Implementation of donor funded projects is critical in that donors would want to be satisfied with the project results and implementation in order to ensure that they have played crucial role in promoting the livelihood of people living in the country they have given the aid to. The study will be conducted in Mutitu Sub-County in Kitui County which is classified as an Arid and Semi Arid Land (ASALS).

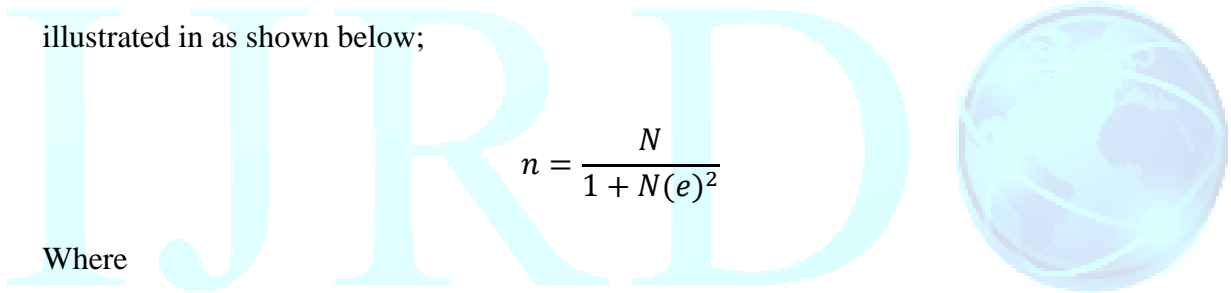
The Government and donors have initiated various poverty-eradication projects by themselves or in collaboration with multilateral and bilateral development partners as well as NGO'S. The area generally experiences frequent drought which has greatly

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disrupted normal livelihood of the poor community. Donor agencies have funded and initiated various development projects with minimal success.

Methodology

This study will use descriptive research design. This design refers to a set of methods and procedures that describe variables. It involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data. The target population of this study was 177 donor funded projects supported by donor agencies (World Vision, Swedish group, and Catholic diocese of Kitui, Red Cross, GIZ, Compassion and Rincord) as the unit of observation. A representative sample size with 95% confidence and risk levels was selected, based on the work of Yamane (1967) formula. The formula used is illustrated in as shown below;



$$n = \frac{N}{1 + N(e)^2}$$

Where

n = sample size

N =Target population

e = Proportion of the study

The 294 was the target population and therefore, (*N* = 294). A 95% confidence level was deemed acceptable and thus statistically *z* = 2. Placing information in the above formula at a 95% confidence level and an error limit of 5% results in:

$$n = \frac{177}{1 + 177 (0.050)^2} = 80 \text{ respondents}$$

Eighty two respondents were therefore the lowest acceptable number of responses to maintain a 95% confidence level and a 5% error level. Therefore, a proportionate

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sample size of approximate 80 respondents (managers) of the respective projects was the unit of analysis which was 5% precision of the population selected using a stratified sampling technique from the identified study sample size of the population. Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 21 and excel. Data processing was carried out through editing, coding and classification. Content analysis was employed to analyze the qualitative data whereas statistical methods, regression and correlation analysis were utilized to analyze the quantitative data by aide of SPSS Software version 21 and excel. In order to analyze the relationship between the independent variables and the dependent variable the study used Multiple Regression analysis at 5% level of significance. The Multiple Regression model that aided the analysis of the variable relationships was as follows'

$$\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon,$$

Where; Y= Effective implementation of donor funded projects;

β_0 = constant (coefficient of intercept); X_1 = Planning and organizing;

X_2 =Monitoring and Evaluation; X_3 = Directing and controlling ; X_4 = Project coordination

ϵ = Error term; $\beta_1 \dots \beta_4$ = regression coefficient of four variables.

To test the level of significance of each independent variable against dependent variable the study used the model summary ANOVA and Coefficient Regression. According to the model summary Table, R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there existed a relationship between the indepedent variables and depedent variable as shown by R value The coefficient of determination (R^2) explained the extent to which changes in the dependent variable was explained by the change in the independent variables or the

percentage of variation in the dependent variable and the four independent variables that were studied to explain effective implementation of donor funded projects as represented by the R^2 . This therefore means that other factors not studied in this research contributed to a certain percentage determined on effective implementation of donor funded projects.

Further, the study revealed the significance value as thus the model was statistically significant in predicting how planning & organizing, monitoring & evaluation, directing & controlling, project coordination and effective implementation of donor funded projects. This shown whether the t the overall model was significant in the ANOVA table. The study run the procedure of obtaining the regression coefficients, and the results show relationships between effective implementation of donor funded projects and the four variables. Finally the findings were presented using tables, charts and graphs to facilitate comparison and for easy inference.

Results and Discussion

A total 80 questionnaire were administered and 70 questionnaires were returned translating to 88% response rate. Kaiser-Meyer Oikin test gave a value of 0.779 which was higher than the recommended minimum value of 0.6 showing the sample was adequate for drawing inferences from the study. According to Babbie (2010), a response rate of 60% is good, 70% very good and 50%adequate for analysis and reporting from manual surveys. Bailey (2011) sets the adequacy bar at 75% and Chen (2009) argues that the larger the response rate, the smaller the non-response error.

Strategic Plan and Successful Completion of Projects

Respondents were kindly asked to indicate how strategic plan of their organization influence successful completion of projects. From the findings, strategic plan of the

organization enhances quality projects as noted with majority of the respondents (36%); enhances quality and quantity operations of activities to meet project objectives (24%); Reduces risks of the project failure (21%) and enhances decision making and problem solving during project implementation phase (19%). This implied that strategic plan influence successful completion of quality projects. These findings agrees with Ayodele (2011) findings who identified that one major cause of abandonment of donor funded construction projects in Nigeria was due to inadequate planning & organizing. His study report further emphasizes the importance of planning & organizing resources in project implementation.

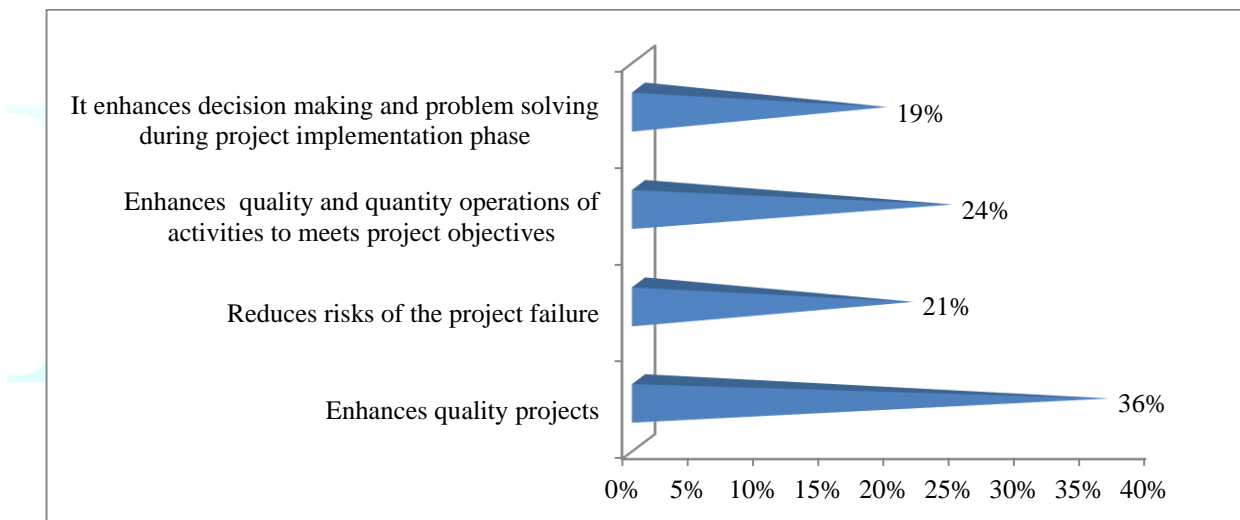


Figure 1: Strategic plan and successful completion of projects

Strategic Plan and Number of Implemented of Projects

The study sought to establish how strategic plan of the organizations increases number of implemented projects. From the findings, strategic plan of the organization reduces risks of the project failure as indicated by majority of the respondents (41%); enhances quality and quantity operations of activities to meet project objectives (38%) and enhances decision making and problem solving during project implementation phase as indicated

by 21% of the respondents. This infers that strategic plan of the organizations increases the number of implemented projects through reducing risks of the project failure, ensuring quality and quantity of operations and enhancing decision making processes. These findings agrees with Kasoo (2010) findings who argues that besides community participation, sources and composition of project planning & organizing has a bearing on project success as well.

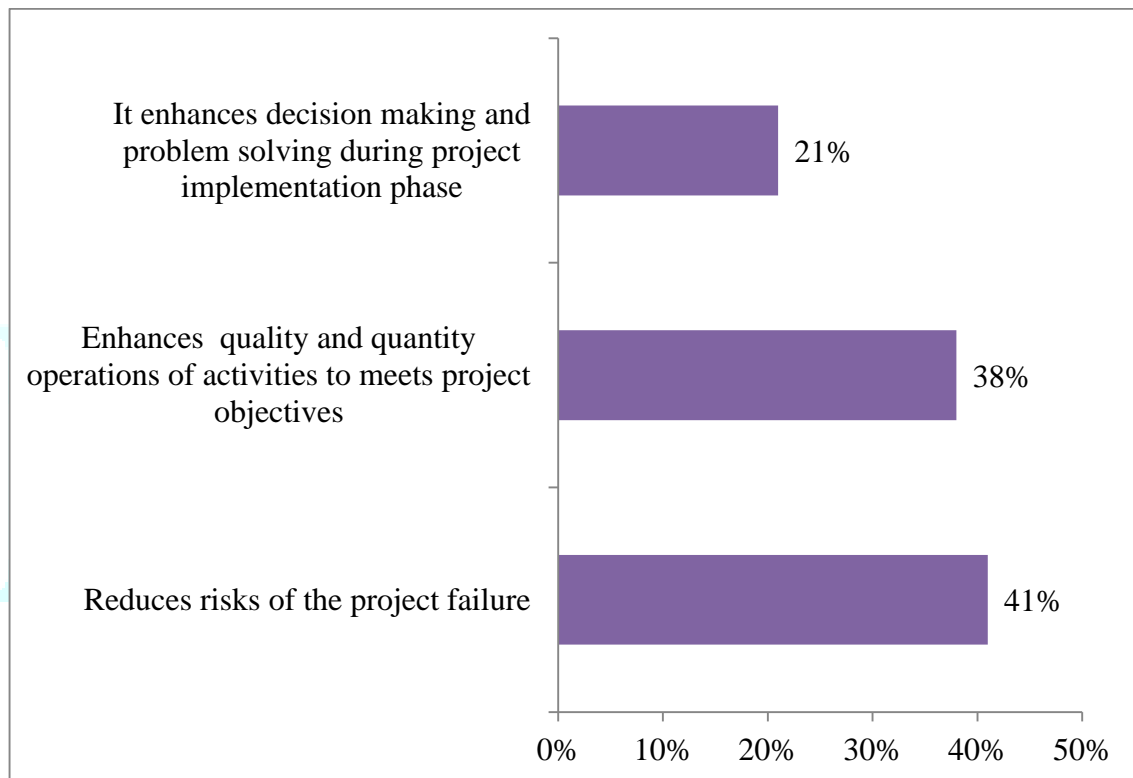


Figure 2: Strategic plan and number of implemented of projects

Strategic Plan and Utilization of Established Projects

The study sought to establish how strategic plan of the organizations influence utilization of established projects .From the findings, strategic plan of the organization influence utilization of established projects through ensuring fast decision making as indicated by majority of the respondents (39%); ensuring high quality decisions making in utilization of the projects as indicated by 24% of the respondents; ensuring there is equity on

utilization of the projects (20%) and increasing the users acceptance (17%). This implied that strategic plan of the organizations influence utilization of established projects mostly by ensuring fast decision making in utilization of the projects in the organizations. In particular, this is concurred by Baccarini's (2013) definition of project success which measures success or failure by the elements of the project log-frame and thus, the effective utilization of the project output. Projects generally fail because of poor planning, constant changes in the scope and consequently deadline and budget, as well as the lack of monitoring and control.

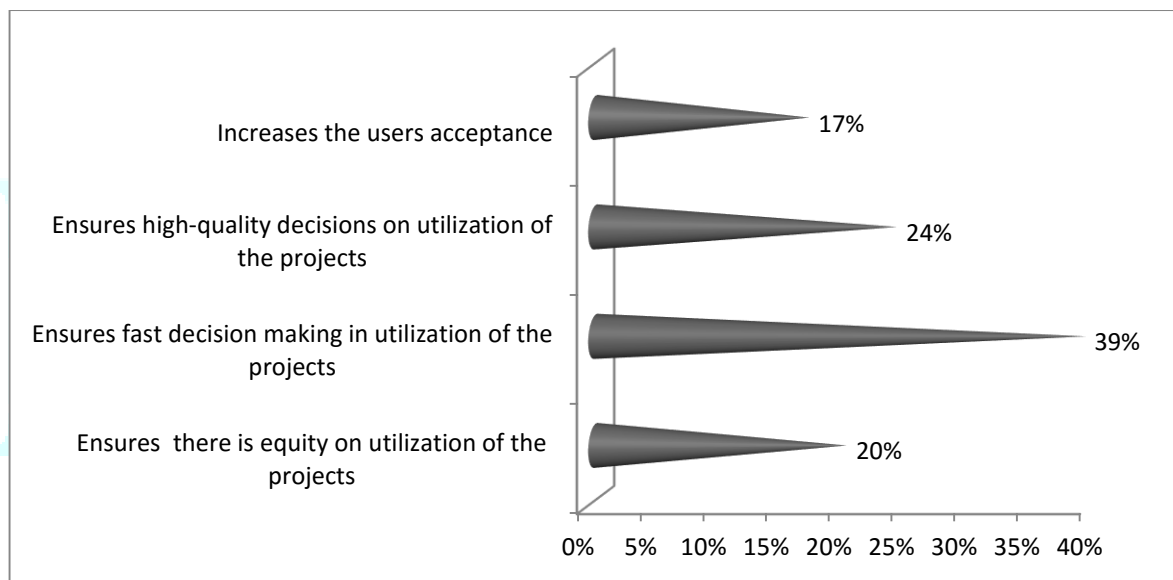
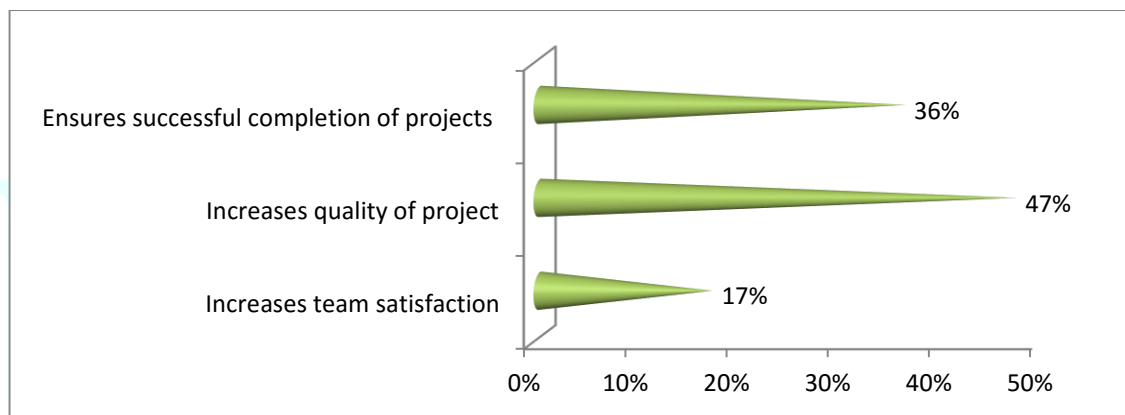


Figure 3: Strategic plan and utilization of established projects

Organization Structure and the Number of Implemented Projects

The study further sought to establish how organization structure of organizations increases number of implemented projects. From the findings, organization structure of organizations increases number of implemented projects mainly through increasing quality of project as indicated by majority of the respondents (47%); through ensuring successful completion of projects (36%) and to a less extent through increasing team satisfaction (17%). This infers that organization structure of organizations increases the

number of implemented projects by majorly increasing the quality of the projects. Similar Findings can be observed in Kerzner (2013) findings who note that one primary advantage of developing an implementation methodology is that there is consistency in an organization. Integration of the project management implementation process increases with increasing interconnected organizational units. Strategic project planning communicates overall goals to all management levels within the organization. This provides for feedback from top to bottom, bottom to top, and functional unit to functional unit.



Figurer 4: Organization structure and the number of implemented projects

Organization Structure and Chances of Successfully Completed Projects

The study sought to establish how organization structure increases chances of successfully completed projects. From the findings, organization structure increases chances of successfully completed projects mainly through completing cost effective projects as indicated by 44 % of the respondents; enhanced profitable projects (33%) and through allocating human resources to accomplish project activities efficiently (23%). This implied that organization structure increases chances of successfully completed projects through completing cost effective projects, enhanced profitable projects as well as through allocating human resources to accomplish project activities efficiently. These

findings agree with Pinto (2010) who reveals four ways organizational structure can affect project management. First, it affects how departments are expected to interact and support each other in the pursuit of project goals. Second, the culture influences the level of employee commitment to the goals of the project in the context of balancing them with other, potentially competing goals. Third, the organizational structure influences project planning processes such as the way work is estimated or how resources are assigned to projects. Finally, the structure affects how managers evaluate the performance of project teams and how they view projects' outcomes.

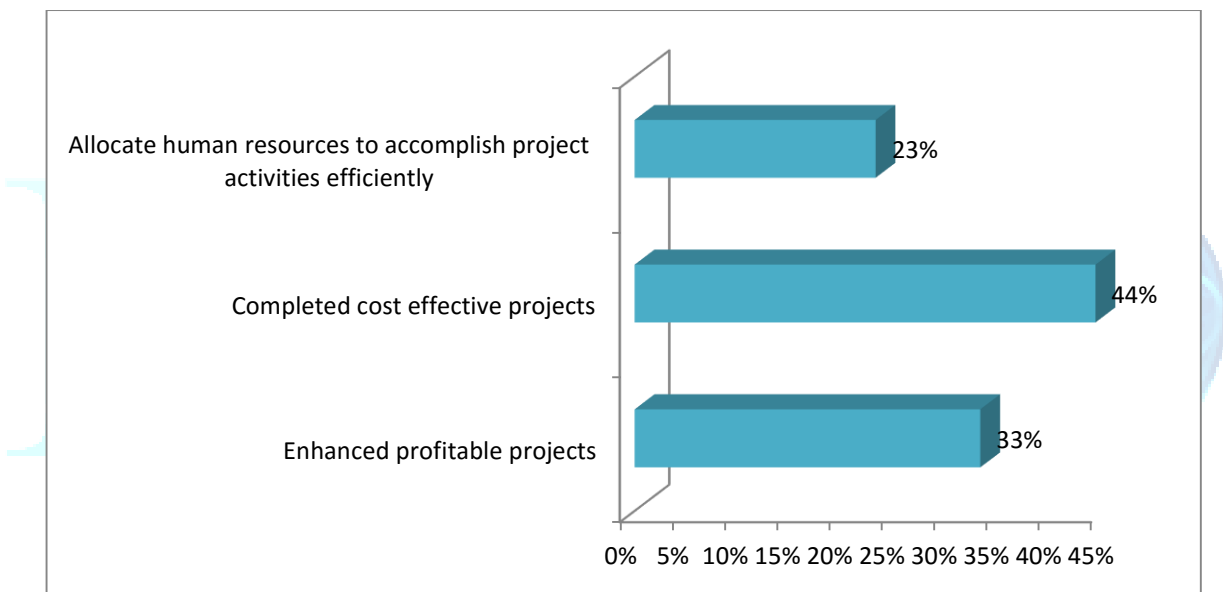


Figure 5: Organization structure and chances of successfully completed projects

Organization Structure and Chances of Utilization of Completed Projects

The study sought to establish how organization structure increases chances of utilization of completed projects. From the findings, organization structure increases chances of utilization of completed projects mainly through ensuring continual improvement of projects as indicated by the highest number of the respondents (61%), reducing risks associated with projects completion (28%) and enabling the redirection of project

activities (11%). This infers that organization structure increases chances of utilization of completed projects mainly through ensuring continual improvement of projects. These findings concur with Eskerod and Skriver, (2011) findings who noted that organizational structure is one of the most influential dimensions of the work climate and consecutively the main driving force of a business. It is reflected in the way tasks are realized, goals are set and in how people are guided toward the achievement of goals. Organizational structure affects decision-making, thinking, feeling and the response to opportunities and threats. It also affects how people are chosen for a particular task, which affects performances and decision taking.

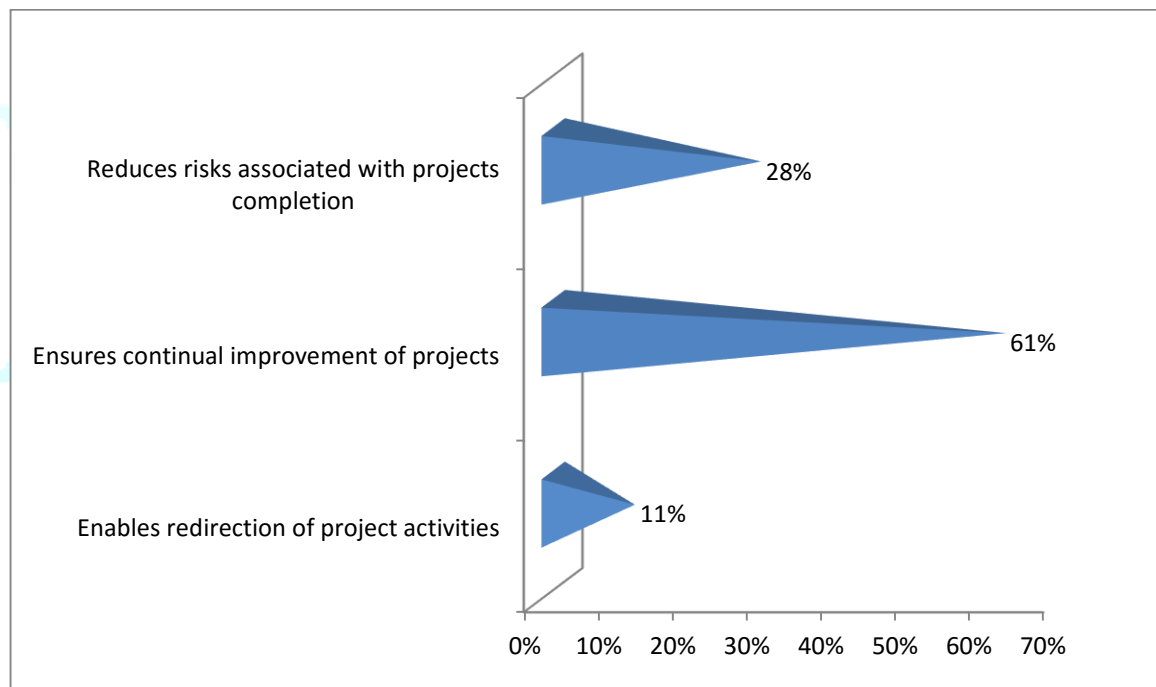


Figure 5: Organization structure and chances of utilization of completed projects

Departmentalization and Implemented Projects

The study sought to establish how organization departmentalization increases chances of implemented projects. From the findings, organization departmentalization increases chances of implemented projects mainly through increasing participatory decision making

as indicated by the highest number of the respondents (46%). It also increases chances through Enhances realistic goals (26%); ensuring reliable decisions (17%) and through reducing risks of the project failure (11%). This implied that organization departmentalization increases chances of implemented projects majorly through increasing participatory decision making. These findings concur with Cleland (2014) findings who argued that most projects do not operate in isolation; they have to operate within a business environment that should be complementary to the requirements of good project management. The organization departmentalization affects strategic planning and implementation, project management, and everything else

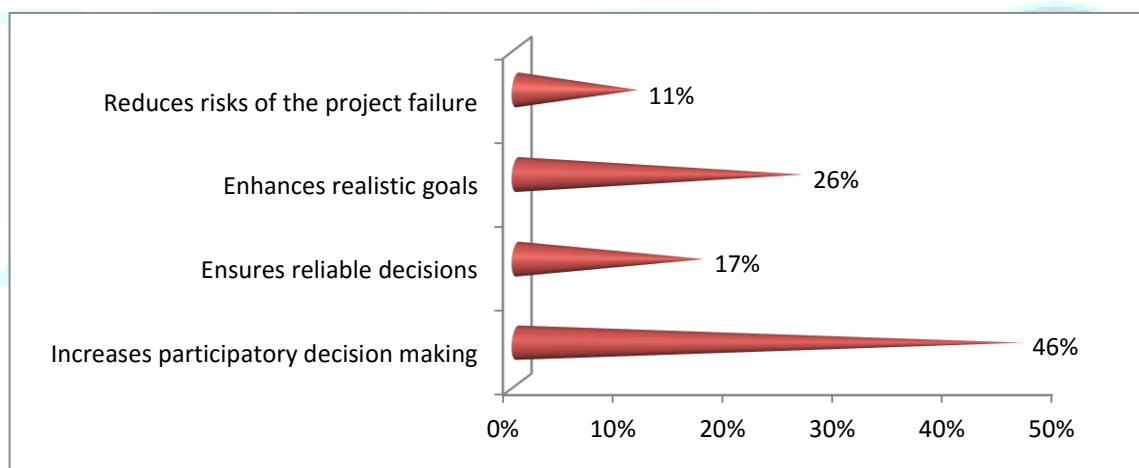


Figure 6: Departmentalization and implemented projects

Departmentalization and Successfully Completed Projects

From the findings, organization departmentalization increases chances of successfully completed projects majorly through ensuring successful completion of projects as indicated by the majority of the respondents (51%); increasing team work (31%) and increasing stakeholder participation in project implementation (18%). This implied that

organization departmentalization increases chances of successfully completed projects mainly through ensuring their successful completion. These results concur with Pinto (2010) findings who established that organization departmentalization affects how departments are expected to interact and support each other in the pursuit of project goals and that it influences the level of employee commitment to the goals of the project in the context of balancing them with other, potentially competing goals.

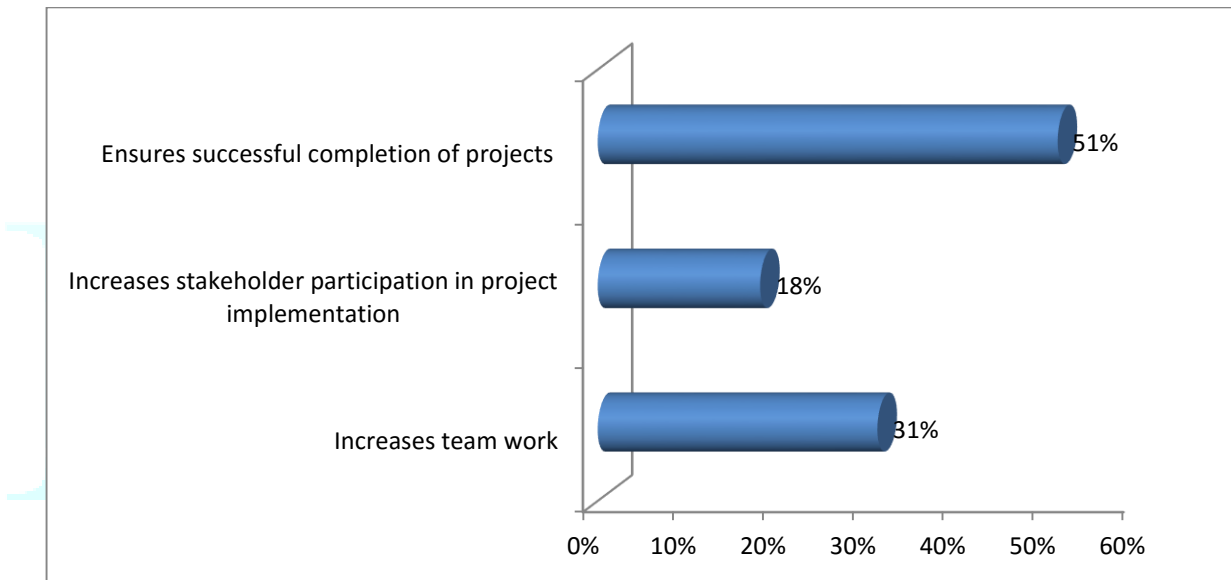


Figure 7: Departmentalization and successfully completed projects

Departmentalization and Successful Utilization of Completed Projects

From the findings, organization departmentalization ensures fast decision making in utilization of the projects as indicated by the vast majority of the respondents (44%). It also enhances evaluation of the projects (30%) and also ensures there is equity on utilization of the projects (26%). This implied that organization departmentalization is of great significance in the utilization of the projects since it ensures fast decision making, evaluating the projects as well as ensuring equity in the project utilization. These results

agree with Young & Jordan (2008) findings who argue that organization departmentalization influences project planning processes such as the way work is estimated or how resources are assigned to projects and that it affects how managers evaluate the performance of project teams and how they view projects' outcomes.

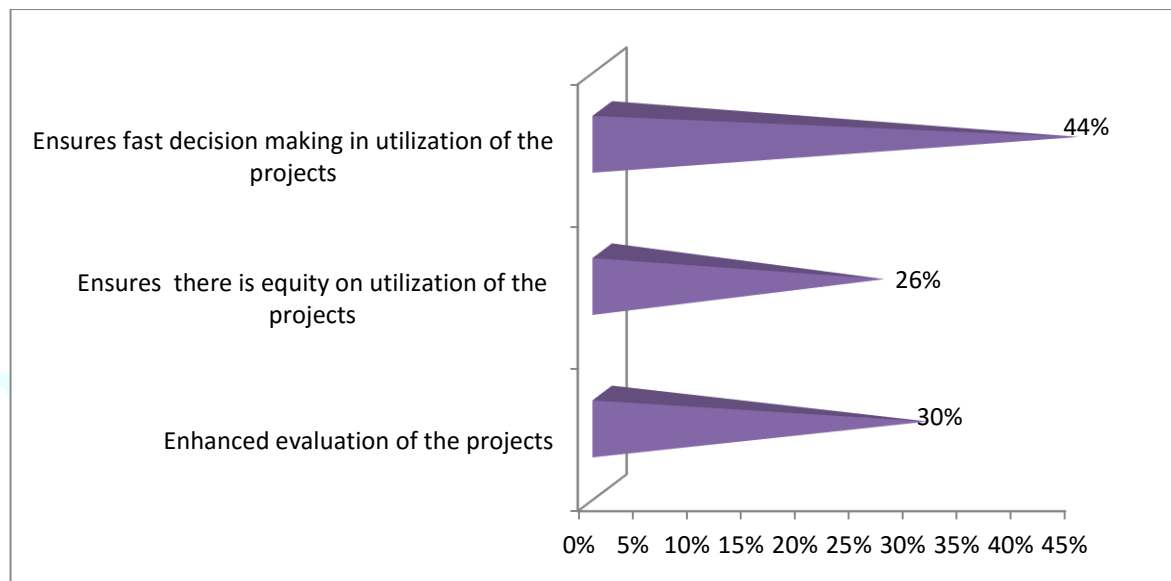


Figure 8: Departmentalization and successful utilization of completed projects

Regression Analysis

In the Endeavour, the study sought to determine the goodness of fit of the regression equation using the coefficient of determination between the overall independent variables and effective implementation of donor funded projects. Coefficient of determination established the strength of the relationship. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Effective

implementation of donor funded projects) that is explained by the project management functions as the independent variable of the firm.

Model Summary

Model summary' table, provides information about the regression line's ability to account for the total variation in the dependent variable. From the determination coefficients, it can be noted that there is a strong relationship between dependent and independent variables given an R^2 values of 0.849 and adjusted to 0.845. R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.921). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 84.90% of the Effective implementation of donor funded projects as represented by the R^2 . This therefore means that other factors not studied in this research contribute 15.10% to the Effective implementation of donor funded projects. This implies that these variables are very significant therefore need to be considered in any effort to boost Effective implementation of donor fund projects in the study area. The study therefore identifies variables as critical determinants of Project Management Functions affecting Effective implementation of donor funded projects in the study area.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.849	.845	.04131

- a. Dependent Variable: Effective implementation of donor funded projects
- b. Predictors: (Constant), Directing & controlling, Planning & organizing, Monitoring & evaluation, and project Coordination

ANOVA Results

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences among group means and their associated procedures (such as "variation" among and between groups) Analysis of Variance (ANOVA) was used to make simultaneous comparisons between two or more means; thus, testing whether a significant relation exists between variables (dependent and independent variables). This helps in bringing out the significance of the regression model. The ANOVA results presented in Table 4.7 shows that the regression model has a margin of error of $p = .008$ pointing the significance of the model. Further, the study revealed that the significance value is 0.008 which is less than 0.05 thus the model is statistically significant in predicting how Directing & controlling, Planning & organizing, Monitoring & evaluation, and Project Coordination affect Effective implementation of donor funded projects. The F critical at 5% level of significance was 3.67543. Since F calculated (4.303) is greater than the F critical (value = 3.67543), this shows that the overall model was significant. In collaboration with these findings, Barriere (2013) indicated that Project Management Functions have become a universal tool for optimal performance for any organization that

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seeks professionalism. In addition, Ibbs (2002) identified professional Project Management Functions as the skills and science of planning, designing, and managing activities throughout the project lifecycle processes. Professional project management concept has been found to be in practice before the Second World War.

Table 2: ANOVA of the Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.218	4	6.05575	4.303	0.008
Residual	92.876	65	1.407212		
Total	110.0887	69			

- a. Dependent Variable: Effective implementation of donor funded projects
- b. Predictors: (Constant), Directing & controlling, Planning & organizing, Monitoring & evaluation, and Project Coordination
- c. Critical value = 3.67543

Regression Coefficients

The study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.8 Multiple regression analysis was conducted as to determine the relationship between effective implementation of donor funded projects and the four variables. As per the SPSS generated table below, the model equation would be ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 3.77 + 0.682X_1 + 0.586X_2 + 0.554X_3 + 0.487X_4$. Effective implementation of donor funded projects = $3.77 + 0.682 * \text{Planning \& organizing} + 0.586 * \text{Monitoring \& evaluation} + 0.554 * \text{Directing \& controlling} +$

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0.487*Project coordination According to the regression equation established, taking all factors into account (Directing & controlling, Planning & organizing, Monitoring & evaluation, and Project Coordination) constant at zero Effective implementation of donor funded projects was 3.77. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in planning and organizing will lead to a 0.682 increase in Effective implementation of donor funded projects.; a unit increase in monitoring & evaluation will lead to a 0.586 increase in Effective implementation of donor funded projects, a unit increase in directing & controlling will lead to 0.554 increase in Effective implementation of donor funded projects and a unit increase in project coordination will lead to 0.487 increase in Effective implementation of donor funded projects. This infers that planning & organizing contributed most to Effective implementation of donor funded projects. At 5% level of significance, planning & organizing had a 0.001 level of significance; monitoring & evaluation showed a 0.003 level of significance, directing & controlling showed a 0.007 level of significance and project coordination showed a 0.009 level of significance hence the most significant factor was planning & organizing.

Table 3: Regression Coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-value.
	B	Std. Error	Beta		
(Constant)	3.77	.223	.334	4.615	.001
Planning & organizing	.682	.003	.602	7.098	.001

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Monitoring & evaluation	.586	.009	.554	6.087	.003
Directing & controlling	.554	.017	.446	5.008	.007
Project Coordination	.487	.093	.443	4.546	.009

Summary of Finding

The study established that strategic plan influence successful completion of quality projects. It was also established that strategic plan of the organizations increases the number of implemented projects through reducing risks of the project failure, ensuring quality and quantity of operations and enhancing decision making processes. In addition the study revealed that strategic plan of the organizations influence utilization of established projects mostly by ensuring fast decision making in utilization of the projects in the organizations. It can be summarized that organization structure of organizations increases the number of implemented projects by majorly increasing the quality of the projects. Further the study established that organization structure increases chances of successfully completed projects through completing cost effective projects, enhanced profitable projects as well as through allocating human resources to accomplish project activities efficiently.

Also organization structure increases chances of utilization of completed projects mainly through ensuring continual improvement of projects and that organization departmentalization increases chances of implemented projects majorly through increasing participatory decision making. In addition it was revealed that organization

departmentalization increases chances of successfully completed projects mainly through ensuring their successful completion and that organization departmentalization is of great significance in the utilization of the projects since it ensures fast decision making, evaluating the projects as well as ensuring equity in the project utilization.

The study revealed that progress report ensures fast decision making during implementation of projects and that, progress report ensures fast decision making during implementation of projects while reducing cost variance of the work projects. In addition, the study established that progress report improved communication in decision making for utilization of the projects to a greater extent in the organizations and that evaluation report ensured successful completion of projects as well as increasing team review and participatory decision making process in organizations. These findings also indicated that evaluation report enhanced: projects controls, productivity of resources involved in project and completion of cost effective projects in organizations hence an important aspect in the organization projects and that evaluation report was necessary in the organizations since it increased audit of completed projects. It was also established that stakeholder report is of great significance in the organization projects since it increases participatory decision making and enhances scope of work as well as reducing the resource misappropriation. Further, the findings indicated that stakeholder report is important in the organizations' projects for effective community participation and enhancing productivity of resources of the projects.

The study additionally found that job design enhances quality of projects hence the practice should be employed in the organizational projects and that job design increases timely completion of projects and increased number of completed projects hence a significant organizational practice. It was also established that job design is of great

significance in the organizational projects since it ensures timely decision making on utilization of project and cost effective decision making process in the organizations. Also, the findings indicated that job responsibilities is a significant practice that aids in reducing misappropriation of resources while increasing participatory decision making in the organizations. The findings indicated those job responsibilities increases project quality as well as enhancing monitoring and evaluation of projects in the organizations and should therefore be adopted and that job responsibilities in organizations increases stakeholders' participation in decision making on utilization of the project and reduce risks associated with projects completion. The study also established that goal achievement ensures communication in decisions making, increases coordination in decision making and increases participatory decision making in the utilization of the established projects and should therefore be adopted by the organizations. In addition goal achievement practices are significant in the organizational projects since they ensures successful decision making, increases stakeholder participation decision making while increasing team work.

The study established that problem solving are significant in the organizational projects since they enhances quality projects, enhances quality and quantity operations of activities to meet project objectives and reduces risks of the project failure and that effective communication is significant in the organizational projects since they increases the motivation of the project team, enhances conflict and stress management and aids in the development of a sound institutional base.

It was also established that decision making ensures timely and better decision making on utilization of project and ensures strong internal systems on utilization of project as well as cost-effective decision in project utilization that problem solving in organizations

enhances scope of work reduces misappropriation of resources as well enhances monitoring, enhances coordination and reduces conflicts in organization hence increasing the number of successfully completed projects.

The study further established that decision making reduces risks associated with projects completion, increases stakeholder participation and increases effective community participation on the utilized projects and therefore decision making should be considered prior to the project utilization and that decision making in organizations influences utilization of established projects mainly through enhancing communication, increasing participatory decision making as well as through increasing coordination during utilization of established projects. In addition, it was revealed that effective communication in organizations influences chances of utilization of projects mainly through increasing chances of project sustainability and enhancing increased stakeholders' participation in decision making on utilization of the project as well as through increasing effective community participation on project utilization.

Conclusions of the Study

The study concluded that strategic plan influence successful completion of quality projects. It was also established that strategic plan of the organizations increases the number of implemented projects through reducing risks of the project failure, ensuring quality and quantity of operations and enhancing decision making processes. Further the study concluded that organization structure increases chances of successfully completed projects through completing cost effective projects, enhanced profitable projects as well as through allocating human resources to accomplish project activities efficiently. Also organization structure increases chances of utilization of completed projects mainly through ensuring continual improvement of projects and that organization

departmentalization increases chances of implemented projects majorly through increasing participatory decision making. In addition it was concluded that organization departmentalization increases chances of successfully completed projects mainly through ensuring their successful completion and that organization departmentalization is of great significance in the utilization of the projects since it ensures fast decision making, evaluating the projects as well as ensuring equity in the project utilization.

The study concluded that progress report ensures fast decision making during implementation of projects and that, progress report ensures fast decision making during implementation of projects while reducing cost variance of the work projects. In addition, the study concluded that progress report improved communication in decision making for utilization of the projects to a greater extent in the organizations and that evaluation report ensured successful completion of projects as well as increasing team review and participatory decision making process in organizations. It was also conclusive that stakeholder report is of great significance in the organization projects since it increases participatory decision making and enhances scope of work as well as reducing the resource misappropriation. Further, the findings concluded that stakeholder report is important in the organizations' projects for effective community participation and enhancing productivity of resources of the projects.

The study concluded that job design enhances quality of projects hence the practice should be employed in the organizational projects and that job design increases timely completion of projects and increased number of completed projects hence a significant organizational practice. It was also concluded that job design is of great significance in the organizational projects since it ensures timely decision-making on utilization of project and cost effective decision making process in the organizations.

The study also concluded that goal achievement ensures communication in decisions making, increases coordination in decision making and increases participatory decision making in the utilization of the established projects and should therefore be adopted by the organizations. In addition goal achievement practices are significant in the organizational projects since they ensures successful decision making, increases stakeholder participation decision making while increasing team work.

The study concluded that problem solving are significant in the organizational projects since they enhances quality projects, enhances quality and quantity operations of activities to meet project objectives and reduces risks of the project failure and that effective communication is significant in the organizational projects since they increases the motivation of the project team, enhances conflict and stress management and aids in the development of a sound institutional base.

It was also concluded that decision making ensures timely and better decision making on utilization of project and ensures strong internal systems on utilization of project as well as cost-effective decision in project utilization that problem solving in organizations enhances scope of work reduces misappropriation of resources as well as increasing participatory decision makinghence significant in the organizational projects and that effective communication increases project quality, enhances monitoring, enhances coordination and reduces conflicts in organization hence increasing the number of successfully completed projects. The study further concluded that decision making reduces risks associated with projects completion, increases stakeholder participation and increases effective community participation on the utilized projects and therefore decision making should be considered prior to the project utilization and that decision making in organizations influences utilization of established projects mainly through enhancing

communication, increasing participatory decision making as well as through increasing coordination during utilization of established projects

Recommendations of the Study

The study makes the following recommendations based on the findings of the study. There is need to encourage more involvement of stakeholders in the project planning and implementation in order to increase the probability of sustaining the projects. This can be done through encouraging members to elect the leaders in the projects and not leaving the task of management to the donors or the sponsors. Monitoring and evaluation should be undertaken in every step of project implementation and not a onetime event as it is common with many donor funded projects. This will help identify, loopholes and deviations from overall projects goals, and correct them early as to ensure successful quality implementation. Donor funded projects should not only invest in technology, but also training of the project team on usage of the same technology. This will increase skills and their disposal and level of efficiency in increasing project implementation. In an effort to sustainably implement donor projects beyond their timelines, there seem to be a need for a comprehensive strategy in management practices that will incorporate all actors in development. This could therefore mean that all the implementing agencies, government bodies, private sector and the beneficiaries entirely participate in the whole project management cycle. To enhance sustainability of the projects, especially once the donors have exited, every project needs exit strategies as early as during the project roll out.

Recommendations for Further Studies

Given the findings and conclusions drawn from the undertaken research project, it is apparent that there is a changing landscape as far as project implementation and project

management in general is concerned. What was considered critical in yesteryears may not necessarily be the same today and in future. It is therefore importance for a study to be undertaken on the emerging trends in project management and their effect on project implementation as well as effects of globalization on project implementation The study has contributed to knowledge by establishing that project management functions influence effective implementation of donor funded projects in the Kenyan context. Other variables considered important to study are; risk management, time management, human resource management, and accountability among others that affect implementation of donor funded projects.

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