

**CHALLENGES FACING IMPLEMENTATION OF DONOR SUPPORT PROJECTS IN  
THE KENYA NATIONAL HIGHWAY AUTHORITY**

**BY**

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**DECLARATION**

**Declaration by the Student**

I declare that this project is my original work and has not been previously published or submitted elsewhere for a ward of a degree. I also declare that this contains material written or published by other people except where due reference is made, and author acknowledged.

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## ABSTRACT

Donor funded transport and infrastructure support projects in Kenya are facing problems of delays in their life cycle of implementation therefore not successfully completed. The general objective of the study was to investigate the challenges facing implementation of donor support projects in the Kenya National Highway Authority. Specific objectives were; to assess the influence of donors-imposed conditions, procurement related factors, project planning practices and stakeholders' involvement on implementation of donor funded projects in Kenya National Highway Authority. The study used a descriptive survey research design. The study targeted 166 management level employees of Kenya National highway Authority at their head office in Nairobi County, the study sample was 166 respondents. Primary data was collected using questionnaires. Quantitative data was analyzed using descriptive statistics, mean, frequency, percentage and standard deviations to describe the basic characteristics of the population. Inferential statistics were conducted using Pearson's Product Moment correlation and multiple regression models to determine the nature of the relationship between the variables. The study found that conditions imposed by donors has positive influence on implementation of donor support projects. Procurement related factors was found to have positive influence on implementation of donor support projects. The study further found that project planning has positive influence on implementation of donor support projects. Stakeholders' involvement was found to have positive influence on implementation of donor support projects. Based on the findings, the study concludes that an increase in conditions imposed by donors, procurement related factors, project planning and stakeholders' involvement would result to improved implementation of donor support projects. The study thus recommends project managers to ensure they strictly adhere to the procedures and guidelines to ensure that they continue receiving the donor funds. The study also recommends project managers to ensure integrity of the procurement process; this can be achieved by developing procurement procedures and guidelines that must be adhered to. The study recommends project managers to conduct monitoring and evaluation during project implementation to ensure that funds allocated each activity are used as planned. The study thus recommends all stakeholders involved with the project, to be involved from the start i.e. project identification and initiation. Also, it is important to communicate to all stakeholders regarding the progress of the project.

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>ABSTRACT</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>vii</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>ACRONYMS AND ABBREVIATIONS</b> .....	<b>x</b>
<b>TERMS AND DEFINITIONS</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	10
1.3 Objectives of the Study.....	12
1.4 Research Questions.....	12
1.5 Justification of the Study .....	13
1.6 Scope of the Study .....	14
<b>CHAPTER TWO</b> .....	<b>15</b>
<b>LITERATURE REVIEW</b> .....	<b>15</b>
2.1 Introduction.....	15
2.2 Theoretical Review .....	15
2.3 Empirical Review .....	20
2.4 Conceptual Framework.....	34
2.5 Operationalization of Variables .....	36
2.6 Research Gaps.....	36
<b>CHAPTER THREE</b> .....	<b>38</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>38</b>
3.1 Introduction.....	38
3.2 Research Design .....	38
3.3 Target Population.....	38
3.4 Sample and Sampling Technique .....	39

3.6 Research Instrument .....	40
3.7 Data Collection Procedure .....	42
3.8 Data Analysis and Presentation .....	42
3.9 Diagnostic Tests.....	44
<b>CHAPTER FOUR.....</b>	<b>46</b>
<b>FINDINGS AND DISCUSSION.....</b>	<b>46</b>
4.1 Introduction.....	46
4.2 Response Rate.....	46
4.3 Reliability Analysis.....	46
4.4 Demographic Information.....	47
4.5 Descriptive Statistics.....	50
4.6 Diagnostic Tests.....	55
4.7 Correlation Analysis .....	58
4.8 Regression Analysis.....	60
<b>CHAPTER FIVE .....</b>	<b>64</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>64</b>
5.1 Introduction.....	64
5.2 Summary of Findings.....	64
5.3 Discussions .....	65
5.4 Conclusions.....	70
5.5 Recommendations.....	71
5.6 Suggestions for Further Studies .....	71
<b>REFERENCES.....</b>	<b>73</b>
<b>APPENDICES.....</b>	<b>81</b>
Appendix I: Introduction Letter .....	81
Appendix II: Questionnaire .....	82
Appendix III: List of Project Funded by Donor .....	87
Appendix IV: Work Plan .....	88
Appendix V: Budget .....	89

## **DEDICATION**

I dedicate this research study to my family. Their inspiration and encouragement have kept me going on in my intellectual journey.

## LIST OF TABLES

TABLE 1.....	36
TABLE 2.....	39
TABLE 3.....	46
TABLE 4.....	47
TABLE 5.....	51
TABLE 6.....	52
TABLE 7.....	53
TABLE 8.....	54
TABLE 9.....	55
TABLE 10.....	56
TABLE 11.....	57
TABLE 12.....	58
TABLE 13.....	59
TABLE 14.....	60
TABLE 15.....	61
TABLE 16.....	62

## LIST OF FIGURES

FIGURE 1 .....	35
FIGURE 2 .....	48
FIGURE 3 .....	48
FIGURE 4 .....	49
FIGURE 5 .....	50

## ACRONYMS AND ABBREVIATIONS

<b>EI &amp; ICT</b>	Energy, infrastructure and Information Communication Technology
<b>FLSTAP</b>	Financial and Legal Sector Technical Assistance Project
<b>GOK</b>	Government of Kenya
<b>ID</b>	International Development
<b>JKIA</b>	Jomo Kenyatta International Airport
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>LAPSSET</b>	Lamu Port-South Sudan-Ethiopia-Transport
<b>ODA</b>	Official Development Assistance
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TOC</b>	Theory of Constraints
<b>UNDP</b>	United Nations Development Programmer's
<b>WB</b>	World Bank

## **TERMS AND DEFINITIONS**

- Donor funded projects:** These are projects that external funders sponsor usually the funds are provided by development agencies or international aids (Gibson, 2013).
- Implementation:** The process of putting a decision or plan into effect; execution (Owolabi, 2014)
- Infrastructure:** It is the basic organizational structures or infrastructures such as power supply and roads that are required for an enterprise or a society to operate (Abdi, 2012).
- Procurement:** This is the activity where goods and services are obtained, it involves preparing and processing of demands and also the final receipt and payment approval (Frese, 2013).
- Project planning:** It's a discipline that states how a project is to be completed and the timeframe for its completion and is usually defined in stages and with designated resources (Gibson, 2013).
- Stakeholders' involvement:** This is the practice where interest groups (i.e. representatives of communities that are affected locally or nationally or local government authorities, politicians, businesses and organizations of the civil society) take part in the process of planning and making decisions (Tung, 2016).
- Transport infrastructure:** This includes roads, railways, ports and airports (Owolabi, 2014).

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

All over the globe, development projects funded by international aid play a very crucial role in development of developing countries especially socio-economic development (Khang & Moe, 2016). Based on United Nations Development Program (2014) the last 49 countries in terms of development globally were given a total of USD 55.15 billion in Official Development Assistance (ODA) in the year 2014 which equates to 8.9% of their GDP. Khang and Moe (2016) explained that socio economic development of a country is dependent on the success rate of the funded projects. Funding of development projects intends to alleviate poverty, improve living standards of the people, protect the environment, protect basic human rights, help victims of natural disasters, capacity building and develop basic social and physical infrastructure among others (Khang & Moe, 2016).

The lending of World Bank every year for various projects ranges between US\$15 to US\$20 billion and are distributed to approximately 100 countries globally. Conception and supervision of these projects is based on well-documented cycle of projects (World Bank, 2017). Based on the development policy of the bank, banks assist governments take lead in preparation and implementation of development strategies based on the national priority of the country. World Bank (2017) considers aid to be provision of finance either directly or indirectly for goods or services at a lower cost than what could have been charged in the normal market and is given by external sources. The effectiveness of donor aid continues to be the key priority for international development community. Acharya, Prakash, Saxena and Nigam (2013) asserts that

it is important for donor agencies to enhance their effectiveness whether they are focusing on strategies of poverty reduction at country level or they are focused on global Millennium Development Goals (MDGs) in order to attain concrete outcomes in development and also eradicate poverty. Easterly (2013) asserts that when one closely examines the history of aid, they might end up asking themselves whether Official Development Assistance (ODA) really enhances growth of the economy and reduces poverty.

As explained by Mosley and Marion (2010) the challenge with governance of the economy are lack of effective utilization of development assistance ranges from poor consultations with intended beneficiaries of complete lack of it, failure in coordination between government agencies, lack of harmonized policies, harmonization and alignment of programs and procedures, poor designs for projects, poor monitoring of foreign funded projects and the result becomes poverty and indebtedness. Technical capacity as well as managerial capacity of HR responsible for project implementation will determine the success rate of the project. Additionally, it is important to have appropriate infrastructure. Arndt (2010) asserts that employees in the chain of donor fund project might not have formal training in management of foreign aid, accounting and budgeting. Their lack of appropriate skill might result in poor understanding of donor protocols on expenditure and the result might be ineligible expenditure causing the donor to stop their financing.

In Africa, the role of foreign aid is very important especially in financing infrastructure project and the countries development; despite African countries having received resources for more than half a century there is little development observed. Sub-Saharan Africa records high levels of indebtedness, absolute poverty, high rates of unemployment, and poor performance of

the economy which is greatly attributed to the challenges encountered in implementing donor funded projects (White, 2012). The situation had impelled donor agents and experts to review previous discussions on effectiveness of foreign aid (Lancaster, 2009).

In Zambia, Mukuni and Price (2013) studied on challenges of implementing projects funded by donors; lessons from deep- end strategy in implementation of development programs in Zambia. Emic account of challenges in the implementation of donor funded projects in Africa was eminent. In Lesotho, Monaheng (2014) did a study on implementing tension and challenges in donor funded curriculum projects using the case analysis of environmental and population education projects in Lesotho. The ambivalent nature of donor initiatives was evident and showed that political economy and relations between the donor and the recipient affected the project. Aspects like design and project management, process related with introduction of innovations in educational ideas and paradigm, pedagogical issues, contributions of staff and ownerships were some key tensions that were observed in projects.

In Kenya, Kiprop, Nzulwa and Kwena (2016) studied the challenges that donor funded projects in Kenya faced using the instance of community empowerment and institutional support project. Their study established that that Execution of donor funded projects was affected by Project Planning and Project Institutional capacity. From the findings, it was established that USAID had adopted some project practices in the Execution of projects funded by donors involved performance targets and planning and control systems that generated good result.

Ndinguri (2017) studied crucial factors of success in strategic implementation of projects funded by donors: a survey of British council that connects classrooms program. It was evident that the four project implementation approaches are strategic, and all positively and significantly

influence strategic implementation. This can be attributed to the finding that in times of unforeseeable uncertainty, the parallel approach greatly improves the likelihood of success.

In Kenya, many transport and infrastructure support projects complete with excessive overruns in cost, disturbed schedules and with compromised quality. According to Ramanathan, Narayanan and Idrus (2012), delay in project implementation can be defined as execution at a date later than the intended planned period or late than the specified time agreed by all parties involved in the construction project. Generally, project implementation is considered to be overrun in time which could be beyond the date of completion specified in the contract or beyond what the parties involved had agreed on project delivery. Delayed implementation of projects might result in losses or could have a negative effect on some parties or all parties involved in the project (Hussin & Omran, 2011).

Evaluation dimension in any project generally corresponds to traditional constraints of time, cost and quality. As explained by Tung (2016), implementation success of a project is when the results obtained are better than what was expected and usually it's measured in terms of cost schedule, quality, safety and satisfaction of the participant. In Kenya, the transport and infrastructure industry comprise of transport system which comprise of road, rail, air and marine. This sector is very important in promoting socio-economic activities and development from the time efficient and effective transport systems is a mainstream for rapid as well as sustainable development in line with integration both nationally, regionally and internationally, facilitation of trade, reduction of poverty and improvement of citizens welfare. Due to the huge financial requirement of the projects the sector undertakes, there is need of partnering with other foreign donors for funding of the projects (Waihenya, 2014).

Functions of the sector are being executed by the Ministry of Transport and Infrastructure. The ministry implements many projects within the aspirations of the Kenya Vision 2030 some which are financed not only by development partners, but also financed purely by GOK or as counterpart financing where both development partner and Government of Kenya participates (Government of the Republic of Kenya, 2008). It therefore, follows that Transport and infrastructure sector is one of the key enablers to the realization of the Vision 2030 and thus the outlined project such as Dredging of Mombasa Port, Rehabilitation and Expansion of Kisumu airport, Road Network Expansion, development of the Lamu port and the new transport corridor to South Sudan and Ethiopia (LAPSSET), development of Dongo Kundu Free port, Expansion and modernization of JKIA, development of Commuter Rail Network and the development of the Standard Gauge Rail; Mombasa – Nairobi – Malaba - to Kisumu are some of the transport and infrastructure support project (Government of the Republic of Kenya, 2013).

The Ministry does these functions either through various departments in headquarters or through state corporations under it like Kenya National Highway Authority (KeNHA) (Owolabi, 2014). In this regard the Ministry through its above-mentioned implementing agencies is supposed to implement projects that are efficient, effective and above all meets internationally accepted standards. The issue that then arises is that the use of these funds has to follow some terms or conditionality, regulations and policies of the donor of those funds. At some point these conditionalities impede the implementation of these projects as some of these conditions are political and therefore not aimed at the efficient and effective implementation of the projects (Maina, 2016).

These just emphasizes that there is a problem in the way donor projects were identified, implemented and sustained. The low absorption of donor funds Vis -a-Vis GOK funds which has

always been encountered during budget execution is an indication that majority of the projects funded by donors aren't implemented properly (Nyandika & Ngugi, 2014). This is the problem the study seeks to investigate the possible challenges that might be contributing to the cause of the problem. In some reports these low absorptions are attributed to a number of challenges among them lengthy procurement process, poor planning and delay in release of donor funds (Republic of Kenya, 2014) but an investigation has not been done.

Kenya National Highways Authority (KeNHA) is one of the many state corporations in Kenya and was developed under the 2007 Roads Act, and has the responsibility of managing, developing, rehabilitating and maintaining national roads (Class A, B & C roads). KeNHA aligned both its ongoing and upcoming infrastructure projects with the aim to ease congestion and lower travel time and cost to enhance cities, urban areas and commercial centers connectivity. It supports economic pillar enabling the country achieve its long-term plans of achieving the vision 2030 (GOK, 2015).

Currently, the network infrastructure in Kenya is considered to be of good quality and there is an adequate connectivity but still it is of low density. This is addressed by enhancing the intensity and functionality of country's road network for the purpose of bringing the entire road network to a good condition. Currently, KeNHA has implemented strategies to make sure that projects are implemented within the set span of time to make sure that the public sees the value for their money (GOK, 2015). Based on this backdrop, the study sought to investigate the challenges facing implementation of donor funded transport and infrastructure support project in Nairobi County, with special reference to Kenya National Highway Authority.

### ***1.1.1 Challenges of project implementation***

Project implementation is a set of activities designed to put into practice an activity or program of known dimensions (Arndt, 2010). Lavagnon (2011) notes that project implementation face problems that could be termed managerial, organizational, poor stakeholders involvement as well as cost overruns and delays in fund release during implementation. Rajasekar (2014) adds that challenges of strategy implementation can be categorized as leadership style, information availability and accuracy, uncertainty, organizational structure, organizational culture, human resources and technology. Alutu and Udhawuve (2009) notes that project implementation is affected by prevalence of corruption, war, drought and governments political priorities.

According to Young (2013) the challenges in project implementation in developing nations include social, cultural, political and financial problems. Gatari, Mbabazi and Jaya (2018) indicated that implementation challenges include inadequate project execution, operations and supervision. These are further broken down into cost over-runs, inadequate information flow, poor supervision and problem solving, insufficient capacity and incompetence, untrained/unskilled project managers, fragmented responsibility for implementation, inadequate resources, delivery delays and poor procurement, staff turnover, and failure to develop indigenous management skills. Kilewo and Frumence (2015) also indicates that project implementation challenges are linked to unclear project objectives, poor planning, lack of financial support, lack of project management capacity, skills or training, lack of commitment from project members, poor communication and conflicts and corruption.

### ***1.1.2 Donor support in Kenya National Highways Authority***

Donor support primarily takes the form of direct aid (grant funds and goods and services) as well as concessionary loans from governments and financial institutions. Management of funded activities is either through host governments or Non-Governmental Organizations (NGOs). Donor support is critical to developing nation's economic, social and political development for the foreseeable future (Torsvik, 2015). Donor Aid Effectiveness remains a top priority for the international development community. Donor support is characterized by a short life span which normally ranges between one to five years and an ad hoc nature of operational set-up (especially when responding to emergencies such as disasters and relief interventions). Donor support on projects is characterized by limited budgets, uncertainty in cash flows resulting from irregular funds flow and unfulfilled donor pledges. Quite often donor support project work in remote locations which results in the projects' inability to attract and retain qualified and experienced and other professional staff (Adedeji , 2011).

Donors owe a responsibility to their funders (governments or boards) of ensuring that the funds disbursed to the recipients are used for the intended purposes. To meet this objective, disbursements are preceded by a funding agreement which stipulates how the funds will be spent among other conditions. Expenditure ceilings are thus built into these agreements to prevent misuse, align the impact and outcome of these projects to the countries' direction of development as well as to the Millennium Development Goals (MDGs) (Svensson, 2010).

### ***1.1.3 Kenya National Highway Authority***

The Kenya National Highways Authority (KeNHA) is a statutory body established under the Kenya Roads Act of 2007. It was inaugurated in September 2008 and the first Director

General appointed in December 2008. Its headquarters is in Nairobi and has ten regional offices and three corridor management offices. KeNHA was certified ISO 9001: 2008 on July 2013 and was recertified to ISO 9001: 2015 in September 2018. KeNHA is responsible for the development, rehabilitation, management and maintenance of all National Trunk Roads comprising Classes S, A, and B roads, totaling to approximately 18,101 Km as per the gazette notice L.N. 2/2016 (KENHA, 2020).

KENHA vision is to be a leading Authority in the provision of National Trunk Roads. Its mission is to develop and manage Quality and Adequate National Trunk Roads through Innovation and Optimal utilization of resources for Sustainable Development and it is mandated to manage, develop, rehabilitate and maintain national roads. KeNHA is committed to delivery of the best quality services to customers and stakeholders at all times through regularly trained and dedicated staff. The organization is headed by the board of directors (KENHA, 2020).

#### ***1.1.4 Nairobi County***

The Nairobi City County is the creation of the Constitution of Kenya 2010 and successor of the defunct City Council of Nairobi. It operates under the auspices of the Cities and Urban Areas Act, The Devolved Governments Act and a host of other Acts. The Nairobi City County is charged with the responsibility of providing a variety of services to residents within its area of jurisdiction. These include the services that were hitherto provided by the defunct City Council and the ones that have been transferred from the national government. The former includes physical planning, public health, social services and housing, primary education infrastructure, inspectorate services, public works, environment management while the latter include agriculture, livestock development and fisheries, trade, industrialization, corporate development, tourism and wildlife, public service management (Nairobi City County, 2020).

The goal of Nairobi is to provide affordable, accessible and sustainable quality services, enhancing community participation and creating a secure climate for political, social and economic development through the commitment of a motivated and dedicated team. Led by The Governor and The Deputy Governor, the Executive arm of the County is charged with the responsibility of policy formulation. Within this arm is the County Public Service Board, the County Executive Committee, the City Inspectorate, County Investigations and Information Analysis departments, Disaster Management and Coordination Sector and a host of advisories (Nairobi City County, 2020).

## **1.2 Statement of the Problem**

Based on Human Development Report (2011) by United Nations Development Programmer's (UNDP's) there has been a 35% increase in official development assistance (ODA) between 2004 and 2011. In 2011, yearly ODA was at US\$100 billion. Despite the amount of development aid received being huge, development projects funded by donors still face several challenges that threaten the achievement of expected goals (Diallo & Thuilier, 2004; and Kwak, 2002). These challenges include the fact that the projects are not effective neither are they efficient and they fail to promote ownership of development process of recipient country. Leiderer (2012) gave a summary of the weaknesses of isolated projects of development: the transaction cost for projects is high; the projects are predominantly driven by supply (follow priorities of donors rather than recipients) and tend to have little ownership for the process of development on the side of the recipient, the project undermines the administration of the recipient and political capacities through the establishment of parallel systems for management of aid resources and projects results in temporary and locally confined effects which have little effects on structural and systemic challenges in countries that are still developing.

According to Lavagnon (2012) projects funded by donors in Africa fail because of a number of reasons. This includes lack of results accountability, lack of capacity for project management, challenges in monitoring and evaluation and cultural challenges. Too much emphasis has been directed on aid agencies on strong procedures and guidelines leading to the culture of results accountability but the intention to manage results is little. Several projects funded by donors have continued to perform below targets. Most of the funds invested in these projects have gone down the drain with no results and outcomes observed.

Donor funded transport and infrastructure support projects in Kenya are facing problems of delays in their life cycle of implementation therefore not successfully completed. According to Maina (2016), several projects do not complete within the planned budget, within the stipulated schedules and failing to meet the desired quality due to factors such as time inefficiency, inadequate funds and lack of advance implementation equipment. Kenya National Bureau of Statistics (KNBS) (2015) report indicate that many donors funded projects not completed as expected because of donor related obstacles, material unavailability, poor infrastructure, financial inadequacy and poor management abilities existed. The government has been receiving funds from several donors for financing various projects implemented by the government; however, there have been problems of under-absorption of the funds hence failing to implement projects or slow implementation of the projects. This problem is across all sector of the government.

Local researchers have not focused on challenges that face the implementation of donor funded transport and infrastructure support project. Nyandika and Ngugi (2014) studied effects of total quality management on company performance in Kenya; the case of Inter Build Company Limited. Maina, (2016) surveyed management challenges of procurement services

within KURA. Waihenya (2014) studied analysis of challenges that faced implementation of projects using the case of projects in the ministry of roads. This study therefore sought to fill the research gap by investigating challenges facing implementation of donor support projects in the Kenya National Highway Authority.

### **1.3 Objectives of the Study**

#### ***1.3.1 General objective***

The general objective of the study was to investigate the challenges facing implementation of donor support projects in the Kenya National Highway Authority.

#### ***1.3.2 Specific objectives of the study***

The study was guided by the following objectives

- i. To assess the influence of donors-imposed conditions on implementation of donor funded projects in Kenya National Highway Authority.
- ii. To analyze the influence of procurement related factors on implementation of donor funded projects in Kenya National Highway Authority.
- iii. To assess the influence of project planning practices on implementation of donor funded projects in Kenya National Highway Authority.
- iv. To establish the influence of stakeholders' involvement on implementation of donor funded projects in Kenya National Highway Authority.

### **1.4 Research Questions**

The study sought to answer the following research questions

- i. To what extent do donor's-imposed conditions influence implementation of donor funded projects in Kenya National Highway Authority?
- ii. How does procurement related factors influence implementation of donor funded projects in Kenya National Highway Authority?
- iii. To what extent do project planning practices influence implementation of donor funded projects in Kenya National Highway Authority?
- iv. How does stakeholders' involvement influence the implementation of donor funded projects in Kenya National Highway Authority?

### **1.5 Justification of the Study**

Donor funding is considered to be development aid; its administration is for the purpose of promoting sustainable socio-economic development and welfare of the country receiving the aid. It encompasses bilateral aid flowing directly from donor to recipient and multilateral whose channeling is through intermediate lending. The investment of donor funds by donors is diverse; it is global, national, regional and local. Nonetheless, majority of the projects have failed to achieve the set goal and objective. Majority of donors have provided grants but have shifted to results based funding in order to achieve and make sure that the goal of the project has been fully achieved. This study focused on investigating the challenges facing implementation of donor support projects in the Kenya National Highway Authority.

The study added to the pool of knowledge on implementation of donor funded project and helps in formulation of policies that aid in decision making in regard to utilization of donor funds. It also aided in enhancing planning and results in efficiency and effectiveness in the management and by extension improve implementation of donor funded transport and

infrastructure support project at Kenya National highway Authority and the ministry of transport as whole.

The stud findings will be of great importance to future scholars and academicians as it will form the basis for future studies and provide literature. The study will also add to the body of knowledge on the challenges facing implementation of donor support projects. The study finding will assist policy makers in the ministry of transport and Infrastructure in coming up with policies that will enhance the implementation of donor support projects in the road sector in Kenya.

### **1.6 Scope of the Study**

This study focused on investigating the challenges facing implementation of donor support projects in the Kenya National Highway Authority. Specifically, it was limited to Kenya National highway Authority. It focused on assessing influence of donors-imposed conditions, procurement related factors, project planning practices and stakeholders' involvement on implementation of donor funded project at Kenya National Highway Authority. Management employees of Kenya National Highway Authority at the headquarters in Nairobi were targeted and from the target population a sample was drawn.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provided an overview of the existing literature on implementation of donor funded transport and infrastructure support project. The chapter focuses on theoretical review, empirical review, and the Conceptual Framework.

#### **2.2 Theoretical Review**

The theoretical foundation for this study was; theory of constraints, complexity theory and Resource Dependency Theory.

##### ***2.2.1 Theory of constraints***

The basic premises of the Theory of Constraints are the assumption that individuals thoughts are that they are good and all systems are simple (Goldratt & Cox, 2005). However, something must be missing. With the thought that people have a lot of troubles with projects, why do good? Before a project is completed, a project can be considered to be set of multiple tasks that have to be completed in a particular order. What is missing? It could be an understanding that is hidden on performance of project systems. It could also be something that acts upon systems for project management: good to have the thought that individuals can do things that worsens problems.

According to the theory of constraints, poor practices of management and lack of necessary interventions are the main reasons why organizations face challenges with management of cost, poor performance and chronic conflicts. This theory on constraints was developed in the 80s by Goldratt with the intention of helping organizations make decisions of

the changes required, consider what action is desirable and how the change can be triggered. The theory suggests that first the factors that affect budget estimates should be identified. After they have been identified, it is the responsibility of managers to determine how constraints or success barriers should be handled. Overall performance can be improved by focusing on resolving the key problem (Goldratt, 2009). In addition, Baloi and Price (2003) explained that majority of the companies do not examine their operations as a whole when it comes to development of their cost estimates. When the organization focuses on their short-term goals, they jeopardize the long-term success and therefore it is suggested to focus on the long-term view.

The theory explains that operations of all systems are in a cause effect environment. One single event is responsible for causing another and therefore prompts the measure of factor analysis. Adhering to cost estimate can be a constraint or has the potential of becoming a constraint. Cause-effect relationship is complicated, especially in complicated systems like the ones used in construction projects. When you capture the essence of cause-effect in a system and identify the factors emulating these relationships it is the key to system performance and excellent devotion to estimated costs.

The focus of Theory of Constraints (TOC) approach is to complete the entire project within set time. The theory explains that the main challenge to any project is the time taken to complete critical chains. Thus, weight is put on activity completion for critical chains with no time wastage. Therefore, major cause of time wastage can be eliminated by cutting down on individuals safety time, and therefore the constraint will be removed. Nonetheless, this doesn't imply that the projects should not be protected against unpredictable delays in individual activities. Time buffers should be provided to safeguard against delays. There is a very high level of uncertainty that projects are involved in and it heavily depends on individual contributions. It

is therefore important for project managers to collaborate with various departments involved with the project in order to estimate the lead time and therefore be in a position to meet critical chain needs. The concept of critical chain starts with project managers who are talented and self-driven and the assumption that resource constraints are within project's scope and not in its leadership.

### ***2.2.2 Complexity theory***

This theory classifies problems according to how easy they are to resolve. Assigning of a problem to the P-problem (polynomial-time) class is dependent on if the steps required for the problem to be solved are confined by some power of problem size. Assigning of a problem to a NP-problem (nondeterministic polynomial-time) class is based on whether it allows a nondeterministic solution and number of steps for verifying solution is confined by problem's size power. P-problem class is subset of NP-problem class but there are problems that are not NP. Terry Williams one of the prominent authors of complexity theory highlights some views of other scholars but further extends it by one dimension of time estimate (Grobman, 2005).

Besides the two complexity components, concerning number of factors and their interdependency a third factor of uncertainty is introduced. Uncertainty contributes to increased project complexity and thus time estimates can be considered as consistent dimensions of project complexity which could arise from various factors (Williams, 2008). Most of the time, projects require additional funds and there is increased urge to lower time to market and therefore affects the project's cost estimates (Williams, 2008). Kahane (2004) insists that it is important to talk and listen to one another when solving tough problems when cost estimates are being developed.

There are three ways in which William (2008) makes a distinction of complexity. The first is dynamic Complexity meaning that cause and effect are far apart and from first hand experience, it is hard to grasp. It is important to note that factors based on complexity are related to the dynamics of the project and most of the time they are abundant. The reason is because of difficulty in well comprehending the nature of construction projects dynamics for the purpose of identifying relatively complicated factors. This means to plan for a dynamic system is not easy because of the changes in circumstances and the environment. It becomes even more challenging to make estimates with the consideration that it depends on the changes in environmental conditions and other unknowns. Research on this is ongoing since there is need to identify more details and explore the findings.

Systems for managing projects are considered to be dynamic systems, similar to nature, meaning that over time they change and therefore becomes difficult to predict. These systems that are becoming more and more fast-paced and are causing explosion in complexity and therefore affects the way project managers manage. Despite their transformation, there is always an underlying predictability that can be identified.

### ***2.2.3 Resource Dependency Theory by Pfeffer and Salancik (1978)***

The Resource Dependency Theory was formulated by Pfeffer and Salancik (1978). It provides the framework that is important in understanding the connection that exists between an organization and its environment. It also looks into the importance of the acquisition and maintenance of resources that would ensure the sustainability of an organization in an uncertain external environment. According to the theory, organizations cannot produce all the resources they need for their operations; this requires them to engage in exchange with the current external environment so as to acquire the resources they need for survival (Pfeffer & Salancik, 2003). The

theory stresses that it is important to look at the environment in which NGOs operates, so as to be able to explain the behavior and impact of such NGOs (Pfeiffer & Salancik, 2003). The organization's environment in this theory is considered a central source of "uncertainty" and a constraint (Pfeiffer & Salancik, 1978). Different characteristics of the organization's environment, such as the presence of competitors can impact and influence the performance of the organization.

According to this theory, since the organization resources usually originate from outside sources, this implies that the sources providing access to such resources have a certain claim to the organization and their claims need to be well managed. The theory usually defines resources in a broad way and includes knowledge and networks as resources. However, in most cases the theory has used revenue size of the organization to represent the resources of the organization and also as a measure of the organizations control over the external environment. The important of resources is not only a robust but also a widely cited finding in the study of sustainability for non-profit projects (Hager, 2001; Fernandez, 2008).

According to the resource dependence theory, the ability of the donor projects to obtain resources that are necessary to support the projects operations influences the impact of such projects. This means that donor funded projects with more resources have a greater impact compared to projects with less resources. Organizations in most instances depend on different multidimensional resources including capital, labor, and raw material resources among others. In some instances, organizations might be unable to come up with countervailing initiatives for all the multiple resources. The resource dependency theory is used in the study above to investigate the challenges facing implementation of donor support projects in the Kenya National Highway Authority.

## **2.3 Empirical Review**

In this section, empirical review from other authors is provided. Their contributions in areas relating with the study variables are presented.

### ***2.3.1 Donors imposed conditions on implementation of donor funded project***

Barbara (2014) studied the effect requirements of donors' reporting have on NGO decision-making and projects in post-disaster housing reconstruction. Literature was reviewed from different sources. After the literature was reviewed, exploratory interviews were conducted with NGO field staff members working on housing reconstruction in post-Typhoon Haiyan regions of the Philippines. Results from these interviews indicated that NGOs frequently and actively use information gathered for reporting requirements to inform decisions about program success and project design. Still, there may be a disconnect between the emphasis donors put on beneficiary numbers and NGO capacity for project quality and sustainability.

Geberegiabher (2016) studied the impact of conditionality on effectiveness of aid in Ethiopia. The study analyzed effects of conditioned aid and the repercussions it has in inducing effectiveness of aid and lowering poverty levels; i.e. examining the impacts of ex-ante or ex-post conditionality as a factor that enhances efficiency. It's evident the problem is not trying the aid pre/post conditions but rather imposing the conditions without considering how willing the government of the country is becoming more of a threat than an opportunity, increased wastage of aid, dependence creation, and reduction in confidence. Therefore, efficient utilization of aid resources is affected by ex-ante or ex-post conditions that fail to realize the capacity of bodies involved in administering and implementing the procedures. In most instances, imposing conditions without government and donor agreeing results in different colossal effects on country's political and economic stability

Mugo (2015) researched on conditional donor funding and how it affects the economy of NGOs in East Africa. Researchers focus was addressing conditions governing the donor funds and how they affect the autonomy of NGOs. The study was qualitative where three East African countries were involved i.e. Kenya, Uganda and Tanzania. The study was based on a web-based survey. The organizations used in the study were selected using probability sampling. It was evident that most of the organizations selected benefited from donor funds outside Africa while the locals were responsible for managing and running the organizations unlike their foreign counterparts. This finding was a surprise considering that majority of the findings was from foreign sources. The issue on dependence was very clear because most of the NGOs indicated that they totally relied on donor funds which were specific for certain programs.

Lukio (2018) evaluated the influence of donor regulations on effective utilization of health sector funds in the former Nyanza Province. Descriptive survey research design was adopted and targeted 4 donor organizations with projects in Kisii, Kisumu and Homa Bay Counties all in the former Nyanza Province. it was evident that; first, donor financing Regulations on projects insulated the projects funding base from interference by external actors; second, the donors often imposed strict administrative Regulations on their projects and they were particularly keen on establishing a sound managerial base for their funded projects so as to improve the levels of financial controls and accountability without compromising the levels of service delivery. Thirdly, it emerged that risk ranking was not prioritized by the donors probably due to the view that most of the projects they funded were in partnership with the government which indemnified the risks associated with the projects.

Keng'ara (2014) carried out an evaluation on impacts of procedures for disbursing funds on implementations of projects funded by donors in Homa Bay County, Kenya. It was evident

that most projects recorded a delay of up to 15 months in release of funds. This was because of lack of ability by suppliers to honor contract obligations and cost overruns incurred by projects. Audit issues that were not resolved resulted in suspension of aid by donors and huge amounts being returned to the treasury. Also, project completion on schedule was not guaranteed by donor providing staff to man crucial departments.

Ongeni (2018) did a study on conditions for financing and effective utilization of donor funds in the health sector in Nyanza Region, Kenya. Researcher's focus was to determine how financing conditions imposed by donors affected effectiveness in funds utilization. Descriptive survey research design was adopted and 4 donor organizations targeted with projects in Kisii, Kisumu and Homa Bay Counties all in Nyanza Region. 84 persons comprising fund management team members, accountants, auditors, and fund evaluation team members from the area obtained with use of stratified random sampling. Questionnaires were adopted tools for collecting data. Information gathered was analyzed using descriptive and inferential statistics. It was revealed that donor financing conditions on projects insulated the projects funding base from interference by external actors, thereby, effectively mitigating the agency problem in fund utilization.

Mogaka (2017) researched on procedures for disbursing funds and implementation of health projects funded by donors in Nairobi City County, Kenya. The focus of this research was health projects in Nairobi County that have been funded by donors, whose number stood at 56 as at December 2015. The study respondents were the respective project managers. The target population was drawn from the selected projects, whose number stood at 56 as at December 2015 and a census of all the 56 projects was considered. Secondary and primary data was collected with the aid of a detailed semi-structured self-administered questionnaire that was completed by the project managers. The study revealed that funds protocol agreement, resource

allocation, organizational structure and organizational culture positively and significantly influenced implementation of the health projects.

### ***2.3.2 Procurement related factors on implementation of donor funded project***

Eyaa and Ntayi (2010) studied procurement practice in performance of supply chain in SMEs in Kampala. From data collected it was evident that risk taking in purchasing significantly predicted performance of supply chain. On the other hand, knowledge and skills on purchasing as well as strategic performance didn't have significant influence. On international levels, governments are involved in trade activities and procure goods as well as services like defense equipment, providing or receiving aid and operating diplomatic posts in other nations and these activities conduct lead o financial risk exposure and other challenges on accountability.

Abdi (2012) studied procurement practices in Kenya's Public Corporations and found that employees understand what each supposed to do, there is also segregation of duties thus there are incidences of collusion among them. Okwiri and Paul (2012) studied of the roles of ethics in Management of Supply Chain of oil Corporations and found that employees should be ethical responsible to enhance the performance of procurement in institutions. Generally, planning improves collection, evaluation and interpretation of essential data and information for the purpose of producing knowledge applicable in making good policies. In most of countries in Africa, planning is yet to reach the level where described aims are achieved since the problems relate with technical and human capabilities as well as financial resources (Basheka, 2010).

As per Kirungu (2011) on his investigation of elements impacting the execution of the Donor Funded Projects; a contextual analysis of Financial and Legal Sector Technical Assistance Project (FLSTAP) under finance ministry has neglected to accomplish its objectives inside

specified venture courses of events because of the provokes owing to obliged both World Bank (WB) and Government of Kenya (GOK) acquisition frameworks. The task planned to accomplish a sound monetary framework and reinforce the legitimate structure and legal limit that would guarantee wide access to budgetary related lawful administrations. The accomplishment of this goal has been helped through acquisition of products and services, consultancy and preparing.

As per World Bank Report (2011), the present normal project supports ingestion rate was under 10% per year. The situation is accused on a wasteful and bureaucratic obtainment framework. Policies as well as rules overseeing the usage of donor funds should be excessively protracted and passed on few stages of audit by the donor and the borrower. It is particularly applicable in rules administering choice and work of Experts by WB Borrowers.

Gulati, Wohlgezogen and Zhelyazkov (2012) asserts that vital relationship with appropriate providers need to be incorporated in the supply chain for the purpose of containing costs, improving quality and adaptability or the purpose of meeting end-customers' esteem and decrease lead time in different phases of the supply chain. Buying and support of supply management in relation with identifying selection criteria for suppliers, decisions on selecting suppliers and monitoring performance of suppliers. Nonetheless, choosing the correct suppliers for a drawn-out relationship is a pertinent acquirement issue that requests wise consideration.

Kirigia (2018) studied project procurement practice and operational performance projects funded by donors at USAID in Kenya. A case study was adopted for the purpose of understanding the occurrences. The research targeted directors or the Programme Managers and procurement staff at USAID, Kenya. Questionnaires were main data collection tool. SPSS (23.0)

was used to analyze the information gathered. It was evident that the extent respondents department had established a governing supply chain council was to a great extent; the extent respondents had adopted properly aligned and staff strategies in the organization was to a great extent and respondents had adopted putting under the supply chain functions to a great extent.

Ahsan and Paul (2018) inquired about issues of procurement in international development projects funded by donors. This examination researched the basic obtainment challenges encountered by international development (ID) projects in Bangladesh. Experts in procurement were interviewed and were selected from the three major ID projects; donor organizations, policy makers of the host country government and units responsible for project implementation. The most significant classes of difficulties were those identified with project executives' limit/ability, and morals. More explicitly, the difficulties considered most significant were those identified with ill-advised task planning, undue practices in acquisition execution, government administration and obstruction in procurement, and procurement employees who are inexperienced.

Cherop (2016) inquired about on the acquisition works on affecting task execution in public institutions in Kenya. The reason for this investigation was to evaluate the condition of public undertakings execution. The investigation explored descriptive research design and involved management of data to determine if the data was accessible in the organization through the assessment of accessible records and reports. The investigation found that for sure different acquisition practices influence the effective execution of tasks at KenGen. The provider choice was found to decrease irreconcilable situation between the providers and the executives of the association and in the process impact profitability of the staff. Foundation of powerful execution

indicators by the organization as one type of acquisition practice added to the impediment of superfluous uses by the firm and diminishes dangers and increments in client reliability.

Mutua (2019) researched on factors determining effective performance of procurement through projects funded by donors in Kenya's public sector. The study purposed to examine the factors determining effective performance of procurement. Descriptive research design was adopted. To gather data, structured questionnaire was used. Results indicated that staff competency, resource allocation, procurement planning and contract management have direct link with effective performance of procurement among the projects in the public sector in Kenya funded by donors.

Mbiu (2015) looked into on procurement works on influencing usage of tasks by International NGOs in Kenya. The reason for this examination was to evaluate the degree to which procurement rehearses employed by INGO'S working in Kenya influence implementation of ventures. The investigation uncovered that lion's share of the respondents see acquisition arranging, seller determination, contract checking and control, just as obtainment dealings as significant elements for effective execution of tasks. This in any case, there exists two arrangements of difficulties in transit towards fruitful execution of the over four key acquirement capacities. To start with, a few associations need reported arrangements on the best way to complete procurement planning, merchant determination, contract observing and control, just as procurement exchanges. Second, a few sellers, in spite of having been prequalified dependent on merit, in the long run show absence of ability to hold fast to the settled upon conveyance courses of events and execution principles.

### ***2.3.3 Project planning practices on implementation of donor funded project***

As a general principle in planning, Chandra (2010) affirms that dissimilar to small projects that include not many activities, complicated projects involve more and here are several stages of proper planning that are involved which if not done might result in chaos. Sound proper arranging gives the premise to sorting out the work on the project and assigning duties to people. It isn't just a method for correspondence and coordination between every one of those associated with the acquisition project yet in addition prompts individuals to look forward other than ingraining a desire to move quickly and time cognizance. Overall arranging gives the premise to checking and control.

As demonstrated by Saunders (2011), arranging incorporates the pieces of envisioning techniques to help during the time spent predicting costs and earnings (budgetary installment). The other essential part of task arranging is choosing the affiliation structure. The structure will normally be impacted by the key choices as indicated by advantage and the genuine degree. Portions of reasonable specialization and the concordance among centralization and decentralization of obtaining activities ought to be reflected vulnerabilities. Thought may similarly be on the headway of arranging frameworks, for instance, system structures, multifunctional gatherings and sheets of trustees. Now and again, obtaining venture gatherings or groups may be confined for express undertakings.

Lysons and Farrington (2010), on their part, have in like manner underscored the congruity of advantage assignment as a piece of plan during the time spent the undertaking use method plan. Resource partition at this stage will regularly expect the sort of cash related, physical, human and mechanical resources doled out to a limit or activity. Such part is commonly lessened to quantitative terms imparted in procurement spending plans or spending

synopses of advantages expected to achieve unequivocal objectives or to execute an arranged procedure.

Frese (2013) hold that incredible venture execution requires persevering checking, estimation of time and accomplishments, and people and equipment plans. Properly done schedule control will give the foremost knowledge that basic orchestrating may not be going according to design. Singling out these signs, one can have an early opportunity to execute a fallback position and furthermore reconsider to pull together. Likewise, with deference, in any case, developing the most vital potential standards of master capacity among those whom are careful; upgrading the use of benefits for which they are reliable to give the best bit of leeway to their using affiliation; coming both with the letter and genuine motivation behind the law of the country and lawfully restricting responsibilities and by excusing any business practice which may reasonably be respected less than ideal.

Igwe and Ude (2018) inquired about on project planning and usage in Nigeria. The motivation behind this examination was to investigate the present issues around project planning and usage in Nigeria's open area versus worldwide prescribed procedures. The strategy embraced was a narrative survey of past and current writing which upgrade basic and relevant examination of project usage and execution culture in the nation. It was discovered that the three levels of government have not so much arranged, actualized and executed projects with due tirelessness as per worldwide accepted procedures. In this manner there exists a far reaching institutional average quality in project execution, lack of vision, and deficient budgetary portions prompting significant expense of project financing and defilement over the long haul.

AlNasseri (2015) did an assessment on understanding uses of project scheduling and planning for development projects. The fundamental point was to examine and depict project partners' viewpoints with respect to a lot of recognized models including perspectives thought to be huge in fruitful project planning and booking. Three distinctive poll studies were thought of and planned so as to gather and examine information pertinent to the observational examinations introduced and talked about under the extent of this theory. The investigation setting is Oman. The outcomes structure the premise of conversations and reflections, and the four key components distinguished are: featuring the board instruments expected to improve authoritative information and comprehension of project arranging speculations and techniques; paying specific thought to the noteworthy variables (empowering agents and obstructions) affecting project arranging and booking; recognizing project the executives jobs and hierarchical conduct in arranging and booking; and expanding project partners' attention to front-end getting ready for an increasingly effective project execution.

Kariungi (2014) examined the advantages that are accomplished through strong commitment and information on project directors and the partners combined with viable booking and arranging in the best way. Kerzer (2012), in the examination, noticed that one of the essential benefits of building up a usage strategy is the way that there is a hierarchical possibility. Increment in interconnected authoritative units is brought about by coordination of the project the board execution process. Key project arranging conveys in general objectives to all administration levels inside the association. This accommodates input through and through, base to top, and starting with one practical unit then onto the next and in this manner lessens protection from change.

Mohamed (2017) did an evaluation of the project planning practices of Addis Ababa lodging project. The fundamental target of this examination was to survey the project planning practices of Addis Ababa lodging project. The investigation utilized review in its distinct research structure. The objective populace of the examination was staffs of the association in the chose four locales who are project colleagues and supervisors. The aftereffect of the investigation shows that the general project planning practice of the examination association is feeble however the degree of staff mindfulness with respect to the nearness of the project plan is acceptable. Then again the most broadly utilized project planning instruments work stall structure, Gant diagram and project the board data framework are material regardless of whether it isn't in an acceptable level.

Ong'ondo (2016) explored on pre-development planning in the development business of Kenya. This examination looked to research pre-development planning in the development business of Kenya, with accentuation on its sufficiency. This cross-sectional research embraced a blended strategy configuration comprising of investigation of a poll review regulated to dynamic contractual workers chose by method of separated irregular examining. The examination built up five issues that should be given cautious consideration when getting ready for projects usage. The issues arranged by significance incorporate; lucidity of degree proclamation, clearness of execution benchmarks, competency of the project group, clearness of jobs definition and temporary workers determination models.

#### ***2.3.4 Stakeholders' involvement on implementation of donor funded project***

Nguyen and Aguilera (2010) examined key partners' effects on the implementation period of international development (ID) projects. A various contextual analysis of two ID projects executed in Vietnam was attempted with the mean to research the effects of the key partners on

ID projects past the early periods of ID project life cycle, concentrating specifically on the usage stage. So as to have the entire image of the key partners' effects on the project execution, this examination additionally investigated the contributing elements of the distinguished effects just as inspected how incredible the key partners were in controlling the choices making or potentially encouraging the project usage spoke to through their various degrees of impact.

Consequences of the discoveries proposed the two similitudes and contrasts wherein the revealed effects of the key partners would in general be more counter-beneficial than valuable to the project implementation. The likenesses of the discoveries demonstrated that the two particular projects confronted basic issues in the execution stage while the distinctions could be clarified by the particular conditions that encompassed the projects. The portrayal of the counter-profitable perspectives in the discoveries implied the dangers related with the key partners which were beneficial considering as far as the hazard relief in the usage period of an ID project (Nguyen and Aguilera, 2010).

Temba (2015) surveyed the job of partner's cooperation on supportability of donor funded project: a contextual investigation of handicapped youth network program in Tanga. The fundamental goal of the investigation was to survey the job of stakeholders' support in advancing maintainability of donor funded project. A cross sectional distinct research configuration was utilized with an example size of 70 partners. Being a subjective report intensely impacted by the interpretivist theory, information were investigated through substance examination and SPSS adaptation 16.0. The examination found that all together for stakeholders' interest to be powerful in advancing maintainability of donor funded projects it ought to be started from the earliest starting point of the project. The investigation additionally found that the significant job of

stakeholders" support in donor funded projects was primarily as Asset activation, Cooperation and association, Material commitment, and resident control.

Ruwa (2016) contemplated the impact of participation of stakeholders on the presentation of donor funded projects: An Instance of Kinango Integrated Food Security and Livelihood Project (Kifslp), Kwale District, Kenya. The investigation was attempted to exhibit how partner cooperation impacts the presentation of donor funded projects. Spellbinding plan was utilized to dissect information. The specialist related and did relapse of the needy and free factors so as to test the speculations of the investigation. The examination found that stakeholders interest and project execution were decidedly connected. While cooperation in inception, execution and checking and assessment were emphatically corresponded to project execution, support in arranging and project execution were adversely associated. Tables were utilized to introduce the information. The scientist presumed that partner interest in the four periods of the project cycle impacts project execution.

Magero and Muchelule (2019) studied the influence of stakeholder's participation on sustainability of women funded projects in Carolina for Kibera. Researcher's focus was on establishing the influence of stakeholder's participation on sustainability of women funded projects in Carolina for Kibera. Descriptive survey design approach was adopted. Analysis of the data collected from questionnaires was done though quantitative techniques and representation done in figures. The study found that stakeholder's participation was indeed very important for sustainability of women funded project.

Ngare (2019) researched on the role of involving stakeholders in the sustainability of projects in Nyeri County Referral Hospital, Kenya. This focused on how stakeholder's

involvement influences sustainability of funded projects. The study targeted 137 employees. Linear regression was computed to determine the relationship between the variables. The findings of the stakeholder involvement significantly influenced project sustainability. The regression model developed showed that the model which indicates that 46.6% of the variation in project sustainability is clarified by the variation of predictors in the model.

Ochunga and Awiti (2017) examined the impact of stakeholders support on maintainability of network improvement projects actualized by plan worldwide in Homa Straight Town Sub-Province, Kenya. The reason for the examination was to explore the impact of stakeholder cooperation on maintainability of network advancement projects actualized by Plan Universal in Homa Inlet Town Sub-District. It was set up that there was a powerless however huge negative relationship between aloof cooperation among partners on and supportability of network improvement projects. It was likewise settled that there was a moderate critical positive connection between's intelligent investment among stakeholders on maintainability of network improvement projects. A moderate noteworthy positive relationship between the impacts of utilitarian support among stakeholders on maintainability of network improvement projects was set up There was a moderate huge positive connection between the impacts of ideal investment among stakeholders on supportability of network advancement projects.

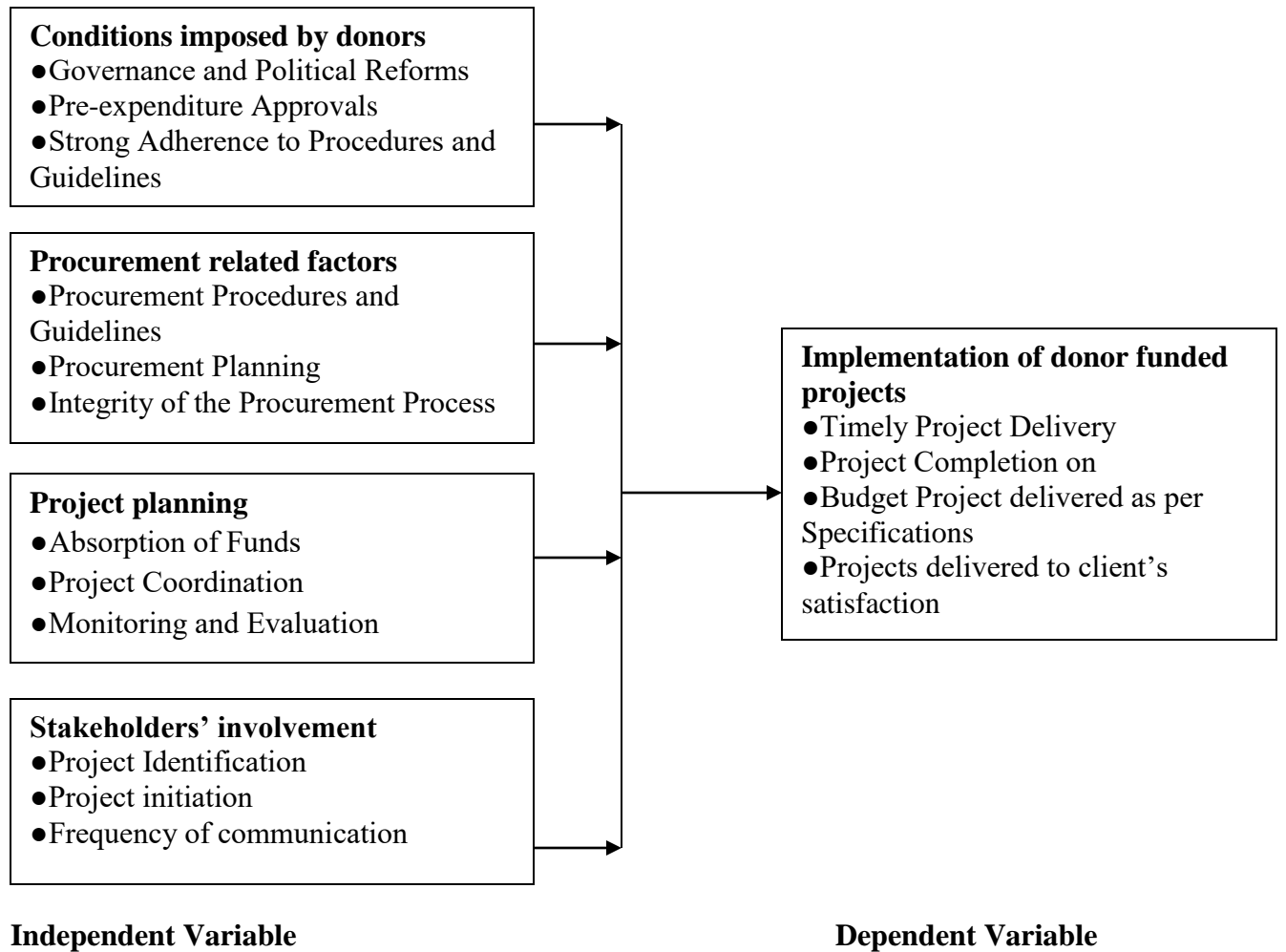
Matu, Kyalo and Mulwa (2019) looked into on stakeholder interest in project arranging: essential to viable finish of urban street transport framework projects in Kenya. The target of this examination was to decide the impact of stakeholder interest in project anticipating the fulfillment of urban street transport-foundation projects in Kenya. Down to business inquire about worldview was used for this investigation to encourage blended research strategies. The examination received clear review and correlational research structure. The objective populace

was 1593. A five point Likert type scale poll was utilized to gather quantitative information while talk with guides was utilized to gather subjective information. The investigation found that stakeholder interest in project planning affected the fruition of urban street transport framework projects in Kenya showing that stakeholder support in project arranging clarifies 70.3% of the varieties in the finishing of urban street transport foundation projects in Kenya.

Nyabera (2015) considered the impact of stakeholder interest on usage of projects in Kenya. This investigation tried to set up the impact of stakeholder cooperation on usage of projects in Kenya: an instance of Empathy Universal helped projects in Mwingi sub-county. Elucidating research configuration was utilized in this investigation. The examination additionally utilized both subjective and quantitative research strategies. The exploration was completed utilizing a poll and meeting guide. The investigation built up that in projects with partners spoke to in the project administration structure, partner support in project commencement firmly affected project usage, trailed by partner cooperation in project arranging. Partner cooperation in project execution had some moderately great effect on project usage. In any case, partner support in checking and assessment had feeble impact on project execution.

## **2.4 Conceptual Framework**

The independent variables are donor-imposed conditions, procurement related factors, project planning practices and stakeholder involvement while the dependent variable is implementation of donor funded projects. This is as shown in Figure 2.1.



**FIGURE 1**

**Conceptual Framework**

*Source: Author (2021) No table of figures entries found.*

## 2.5 Operationalization of Variables

Operationalization of study variables and other components of the conceptual framework is presented in this section.

**TABLE 1**  
**Operationalization of Variables**

<b>Variable</b>	<b>Nature of variables</b>	<b>Operational Indicators</b>	<b>Measurement scale</b>
Donors imposed conditions	Independent	<ul style="list-style-type: none"> <li>● Governance and Political Reforms</li> <li>● Pre-expenditure Approvals</li> <li>● Strong Adherence to Procedures and Guidelines</li> </ul>	Ordinal
Procurement related factors	Independent	<ul style="list-style-type: none"> <li>● Procurement Procedures and Guidelines</li> <li>● Procurement Planning</li> <li>● Integrity of the Procurement Process</li> </ul>	Ordinal
Project planning practices	Independent	<ul style="list-style-type: none"> <li>● Absorption of Funds</li> <li>● Project Coordination</li> <li>● Monitoring and Evaluation</li> </ul>	Ordinal
Stakeholders' involvement	Independent	<ul style="list-style-type: none"> <li>● Project Identification</li> <li>● Project initiation</li> <li>● Frequency of communication</li> </ul>	Ordinal
Implementation of donor funded projects	Dependent	<ul style="list-style-type: none"> <li>● Timely Project Delivery</li> <li>● Project Completion on Budget</li> <li>● Project Delivered as per Specifications</li> <li>● Projects delivered to client's satisfaction</li> </ul>	Ordinal

*Source: Author (2021)*

## 2.6 Research Gaps

Empirical studies have not focused on challenges that face the implementation of donor funded transport and infrastructure support project. Nyandika and Ngugi (2014) studied effects of total quality management on company performance in Kenya; the case of Inter Build Company Limited. Maina, (2016) surveyed management challenges of procurement services

within KURA. Waihenya (2014) studied analysis of challenges that faced implementation of projects using the case of projects in the ministry of roads. Hence the research gaps which this study sought to fill by investigating challenges facing implementation of donor support projects in the Kenya National Highway Authority.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter, the study presents the research methodology that was used. It includes research design, target population, sample frame, samples and sampling procedure, instrumentation, data collection and lastly methods applied in data analysis.

#### **3.2 Research Design**

Descriptive research design was adopted. The research technique is suitable in collecting data, providing summary, presentation and interpretation for the purpose of making clarifications (Kumar, 2014). Abbott (2014) asserts that the benefit of descriptive research design is that the information generated is accurate mainly because it can collect data over a wide area covering a large population represented by a small sample. This research design is mostly applied in exploring the relationship between variables and allowing generalization of the findings in the target population. This design helped in obtaining descriptive and self-reported data on the challenges facing implementation of donor funded transport and infrastructure support project in Kenya.

#### **3.3 Target Population**

Ngechu (2004) explained a target population to be a set of elements, groups or people that are well defined and are under investigation. A target population should possess some specifications that the researcher is interested in and also it should not be heterogeneous. As explained by Mugenda and Mugenda (2003) there should be some observable characteristics in a population which the researcher is interested in making generalization of.

In this study the target population was management level employees stratified into three groups; top, middle and low-level management. The study targeted employees of Kenya National Highway Authority (KeNHA) at their headquarters in Nairobi. Therefore, target population was 166 management level employees currently working at Kenya National Highways Authority head offices in Nairobi, who have been involved in the implementation of various donor funded projects listed in Appendix III.

**TABLE 2**  
**Population**

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
Top Management	15	9.0
Middle Level Management	69	41.6
Low Level Management	82	49.4
<b>Total</b>	<b>166</b>	<b>100</b>

**Source: KeNHA HR, (2021)**

### **3.4 Sample and Sampling Technique**

Ngechu (2004) explained that it is important to select a sample that is representative and this is possible using the sampling frame. Using a sampling frame, the researcher is able to select the number of respondents or elements required to form the sample. This study used census technique for its sample. Using the census method, all the elements in the sampling frame forms the sample. A census is a study of every unit, everyone or everything, in a population. It is the method of statistical enumeration where all members of the population are studied (Kumar, 2014). A census provides comprehensive statistics on all subjects of the population, therefore enables overall information to be gathered on the population (Kothari, 2014). This study was a census of 166 employees of Kenya National Highway Authority.

### **3.6 Research Instrument**

The instrument and the tool to be used for data collection depends on the nature of the subjects, the expected data and results, the research objective, research questions and the research topic (Ngechu, 2004). Each instrument and tool selected collects particular data. As explained by Donald (2006) the two main types of data are primary data and secondary data. Data that was collected directly from the respondents is primary data while data obtained from other sources is secondary data. This study collected primary data using questionnaires. Using the questionnaire, the study was able to collect quantitative data through closed ended questions and qualitative data through closed-ended questions. The study also collected secondary information from publications and yearly reports of the company and other published information.

#### ***3.6.1 Pilot testing***

Pilot test was conducted for the purpose of pre-testing and validating the data collection instrument. As explained by Cooper and Schindler (2003) a pilot test group can be of any size up to 100 respondents based on the technique being tested; selection of respondents does not necessarily have to be statistically done. This concurs with the selected qualitative research design. Somekh and Cathy (2005) explained validity to be the level to which the items of the test provide a representation of the content the test intends to measure. The study applied the content validity to determine the level to which the collected data represents content of certain concepts. Based on Mugenda and Mugenda (2003), content validity is measured using experts and professional in the field of concern.

Validity was determined using the opinion of experts who in this case are lecturers in the school of HRD. Their opinion helped make necessary adjustments to the data collection

instrument and therefore enhance its validity. Reliability according to Walliman (2001) is how consistent the measurements are and most of the time, it is assessed using the test–re-test reliability technique. To enhance reliability, similar items are included in on a measure, a diverse sample is tested and uniform testing procedures are applied.

This study selected a group of 10 respondents from the target population to be used in the pilot test. The group was selected from all the levels of management. Also gender equity of the selected group and their geographical background was considered. The findings of the pilot test won't be included in the final study. Through piloting, pre-testing of the research instrument was facilitated it also allowed to establish the clarity of the research instrument to the respondents and therefore enhance its reliability and validity. Piloting also allowed the researcher to be familiar with the study area and the procedures of the organization and also identify the items that should be modified. The findings of the pilot test allowed the researcher to correct any inconsistency and therefore allowed the instrument to collect the intended data.

Reliability refers to the degree in which the instrument provides results that are consistent (Mugenda & Mugenda, 2008). Through piloting, the questionnaire was pre-tested to determine its reliability. In this study, reliability was determined by computing Cronbach's Alpha. This technique is responsible for determining the internal consistency of the instrument. SPSS software was used to compute reliability analysis. Usually, the Cronbach alpha value ranges between 0 and 1 with higher values suggesting high reliability. As explained by Cooper and Schindler (2008), Cronbach alpha of 0.70 and above is considered acceptable threshold value for reliability.

### **3.7 Data Collection Procedure**

The selected respondents were issued with questionnaires for data collection. Before the instrument is administered to the respondents for data collection, it was first pre-tested to enhance its reliability and validity. The study gathered secondary data from reports and other documented data; this information provided additional insight. Secondary data provides evaluation of historical or public records, opinions, government documents and/or contemporary confidential (Cooper & Schindler, 2008). As explained by Mugenda and Mugenda (2003) numerical records are sub-categories of documents and this includes figures, budgets and reports. This implies the inclusion of valuable statistical information in the study.

### **3.8 Data Analysis and Presentation**

The study collected quantitative data which was analyzed using descriptive statistics computed in SPSS version 23 and presentations done in percentages, std. dev., mean and frequencies. The findings were displayed in tables and figures. To achieve this, the responses were tallied, percentages of variations computed, and data described and interpreted in line with the objectives of the study and its assumptions. The findings were communicated with the help of SPSS. The study also collected qualitative data using open-ended questions which was analyzed using content analysis and presented in prose-form.

The level of relationship between two variables is determined by computing correlation analysis (Levin & Rubin, 1998). Correlation analysis in this study was computed to determine the strength and the direction of relationship between the dependent and the independent variables. Also, through correlation analysis, the study determined whether there is any chance of multicollinearity. The value of correlation range between -1 and +1 with, correlation values of 0 suggesting the two variables are not related and absolute values of 1 suggesting they are

perfectly correlated (Hair *et al.*, 2010). If the correlation values are  $r = \pm 0.1$  to  $\pm 0.29$  then the relationship between the two variables is small, if it is  $r = \pm 0.3$  to  $\pm 0.49$  the relationship is medium, and when  $r = \pm 0.5$  and above there is a strong relationship between the two variables under consideration.

The study conducted multiple regressions to investigate the challenges facing implementation of donor funded projects in Nairobi County: A case of study of Kenya National Highway Authority. The regression equation is:

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

Where:

Y = Implementation of Donor Funded Projects

$\beta_0$  = Constant

$X_1$  = Donors Imposed Conditions

$X_2$  = Procurement Related Factors

$X_3$  = Project Planning Practices

$X_4$  = Stakeholder's Involvement

$\beta_1$  to  $\beta_4$ , are the coefficients of the variables to be determined by the model

$\varepsilon$  = the estimated error of the regression model

The data was presented in tables. Presentation of the findings was based on the evidence from the collected data. The study drew its conclusions based on the findings of the study. The study also made recommendations based on objectives of the study which agrees with Mugenda

and Mugenda (2003) who explained that study recommendations should be in line with the objectives and purpose of the study. The study also had qualitative data which was presented in prose form.

### **3.9 Diagnostic Tests**

#### ***3.9.1 Normality***

Data is said to have a normal distribution if it is symmetrically distributed around the Centre and its curve is bell shaped (Field, 2009). Data that is not normally distributed are characterized by skewness and kurtosis. This study assessed normality by assessing skewness and kurtosis. Grissom and Kim (2012) stated that if the absolute value of the skewness is greater than three it is described as being extreme and if the absolute of the kurtosis level is greater than eight it is regarded as being extreme. If the acceptable level of skewness and kurtosis is violated then the issue has to be dealt with before multiple analyses is performed.

#### ***3.9.2 Linearity***

The association existing between the response and the predictor variable must be linear for accuracy in estimation of multiple linear regressions (Osborne & Waters, 2012). Linearity relationship was tested using ANOVA table, where the statistics  $F = (R^2/k - 1) / (1 - R^2) / (n - k)$  was used. If it is significant then the linearity assumption applies.

#### ***3.9.3 Multicollinearity***

Multicollinearity is the linear inter-correlation among predictor variables. Presence of Multicollinearity in a data results to increase in the standard errors which could make the variables to be insignificant when they really are significant (Osborne & Waters, 2002). Multicollinearity was tested using (variance inflation factor). If  $VIF > 5$  but less than 10, this is an

indication of moderate presence of multicollinearity. If  $VIF \geq 10$ , this indicates high multicollinearity.

#### ***3.9.4 Heteroscedasticity***

Heteroscedasticity occurs when the variance of the errors of the dependent variable are not the same across the data. Tabachnick and Fidel (2001) agreed that heteroscedasticity happens when there is variance of the error term is different among the predictor variable values. Heteroscedasticity occurs when the residuals aren't scattered evenly on the horizontal line. To ascertain, heteroscedasticity, graphical examination of squared residuals was used.

## CHAPTER FOUR

### FINDINGS AND DISCUSSION

#### 4.1 Introduction

In this chapter, data analysis, interpretation, presentation and discussion of research findings are presented. The general information of the respondents and the data obtained on the various variables of the study are analyzed. The study used descriptive and inferential statistics to discuss the findings.

#### 4.2 Response Rate

The selected sample for the study was 166 employees of Kenya National Highway Authority. All respondents were issued with questionnaires but the study was able to receive back 137 questionnaires having been dully filled. The returned questionnaires formed a response rate of 82.5% as shown in Table 3. According to Mugenda and Mugenda (2008) rate of 50% is considered adequate, a rate of 60% is good and a response rate of 70% and over is considered excellent. Therefore, our response rate of 82.5% was considered excellent.

**TABLE 3**  
**Response rate**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Dully Filled and Returned	137	82.5
Unreturned	29	17.5
<b>Total</b>	<b>166</b>	<b>100.0</b>

#### 4.3 Reliability Analysis

The study computed reliability analysis to determine how reliable the questionnaire was. Cronbach's Alpha which measures internal consistency was used. Gliem and Gliem (2003)

established the Alpha value threshold at 0.7, thus forming a benchmark for the study. From the findings presented in Table 4.

Microfinance loans had an alpha value of 0.785, microfinance savings had alpha value of 0.766, microfinance training had alpha value of 0.814, and performance had alpha value of 0.754. From the findings, it is seen that all the variables had Cronbach's Alpha values greater than 0.7; this therefore suggests that all variables are reliable.

**TABLE 4**  
**Reliability Analysis**

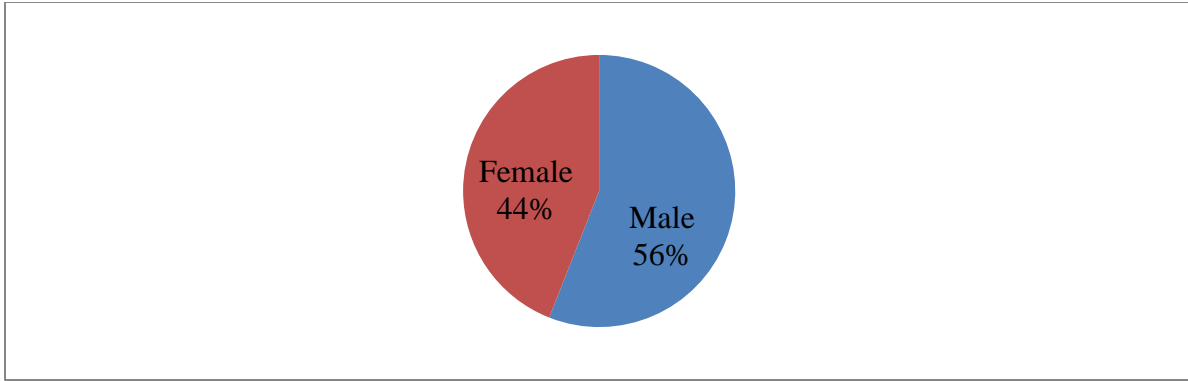
<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Donors Imposed Conditions	0.781	7
Procurement	0.904	7
Project Planning Practices	0.892	7
Stakeholders' Involvement	0.743	8
Implementation of Donor Funded Projects	0.873	5

#### **4.4 Demographic Information**

In this section, the study presents the general information to study respondents. The study specifically sought to determine their gender distribution, age, level of education, length of time working in current position, and number of projects worked on. The findings have been presented and discussed in sub-sections below.

##### **4.4.1 Gender of respondents**

Respondents were asked to indicate their gender and the findings obtained were as presented in Figure 2.

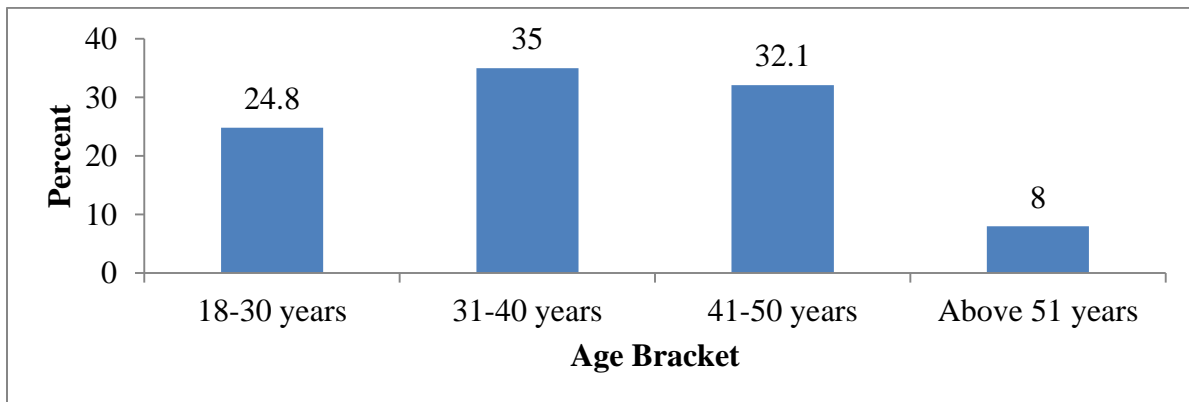


**FIGURE 2**  
**Gender of Respondents**

Based on the findings presented in Figure 2, 56% of the respondents were male while 44% were female. These findings suggest that majority of management level employees currently working at Kenya National Highways Authority head offices in Nairobi are male. The findings show that the study was not gender biased since respondents of both genders were adequately represented in the study. The findings also suggest that KeNHA is not gender biased when selecting their management level employees.

#### **4.4.2 Age of respondents**

The study sought to determine the age distribution of selected respondents. Figure 3 presents the findings obtained.

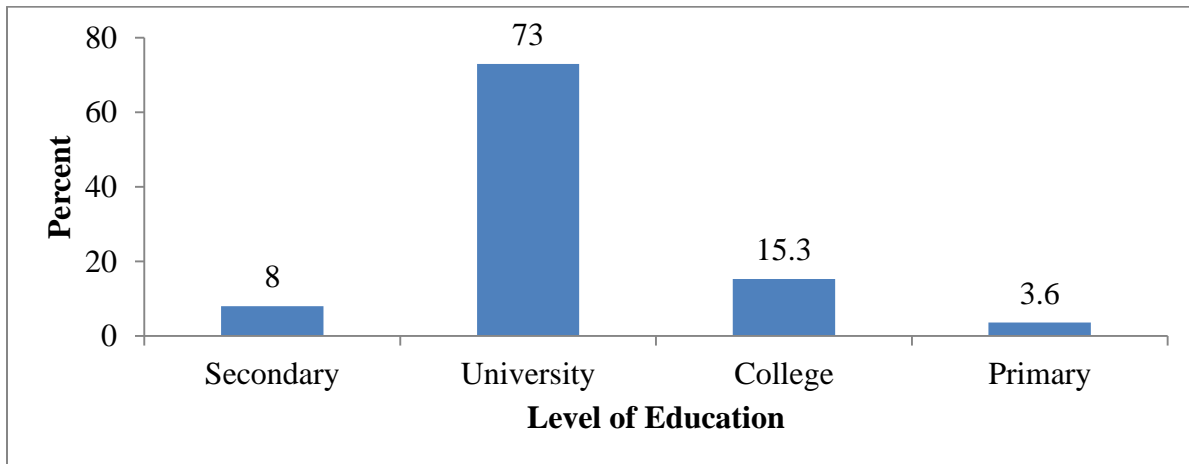


**FIGURE 3**  
**Age of Respondents**

As shown in Figure 3, 35% of the respondents indicated that they were aged 31-40 years, 32.1% were aged 41-50 years, 24.8% were 18-30 years, and 8% were aged above 51 years. These findings suggest that the respondents selected for the study were of diverse ages suggesting that management level employees at KeNHA are age diverse with most (35%) being aged 31-40 years.

#### **4.4.3 Respondents highest level of education**

The study sought to determine respondent's highest level of education. The findings obtained were as presented in Figure 4.

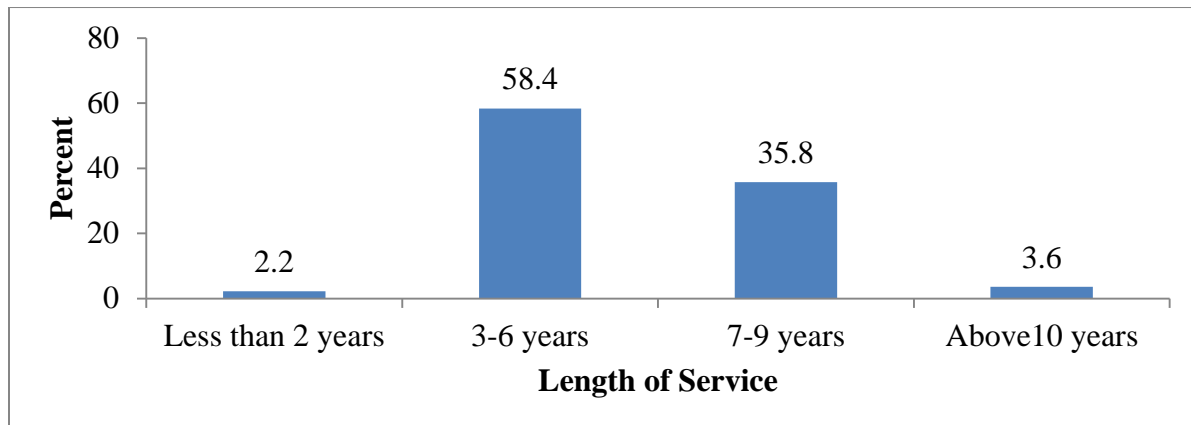


**FIGURE 4**  
**Respondents Highest Level of Education**

Based on the findings presented in Figure 4, 73% of the respondents indicated that they had university as their highest level of education, 15.3% had college level, 8% had secondary level and 3.6% had primary level. These findings therefore suggest that management level employees at KeNHA have varied level of education. However, majority (73%) have high levels of education i.e. university. It can therefore be concluded that management level employees require high levels of education.

#### 4.4.4 Respondents length of service in their current position

Respondents were requested to indicate the length of time they have served in their current position. Figure 5 presents the findings obtained.



**FIGURE 5**

#### **Respondents Length of Service in their Current Position**

From the findings presented in Figure 5, 58.4% of the respondents indicated that they had served in their current position for 3-6 years, 35.8% for 7-9 years, 3.6% for above 10 years, and 2.2% for less than 2 years. These findings suggest that the respondents selected for the study had served in their current managerial positions for varied periods of time. Majority (58.4%) had served for 3-6 years. This suggests that the respondents had served for quite some time and were therefore in a position to provide the information needed for this study.

#### 4.5 Descriptive Statistics

In this section the study presents findings on Likert scale questions where respondents were asked to indicate their level of agreement with various statements that relate with effects of Microfinance Institutions services on performance of Agribusiness in Kenya. They used a 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1-

1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree.

#### ***4.5.1 Donors Imposed Conditions on Implementation of Donor Funded Project***

Respondents gave their level of agreement/disagreement with statements relating with influence of donors-imposed conditions on implementation of donor funded projects in Nairobi County, Kenya. The results were as presented in Table 5.

**TABLE 5**  
**Descriptive Statistics on Donors Imposed Conditions**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Proper utilization of available resources	3.9051	1.13684
Effective governance	3.8905	1.01227
Quality project	3.77	1.125
Pre-expenditure approval	3.6350	1.00642
Adherence to procedures and guidelines	3.5474	1.11784
Giving of technical assistances	3.3796	.96354
The projected should be completed at the set time	3.3504	1.14141

Based on the findings presented in Table 5, the respondents were in agreement that their organization has proper utilization of available resources (M=3.9051, SD=1.13684); there is effective governance (M=3.8905, SD=1.01227), their company has quality projects (M=3.77, SD=1.125); there is pre-expenditure approval (M=3.6350, SD=1.00642); and there is adherence to procedures and guidelines (M=3.5474, SD=1.11784). In addition, respondents agreed that their company gives technical assistances (M=3.3796, SD=.96354); and that the projected projects should be completed at the set time (M=3.3504, SD=1.14141).

#### 4.5.2 Procurement related factors on implementation of donor funded project

Respondents gave the extent to which they agreed with the statements below about the influence of procurement related factors implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya. Table 6 presents the findings obtained.

**TABLE 6**  
**Descriptive Statistics on Procurement Related Factors**

	<b>Mean</b>	<b>Std. Deviation</b>
Supplier selection is usually free and fair process	3.9927	.90340
Suppliers are selected in line with their qualification of their application	3.9854	1.04308
Suppliers who offer affordable products are selected	3.9343	1.01608
Consistent in supply of the supplier is also considered	3.8540	1.01126
The project managers are involved in planning on how to acquire resources for the project	3.8175	1.00161
Stakeholder's are informed about the project suppliers	3.7956	1.02282
The suppliers are selected based on the quality of resources they can provide	3.7007	1.03870

From the findings in Table 6, the respondents were in agreement that supplier selection is usually free and fair process (M=3.9927, SD=.90340); that suppliers are selected in line with their qualification of their application (M=3.9854, SD=1.04308); and that suppliers who offer affordable products are selected (M=3.9343, SD=1.01608). In addition, respondents agreed that consistency in supply of the supplier is also considered (M=3.8540, SD=1.01126); the project managers are involved in planning on how to acquire resources for the project (M=3.8175, SD=1.00161); stakeholder's are informed about the project suppliers (M=3.7956, SD=1.02282); and that the suppliers are selected based on the quality of resources they can provide (M=3.7007, SD=1.03870).

### 4.5.3 Project planning practices on implementation of donor funded project

Respondents gave the extent to which they agreed with statements about the influence of project planning practices on implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya. Table 7 presents the findings obtained.

**TABLE 7**  
**Descriptive Statistics on Project Planning Practices**

	<b>Mean</b>	<b>Std. Deviation</b>
Project planning promotes easy monitoring and evaluation of projects	4.1533	1.23604
The project team are able to understand their roles	3.7883	1.27435
Project planning will ensure that the funds for the project are properly utilized	3.6861	1.25880
Project planning helps in hiring a qualified project team	3.6788	1.53840
Project planning facilitates the coordination of the activities	3.6569	1.26861
Project planning provides a systematic process through which the project should be executed	3.5328	1.38294
The time frame in which the project should take is specified	3.5255	1.26654

As shown in Table 7, the respondents were in agreement that project planning promotes easy monitoring and evaluation of projects (M=4.1533, SD=1.23604); that the project team are able to understand their roles (M=3.7883, SD=1.27435); that project planning will ensure that the funds for the project are properly utilized (M=3.6861, SD=1.25880); and that project planning helps in hiring a qualified project team (M=3.6788, SD=1.53840). In addition, they agreed that project planning facilitates the coordination of the activities (M=3.6569, SD=1.26861); project planning provides a systematic process through which the project should be executed (M=3.5328, SD=1.38294); and that the time frame in which the project should take is specified (M=3.5255, SD=1.26654).

#### 4.5.4 Stakeholders' involvement on implementation of donor funded project

Respondents gave the extent to which they agreed with the statements below about the influence of stakeholders' involvement on implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya. The findings obtained were as presented in Table 8.

**TABLE 8**  
**Descriptive Statistics on Stakeholders' Involvement**

	<b>Mean</b>	<b>Std. Deviation</b>
Stakeholder's help in identifying roles and responsibilities of personnel's	4.2701	0.51154
Stakeholder's ensure availability of resources	4.1241	1.01782
Stakeholder's intervene in securing donor funding	4.1022	.90167
Stakeholder's are involved in budgeting for the project	4.0730	1.02638
Stakeholder's work with the project team to ensure that the project is complete at the stipulated time	3.9854	.56861
Stakeholder's are involved in project planning	3.9124	.79033
Stakeholder's are involved in monitoring and evaluation	3.9051	.68474
Stakeholder's review the project progress from time to time	3.8686	.71556

Based on the findings in Table 8, the respondents agreed that stakeholder's help in identifying roles and responsibilities of personnel's (M=4.2701, SD=0.51154); they also ensure availability of resources (M=4.1241, SD=1.01782); and that stakeholder's intervene in securing donor funding (M=4.1022, SD=.90167). In addition, the findings show that the respondents agreed that stakeholder's are involved in budgeting for the project (M=4.0730, SD=1.02638); stakeholder's work with the project team to ensure that the project is complete at the stipulated

time (M=3.9854, SD=.56861); stakeholder's are involved in project planning (M=3.9124, SD=.79033); stakeholder's are involved in monitoring and evaluation (M=3.9051, SD=.68474); and that stakeholder's review the project progress from time to time (M=3.8686, SD=.71556).

#### ***4.5.5 Implementation of donor funded project***

Respondents gave the extent to which they agreed with the statements on the about implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya. Table 9 presents the findings obtained.

**TABLE 9**  
**Descriptive Statistics on Implementation of Donor Funded Project**

	Mean	Std. Deviation
Quality project	3.9854	.56861
Achievement of the objectives	3.9708	.48419
Project completion at the set time	3.9416	.61556
Project completion at the set budget	3.8978	.72034
Achievement of set target	3.8905	.62637

Based on the findings, the respondents agreed on quality project (M=3.9854, SD=.56861); achievement of the objectives (M=3.9708, SD=.48419); project completion at the set time (M=3.9416, SD=.61556); project completion at the set budget (M=3.8978, SD=.72034); and achievement of set target (M=3.8905, SD=.62637).

#### **4.6 Diagnostic Tests**

The study first tested whether the data met regression assumptions of multicollinearity, autocorrelation, heteroscedasticity and normality.

#### 4.6.1 Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more independent variables in a multiple regression model are highly correlated Kothari (2018), meaning that one can be linearly predicted from the others with a non-trivial degree of accuracy. It is an undesirable situation where the correlations among the independent variables are strong, and this increases the standard errors of the coefficients. To help assess multicollinearity, Variance Inflation Factor (VIF) was used, which measures multicollinearity in the regression model. The general rule of thumb is that VIF exceeding 10 warrant further investigations (Bryman & Cramer, 2016). The VIF values found in Table 10 show that, there was no multicollinearity among the independent variables, since all the VIF values are below 10. This implies that the results of the multiple regression equation are not misleading, since the independent variables in the multiple regression equation are not highly correlated among themselves.

**TABLE 10**  
**Multicollinearity Test Statistics**

<b>Model</b>	<b>Collinearity Statistics</b>	
	<b>Tolerance</b>	<b>VIF</b>
Conditions imposed by donors	.646	1.548
Procurement related factors	.705	1.418
Project planning	.862	1.160
Stakeholders' involvement	.929	1.077

#### 4.6.2 Heteroscedasticity

Heteroscedasticity is a situation where the variability of a variable is unequal across the range of values of a second variable that predicts it (Vinod, 2008). In this study, heteroscedasticity was tested by performing the Breusch-pagan / cook-weisberg test. Breusch-

Pagan / Cook-Weisberg test the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables (Vinod, 2008). Homoscedasticity would be evident when the value of “Prob > Chi-squared” is greater than 0.05 (Park, 2018). Table 11 shows that the constant variance ( $\text{Chi}^2 = 2.6874$ ) is insignificant ( $P = 0.541$ ).

**TABLE 11**  
**Breusch-Pagan / Cook-Weisberg test for heteroscedasticity**

Ho: Constant variance			
Statistics	df	Stat value	p-value
Chi-squared	4	2.6874	0.5412

#### ***4.6.4 Normality Assumption***

Multiple regression analysis assumes that variables have normal distributions. Non-normally distributed variables can distort relationships and significance tests. In this study normal distribution of data was tested by use of Shapiro-Wilk Test. The Shapiro–Wilk test is a test of normality in frequentist statistics. The null-hypothesis of this test is that the population is normally distributed. Thus, if the p-value is less than the chosen alpha level, then the null hypothesis is rejected and there is evidence that the data tested are not from a normally distributed population. In other words, the data are not normal. On the contrary, if the p-value is greater than the chosen alpha level, then the null hypothesis that the data came from a normally distributed population cannot be rejected.

**TABLE 12**  
**Shapiro-Wilk Test of Normality**

	<b>Shapiro-Wilk</b>		
	<b>Statistic</b>	<b>df</b>	<b>Sig.</b>
Conditions imposed by donors	.973	137	.109
Procurement related factors	.890	137	.087
Project planning	.979	137	.063
Stakeholders' involvement	.946	137	.178
Implementation	.887	137	.247

From the findings Conditions imposed by donors had p-value=0.109>0.05; Procurement related factors had p-value=0.087>0.05; Project planning had p-value=0.063>0.05; Stakeholders' involvement had p-value=0.094>0.05; and implementation of donor funded project had p-value=0.247>0.05. This shows that all the variables were normally distributed and hence the data meets the regression analysis assumption of normality of data.

#### **4.7 Correlation Analysis**

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are  $r = \pm 0.1$  to  $\pm 0.29$  then the relationship between the two variables is small, if it is  $r = \pm 0.3$  to  $\pm 0.49$  the relationship is medium, and when  $r = \pm 0.5$  and above there is a strong relationship between the two variables under consideration. Table 13 presents the findings obtained.

**TABLE 13**  
**Correlation Analysis**

		Implementation	Conditions imposed	Procurement related	Project planning	Stakeholders' involvement
Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	137				
Conditions imposed by donors	Pearson Correlation	.547**	1			
	Sig. (2-tailed)	.000				
	N	137	137			
Procurement related factors	Pearson Correlation	.522**	.548**	1		
	Sig. (2-tailed)	.000	.000			
	N	137	137	137		
Project planning	Pearson Correlation	.560**	.362**	.250**	1	
	Sig. (2-tailed)	.000	.000	.003		
	N	137	137	137	137	
Stakeholders' involvement	Pearson Correlation	.514**	.237**	.238**	.153	1
	Sig. (2-tailed)	.000	.005	.005	.075	
	N	137	137	137	137	137

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

From the findings, conditions imposed by donors is seen to have a strong positive relationship with the implementation of donor funded project ( $r=0.547$ ). The  $p$ -value  $<0.05$  suggests that the relationship was significant. Also, procurement related factors are seen to have a strong positive relationship with implementation of donor funded project ( $r=0.522$ ). The  $p$ -value  $<0.05$  suggest that the two variables are positively and significantly related. In addition, project planning is seen to have strong positive relationship with implementation of donor funded project ( $r=0.560$ ). Since the  $p$ -value  $<0.05$ , it suggests the relationship between the two variables was significant. Further, the findings showed that stakeholders' involvement had strong positive relationship with implementation of donor funded project ( $r=0.514$ ). The  $p$ -value  $<0.05$  suggest that the relationship between the two variables was significant. The findings therefore

suggest that donors-imposed conditions, procurement related factors, project planning practices and stakeholders' involvement have significant influence on implementation of donor funded project at Kenya National Highway Authority.

#### 4.8 Regression Analysis

The study computed multiple regression analysis to investigate the challenges facing implementation of donor support projects in the Kenya National Highway Authority. The findings were presented in three tables discussed in sub-sections below.

##### 4.8.1 Model summary

Model summary is used to determine the amount of variation in dependent variable that can be explained by changes in independent variables. This study sought to establish amount of variation in implementation of donor support projects in the Kenya National Highway Authority that can be explained by changes in donors-imposed conditions, procurement related factors, project planning practices and stakeholders' involvement.

**TABLE 14**  
**Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.790 <sup>a</sup>	.623	.612	.49792

a. Predictors: (Constant), Stakeholders' involvement, Project planning, Procurement related factors, Conditions imposed by donors

From the findings, the value of adjusted  $R^2$  was 0.612 which suggests that 61.2% variation in implementation of donor support projects that can be explained by changes in donors-imposed conditions, procurement related factors, project planning practices and stakeholders' involvement. The remaining 38.8% suggest that there are other factors that can be attributed variation in implementation of donor support projects in the Kenya National Highway

Authority that were not included in this model. The findings further shows that the variables being investigated are strongly and positively related as indicated by correlation coefficient (R) value of 0.639.

#### 4.8.2 Analysis of variance

Analysis of variance is used to determine whether the model is significant; whether the model was a good fit for the data.

**TABLE 15**  
**ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.182	4	13.546	54.636	.000 <sup>b</sup>
1 Residual	32.726	132	.248		
Total	86.908	136			

a. Dependent Variable: Implementation

b. Predictors: (Constant), Stakeholders' involvement, Project planning, Procurement related factors, Conditions imposed by donors

The results in Table 15 indicate that the model was significant since the p-value (0.000) was less than 0.05 thus the model is statistically significance in investigating the challenges facing implementation of donor support projects in the Kenya National Highway Authority. Further, the F-calculated (54.636) was found to be more than the F-critical (2.440) which shows that the models were fit in establishing the influence of the four independent variables on the dependent variable.

#### 4.8.3 Beta coefficients of the study variables

The findings from the coefficients table was used to fit the regression model and to answer study's research questions as shown in Table 16.

**TABLE 16**  
**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.495	.126		3.929	.000
Conditions imposed by donors	.204	.069	.199	2.983	.003
1 Procurement related factors	.238	.065	.235	3.634	.000
Project planning	.372	.057	.375	6.519	.000
Stakeholders' involvement	.462	.073	.354	6.362	.000

a. Dependent Variable: Implementation

The regression equation was

$$Y = 0.495 + 0.204 X_1 + 0.238 X_2 + 0.372 X_3 + 0.462 X_4$$

The equation above reveals that holding the variables stakeholders' involvement, project planning, procurement related factors, and conditions imposed by donors to a constant zero, implementation of donor support projects in the Kenya National Highway Authority will be at a constant value of 0.495.

The findings show that conditions imposed by donors has positive influence on implementation of donor support projects in the Kenya National Highway Authority ( $\beta=0.204$ ). The p-value ( $0.003 < 0.05$ ) suggest that the influence was significant. Therefore, an increase in conditions imposed by donors will result to improved implementation of donor support projects by 0.204 units.

Procurement related factors is also seen to have positive influence on implementation of donor support projects in the Kenya National Highway Authority ( $\beta=0.238$ ). The p-value ( $< 0.05$ )

suggest that the influence was significant. Therefore, an increase in Procurement related factors will result to improved implementation of donor support projects by 0.238 units.

The findings also show that project planning have positive influence on implementation of donor support projects in the Kenya National Highway Authority ( $\beta=0.372$ ). The p-value ( $<0.05$ ) suggest that the influence was significant. Therefore, an increase in project planning will result to improved implementation of donor support projects by 0.372 units.

Finally, the findings show that stakeholders' involvement has positive influence on implementation of donor support projects in the Kenya National Highway Authority ( $\beta=0.462$ ). The p-value ( $<0.05$ ) suggest that the influence was significant. Therefore, an increase in stakeholders' involvement will result to improved implementation of donor support projects by 0.462 units.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter entails presentation of the summary of the findings, conclusions, recommendations as well as suggestions for further studies. Summary of the findings, conclusions as well as recommendations for further studies were based on the purpose and objectives of this study.

#### 5.2 Summary of Findings

The general objective of the study was to investigate the challenges facing implementation of donor support projects in the Kenya National Highway Authority. The study was guided by the following objectives: to assess the influence of donors-imposed conditions on implementation of donor funded projects in Nairobi County, Kenya; to investigate the influence of procurement related factors on implementation of donor funded projects in Nairobi County, Kenya; to assess the influence of project planning practices on implementation of donor funded projects in Nairobi County, Kenya and to establish the influence of stakeholders' involvement on implementation of donor funded projects in Nairobi County, Kenya.

The study found that there is proper utilization of available resources; there is effective governance, KeNHA has quality projects; there is pre-expenditure approval; and there is adherence to procedures and guidelines. In addition, KeNHA gives technical assistances and the projected projects are completed at the set time. The study also established that supplier selection is usually free and fair process; that suppliers are selected in line with their qualification of their application and that suppliers who offer affordable products are selected. In addition, respondents agreed that consistency in supply of the supplier is also considered; the project

managers are involved in planning on how to acquire resources for the project; stakeholders are informed about the project suppliers and that the suppliers are selected based on the quality of resources they can provide.

In addition, project planning was found to promote easy monitoring and evaluation of projects; that the project team are able to understand their roles; that project planning will ensure that the funds for the project are properly utilized; and that project planning helps in hiring a qualified project team. In addition, project planning facilitates the coordination of the activities, provides a systematic process through which the project should be executed and the time frame in which the project should take is specified.

The study also found that stakeholder's help in identifying roles and responsibilities of personnel's; they ensure availability of resources and intervene in securing donor funding. In addition, stakeholders are involved in budgeting for the project; stakeholder's work with the project team to ensure that the project is complete at the stipulated time; they are involved in project planning, in monitoring and evaluation and they review the project progress from time to time.

## **5.3 Discussions**

### ***5.3.1 Donors imposed conditions on implementation of donor funded project***

The study found that conditions imposed by donors have positive influence on implementation of donor support projects in the Kenya National Highway Authority. This is in line with the findings of Mogaka (2017) that funds protocol agreement, resource allocation, organizational structure and organizational culture positively and significantly influenced implementation of the health projects. Therefore, any conditions that the donor imposes will

affect the implementation of projects. This can be attributed to the fact that NGOs frequently and actively use information gathered for reporting requirements to inform decisions about program success and project design. The study findings concur with Barbara (2014) that information gathered by companies is used for reporting requirements to inform decisions about program success and project design. Also, Mugo (2015) indicated that most of the organizations selected benefited from donor funds outside Africa while the locals were responsible for managing and running the organizations unlike their foreign counterparts. Most of the NGOs totally relied on donor funds which were specific for certain programs.

The study also established that there is proper utilization of available resources because of effective governance. However, efficient utilization of aid resources is affected by ex-ante or ex-post conditions that fail to realize the capacity of bodies involved in administering and implementing the procedures. The challenge NGOs face is not trying the aid pre/post conditions but rather imposing the conditions without considering how willing the government of the country is becoming more of a threat than an opportunity, increased wastage of aid, dependence creation, and reduction in confidence. If all the stakeholders are not in agreement, the result is that there will be colossal effects on country's political and economic stability. Also, due to adherence to procedures and guidelines, KeNHA has been able to achieve quality projects. This is in line with the findings of Ongeni (2018) that donor financing conditions on projects insulated the projects funding base from interference by external actors, thereby, effectively mitigating the agency problem in fund utilization.

### ***5.3.2 Procurement related factors on implementation of donor funded project***

The study established that procurement related factors had positive influence on implementation of donor funded projects. Therefore, when procurement related factors in the

organization are improved, project implementation will improve. The findings concur with those of Cherop (2016) that for sure different acquisition practices influence the effective execution of tasks and that decrease irreconcilable situation between the providers and the executives of the association and in the process impact profitability of the staff.

The study also established that supplier selection is usually free and fair process and that suppliers are selected in line with their qualification. In addition, those suppliers who offer affordable products are selected. This is in line with Kumara and Gulati (2012) that buying and support of supply management in relation with identifying selection criteria for suppliers, decisions on selecting suppliers and monitoring performance of suppliers. They also added that choosing the correct suppliers for a drawn-out relationship is a pertinent acquirement issue that requests wise consideration.

The study also established that stakeholders are informed about the project suppliers and that the suppliers are selected based on the quality of resources they can provide. This is usually done in line with already set ethical considerations. The study findings concur with Okwiri and Paul (2012) who studied of the roles of ethics in Management of Supply Chain of oil Corporations and found that employees should be ethical responsible to enhance the performance of procurement in institutions. They added that planning improves collection, evaluation and interpretation of essential data and information for the purpose of producing knowledge applicable in making good policies.

### ***5.3.3 Project planning practices on implementation of donor funded project***

Project planning practices were found to positively and significantly influence project implementation. The study findings are in agreement with those of Chandra (2010) who affirms

that dissimilar to small projects that include not many activities, complicated projects involve more and here are several stages of proper planning that are involved which if not done might result in chaos. Sound proper arranging gives the premise to sorting out the work on the project and assigning duties to people.

The study also established that project planning has positive effects on projects implementation. It was established that it has improved the process of monitoring and evaluation. Also, it has ensured that projects funds are utilised properly. In addition, project planning facilitates the coordination of the activities, provides a systematic process through which the project should be executed and the time frame in which the project should take is specified. The findings agree with Frese (2013) that properly done schedule control will give the foremost knowledge that basic orchestrating may not be going according to design and that singling out these signs, one can have an early opportunity to execute a fallback position and furthermore reconsider to pull together.

Therefore, developing the most vital potential standards of master capacity among those whom are careful; upgrading the use of benefits for which they are reliable to give the best bit of leeway to their using affiliation; coming both with the letter and genuine motivation behind the law of the country and lawfully restricting responsibilities and by excusing any business practice which may reasonably be respected less than ideal will improve project performance. This agrees with Kerzer (2012) that one of the essential benefits of building up a usage strategy is the way that there is a hierarchical possibility. Increment in interconnected authoritative units is brought about by coordination of the project the board execution process.

#### ***5.3.4 Stakeholders' involvement on implementation of donor funded project***

Stakeholder's involvement was found to have positive and significant influence on project implementation. This therefore means that the more stakeholders are involved in projects right from the start the possibility of the projects being successful is high. This is in line with the findings of Magero and Muchelule (2019) that stakeholder's participation was indeed very important for sustainability of women funded project. Also, Ngare (2019) found that stakeholder involvement significantly influenced project sustainability which concurs with the findings of the present study.

The study also established that stakeholders have different roles they play in ensuring projects success. These include identifying roles and responsibilities of personnel's and ensuring availability of resources and intervene in securing donor funding. The study findings concur with those of Ruwa (2016) that stakeholder's interest and project execution were decidedly connected. In addition, cooperation in inception, execution and checking and assessment were emphatically corresponded to project execution, support in arranging and project execution were adversely associated.

The study also established that project stakeholders are involved in monitoring and evaluation of projects, budgeting as well as project planning. These activities re crucial in implementation of any project; therefore, if stakeholders are not involved the projects will fail. This concurs with Magero and Muchelule (2019) who found that stakeholder's participation was indeed very important for sustainability of women funded project. Other areas that stakeholders in projects play are asset activation, cooperation and association, material commitment, and resident control. While cooperation in inception, execution and checking and assessment are

emphatically corresponded to project execution, support in arranging and project execution have adverse association.

## **5.4 Conclusions**

The study found that conditions imposed by donors has positive influence on implementation of donor support projects in the Kenya National Highway Authority. The influence was also found to be significant. Based on the findings, the study concludes that an increase in conditions imposed by donors will result to improved implementation of donor support projects.

Procurement related factors was found to have positive influence on implementation of donor support projects in the Kenya National Highway Authority. The influence was also found to be significant. Based on the findings, the study concludes that an increase in Procurement related factors will result to improved implementation of donor support projects.

The study further found that project planning has positive influence on implementation of donor support projects in the Kenya National Highway Authority. The influence was also found to be significant. From the findings, the study reached the conclusion that an increase in project planning will result to improved implementation of donor support projects.

Finally, stakeholders' involvement was found to have positive influence on implementation of donor support projects in the Kenya National Highway Authority. The influence was also found to be significant an indication that the influence was significant. Based on the findings, the study reached the conclusion that an increase in stakeholders' involvement will result to improved implementation of donor support projects.

## **5.5 Recommendations**

The study found that conditions imposed by donors positively influence implementation of donor funded projects. The study thus recommends project managers to ensure they strictly adhere to the procedures and guidelines to ensure that they continue receiving the donor funds. Also, before starting any project, project managers should ensure all necessary requirements from project implementation have been identified before submitting pre-expenditure approval.

Procurement related factors positively affected implementation of donor funded projects. Procurement planning is necessary for smooth running of any project. The study also recommends project managers to ensure integrity of the procurement process; this can be achieved by developing procurement procedures and guidelines that must be adhered to.

The study recommends project managers to conduct monitoring and evaluation during project implementation to ensure that funds allocated each activity are used as planned. Also, they should ensure each project phase is coordinated. This is important because project planning was found to have positive influence on project implementation.

Stakeholder's involvement positively influenced project implementation. The study thus recommends all stakeholders involved with the project to be involved from the start i.e. project identification and initiation. Also, it is important to communicate to all stakeholders regarding the progress of the project.

## **5.6 Suggestions for Further Studies**

The main aim of this study was to investigate the challenges facing implementation of donor support projects in the Kenya National Highway Authority. The study was limited to four challenges (Stakeholders' involvement, Project planning, Procurement related factors,

Conditions imposed by donors) which explained 61.2% variation in project implementation; the study thus recommends future studies to focus on other factors that can affect the implementation of donor funded projects. The study was also limited to KeNHA; the study recommends future studies to focus on other organizations in different sectors of the economy.

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## APPENDICES

### Appendix I: Introduction Letter

**Carolyne Brenda Z. Lumumba**

KCA University,

**Dear Respondents,**

**RE: DATA COLLECTION**

I am Carolyne Brenda, a master's student at KCA University. I'm conducting an academic research on **CHALLENGES FACING IMPLEMENTATION OF DONOR SUPPORT PROJECTS IN THE KENYA NATIONAL HIGHWAY AUTHORITY**. This letter is to humbly request you to respond to the questions in the attached questionnaire.

This study is only meant for academic purposes and your information will be treated confidentially.

Thank you in advance for accepting to participate in the study

Yours truly,

Carolyne Brenda Z. Lumumba

## Appendix II: Questionnaire

### Section A: Demographic Information

1. Kindly indicate your gender

Male  Female

2. Kindly indicate your age

18 -30 years  31-40 years

41-50 years  above 51 years

3. What is your highest level of education?

Primary  Secondary

College  University

4. How long have you been working in your current position

Less than 2 years  3 – 6 years

7 – 9 years  above 10 years

5. How many projects have you worked on?

Less than 2 years  3 – 6 years

7 – 9 years  above 10 years

*NB: For section B to F use the scale 1- Strongly disagree, 2- disagree, 3- moderate, 4- agree, 5-strongly agree*

**Section B: Donors Imposed Conditions**

6. To what extent do you are with the statements below about the influence of donors-imposed conditions on implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Adherence to procedures and guidelines					
Effective governance					
Pre-expenditure approval					
Giving of technical assistances					
The projected should be completed at the set time					
Proper utilization of available resources					
Quality project					

7. How else does donor’s-imposed conditions influence implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya?

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**Section C: Procurement**

8. To what extent do you are with the statements below about the influence of procurement related factors implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya.

Statements	1	2	3	4	5
The project managers are involved in planning on how to acquire resources for the project					
The suppliers are selected based on the quality of resources they can provide					
Supplier selection is usually free and fair process					
Suppliers who offer affordable products are selected					
Consistent in supply of the supplier is also considered					
Stakeholder's are informed about the project suppliers					
Suppliers are selected in line with their qualification of their application					

9. Indicate other effects of procurement related factors on implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya

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**Section D: Project Planning Practices**

10. To what extent do you are with the statements below about the influence of project planning practices on implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya.

Statements	1	2	3	4	5
Project planning provides a systematic process through which the project should be executed					
The time frame in which the project should take is specified					

The project team are able to understand their roles					
Project planning facilitates the coordination of the activities					
Project planning promotes easy monitoring and evaluation of projects					
Project planning helps in hiring a qualified project team					
Project planning will ensure that the funds for the project are properly utilized					

11. How else do project planning practices influence implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya?

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**Section E: Stakeholders’ Involvement**

12. To what extent do you are with the statements below about the influence of stakeholders’ involvement on implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Stakeholder’s help in identifying roles and responsibilities of personnel’s					
Stakeholder’s are involved in budgeting for the project					
Stakeholder’s intervene in securing donor funding					
Stakeholder’s ensure availability of resources					
Stakeholder’s are involved in project planning					
Stakeholder’s are involved in monitoring and evaluation					

Stakeholder's review the project progress from time to time					
Stakeholder's work with the project team to ensure that the project is complete at the stipulated time					

13. How else does stakeholders' involvement influence implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya?

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**Section F: Implementation of Donor Funded Projects**

To what extent do you are with the statements below about implementation of donor funded transport and infrastructure support projects in Nairobi County, Kenya.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Project completion at the set budget					
Project completion at the set time					
Achievement of set target					
Quality project					
Achievement of the objectives					

**THANK YOU**

### **Appendix III: List of Project Funded by Donor**

1. Thika Superhighway
2. Isiolo Moyale highway
3. Mombasa and Mariakani Highway
4. Kitale-Morpus stretch
5. Nairobi Expressway
6. Nairobi-Nakuru-Mau Summit Highway
7. Lamu-Garissa-Isiolo highway
8. The Eastern Bypass
9. The Northern Bypass
10. Maai Mahiu-Suswa road
11. Kenol-Marua dual carriageway
12. Malindi–Bagamoyo Highway
13. Ngong road expansion project

**Source : KeNHA (2020)**

#### Appendix IV: Work Plan

<b>Month /Activity</b>	<b>June 2020</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct 2020</b>
Proposal Writing					
Corrections					
Data Collection					
Data Analysis					
Project Writing					
Submission of Project					

## Appendix V: Budget

<b>ITEM</b>	<b>TOTAL (KES)</b>
1.Stationery & photocopy	20,000
2.Field Data Collection & Transport	30,000
3.Data Editing, Analysis & Loading	20,000
5.Report writing, printing and binding	15,000
4.Contingency	10,000
<b>Total</b>	<b>95,000</b>