



DRIVERS OF IMPLEMENTATION OF FAMILY PLANNING PROJECTS IN NAIROBI CITY COUNTY, KENYA

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DRIVERS OF IMPLEMENTATION OF FAMILY PLANNING PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The purpose of this study was to establish the drivers of implementation of family planning projects in Kenya. The scope of this study was limited to 175 family planning projects in Nairobi City County. The design of this research was a descriptive survey research. The study used a structured self-administered questionnaire to collect data from the project managers. Secondary data was obtained from published documents to supplement the primary data. The collected data was analyzed using both quantitative and qualitative data analysis methods. Quantitative method involved descriptive analysis. Data from questionnaire were coded and logged in the computer using Statistical Package for Social Science (SPSS). It was notable that there existed strong positive relationship between the independent variables and dependent variable. The variables under the study were very significant and they therefore needed to be considered in any effort to boost implementation of family planning projects in Kenya. Based on the study findings, the study concluded that implementation of family planning projects in Kenya was affected by the independent variables. The project leadership followed by stakeholder involvement were the major factors that mostly affected implementation of family planning projects in Kenya. The current study should therefore be expanded further in future in order to determine other factors that affect the monitoring and evaluation since the study established there could be other variables or other aspects outside the model. Further, the existing literature indicated that as a future avenue of research, there was need to undertake studies in other counties and countries in order to establish whether the explored factors could be generalized to affect implementation of family planning projects.

Keywords: Project Leadership, Stakeholder, Implementation of Family Planning Projects

INTRODUCTION

Globally, billions of shillings have been spent in communities to enhance the living situation of the people. However, one of the most critical obstacles is the extent to which the family planning projects are able to persist despite the exit of donors. Apparently, it is implementation of family planning projects that makes the difference between success and failure of the projects. Various factors such as technical, financial, institutional, economic, and social factors contribute to the failure to implement the projects if not considered well in the project management cycle. (Sterling, 2013). The impact of a family planning program can be seen in the form of increased use of contraceptives, increased motivation to control births and increased preferences to have a smaller family. It is important for a project manager to understand timing and scheduling and how to make planning tools work for their project and not the other way round. Time is unique and unlike other resources such as money and people lost time can never be replaced (Namukunda & Ogollah, 2016). In spite of the importance of project implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently. According to Sterling (2013) the difficulty is not with formulation of a project strategy, the difficulty comes with implementation as it is not easy to implement. Effective project implementation rarely gets much attention or respect. Yet it is imperative to note that even the most creative and well-crafted project strategies are useless if they cannot be implemented (Sterling, 2013). Increasing access to family planning projects could lead to meeting the unmet need for family planning, and thereby slowing population growth rate and reducing the costs of meeting SDGs in terms of universal primary education, which is influenced by the number of children in need of education (Moreland & Talbird, 2015). Hawkins et al

(2012) observed that family planning services offer various economic benefits to the household, country and the world at large. First, family planning permits individuals to influence the timing and the number of births, which is likely to save lives of children. Secondly, by reducing unwanted pregnancies, family planning service can reduce injury, illness and death associated with child birth, abortions and sexually transmitted infections (STIs) including HIV/AIDS. Further, family planning contributes to reduction in population growth, poverty reduction and preservation of the environment as well as demand for public goods and services (Crichton, 2011).

Over the past several decades, Kenya has become an economic hub in East Africa. However, many segments of the population have minimal access to high-quality healthcare and social services. Southern Africa countries such as Botswana, South Africa and Zimbabwe have been forerunners for fertility decline in Sub-Saharan Africa. Contraceptive prevalence varies between these countries; Mozambique is the lowest with 14% of women currently using a modern method of contraceptive. The highest is South Africa followed by Namibia and Zimbabwe with 50% of the women currently using a modern method of contraceptives. Contraceptive prevalence increased between 1990s and the 2000s. The use of contraceptives is highest among women in high wealth quartile, who have secondary or higher education, or who live in urban areas. The unmet need for family planning is highest in Lesotho and lowest in Namibia. In general, the trend in the unmet need for family planning is on decline, but in Mozambique, it has increased (Shemeikka et al., 2011).

As in many other developing countries, reproductive health services in Kenya are delivered through a multi-sectoral approach involving many implementing partners coordinated and supervised by the Division of Reproductive Health in the

Ministry of Health (MOH, 2016). The major provider of reproductive health services in Kenya is the Government, through the Ministry of Health and County governments. Kenya's population as at 2012 was an estimated 40million. Resources for health are scarce, and the disease burden is high in the country, just as in other countries in the region (Glennard & Maina, 2012).

Kenya is striving to manage population growth and make adequate health care services universally available. This requires striking a delicate balance between the population's health needs and available resources. It also requires the equitable and efficient allocation of resources. A key challenge to attainment of this goal is lack of strengthened health system through the capacity to manage projects and programs and addressing critical bottlenecks, especially a shortage of skilled health workers, an inadequate budget for the health sector, poor procurement and supply systems, and other critical management problems (DRH, 2015).

Statement of the Problem

The contribution of the family planning projects to the economic development of the country has stagnated at about 3.8%, this effects the economy due to poor implementation of the established projects and programs (GoK, 2014). Family planning programs in developing countries do not meet the family planning needs of more than 500 million women each year, rarely preventing an estimated 187 million unintended pregnancies and 2.7 million infant deaths and 215,000 pregnancy-related deaths each year. Over the past 40 years, family planning projects have not reduced fertility rates as anticipated in developing countries, from six births per woman to about three per woman. Lower birth rates contribute to slower population growth, which affects economic development and environmental

sustainability. In Africa, 23.2% of women of reproductive age have an unmet need for modern contraception due to poor implementation of family planning projects (WHO, 2015). In Kenya, during the past 20 years there has been great progress in the provision of family planning and reproductive health services. The Total Fertility Rate has declined from about eight 35 years ago to about 3.9 by 2014 (KDHS, 2014). Different family planning projects have to be allocated to the project's actors on the basis of who has the best qualifications for dealing with a specific risk. According to Turner, 2013, 70% of all implementation problems could be identified at the early stages and, therefore, poor implementation could be decreased by more than 60%. According to Kenya demographic health survey that was conducted in 2014, Kenya has 18% of has poor implementation of Family Planning Projects. This poor implementation of Family Planning projects in Nairobi City County compared to others need to investigated to find out the story behind the poor implementation. This study was therefore intended to establish drivers of implementation of family planning project in Nairobi County, Kenya.

Objectives of the Study

The purpose of the study was to examine the drivers of implementation of family planning projects in Nairobi City County, Kenya. The specific objectives of the study included the following;

- To determine how project leadership affect implementation of family planning projects in Nairobi City County, Kenya.
- To establish how stakeholder involvement affect implementation of family planning projects in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Contingency Theory

The contingency theory of organizational structure presently provides a major framework for the study of organizational design (Donaldson, 2011). It holds that the most effective organizational structural design is where the structure fits the contingencies. The contingency approach is considered a dominant, theoretical, rational, open system model at the structural level of analysis in organization theory (Scott, 2012). Organizations are unique; have contingency variables, and require different ways of managing. The Contingency Approach recognizes some of these macro-environmental factors, or contingencies, to be considered. Mintzberg (2009) identified 11 contingency variables, 4 dealing with the environment, stability, complexity, diversity and hostility. Other factors identified include: design of positions, design of superstructure, design of lateral linkages and design of decision-making system as structural design parameters. If management is flexible, then management can respond to each of these factors and act accordingly. The planning and organization variable in this research is related to the contingency approach. Different organizations have different strategic plans based on their goal they intend to meet. Therefore, they will require different approaches to different levels of management to make the most out of the prevailing economic, cultural, political and social business environment. The ultimate goal would be to deliver projects that are within the clients' agreed cost, time and quality projects, which contribute to the overall aim of the organizational existence (Keizner, 2013)

Stakeholder Theory

Freeman (2004), identifies and models the groups which are stakeholders of a corporation, and both

describes and recommends methods by which management can give due regard to the interests of those groups. Agle *et al* (2008) argue that the theory has multiple distinct aspects that are mutually supportive: descriptive, instrumental, and normative. The descriptive approach is used in research to describe and explain the characteristics and behaviors of firms, including how companies are managed, how the board of directors considers corporate constituencies, the way that managers think about managing, and the nature of the firm itself significantly across firms in the implementation of projects. The central idea is that an organization's success is dependent on how well it manages the relationships with key groups such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of its purpose (Freeman & Phillips, 2002). Patton (2008) emphasizes that the stakeholder models entails all people with legitimate interest to participate in an enterprise do so to obtain benefits. Michell *et al* (2008) state that the exercise of stakeholder power is triggered by conditions that are manifest in the other two attributes of the relationship i.e. legitimacy and urgency. Power gains importance when it is legitimate and exercised through a sense of urgency. Highly important and powerful stakeholders are located where power, legitimacy and urgency intersect (Freeman & Phillips, 2002) The overall purpose of stakeholder theory is to enable the managers to understand stakeholders and strategically manage them (Patton, 2008). The theory emphasizes the significance of the relationship between the stakeholder involvements during project initiation of the public projects and the performance of the projects. The success or failure of the projects will be influenced greatly by the participation of various stakeholders which may include the community benefiting from the project and even the project team, (Beach, 2009) .Thus the researcher seeks to

establish whether there exist proper project initiation phase by ensuring stakeholder involvement was adhered to for the success implementation of the family planning projects

Conceptual Framework

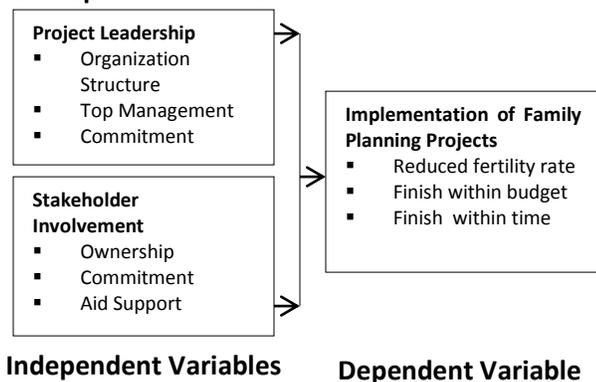


Figure 1: Conceptual Framework

Project Leadership

Project leadership is the life blood of any project and its importance cannot be underestimated. According to Voon *et al.*, (2011) definition, project leadership is the interaction process which occurs between the leader and other workers and the goal of which is reaching to determined aims of management. As communities become more science oriented today, leadership is defined as the convincing ability by individuals who have leadership quality in order to make people in his environment reach the determined aim (Furkan *et al.* 2012). There is variety of styles among leaders. This consists of autocratic, laissez faire, democratic, and bureaucratic (Saekoo, 2011). The leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of individuals in the organization (Obiwuru *et al.*, 2011).

Zairi (2014) states that in recent days leadership is considered as a must for survival. It comes from the level of inspiration, commitment generated and corporate extermination to perform. Leadership is

defined by the behaviors, traits and qualities of a leader. According to Klagge (1996), leadership refers to a phenomenon similar to trailblazing, where individuals are out in front of others exploring virgin territories, mapping new pathways, and setting the pace for project implementation. Project leadership therefore is one of the core factors for success in any given project.

Stakeholder Involvement

Stakeholders involvement is described as a social process in which groups with shared needs living in a certain geographical area actively identify needs, make decision, and set up mechanism to achieve solutions or goals (Adesina, 2010). However heterogeneous groups and individuals can become stakeholders and collectively take actions to attain shared and specific goals. To enhance stakeholders' involvement several measures are put in place. These measures include involvement of the stakeholders in project conceptualization, initiation, design, implementation as well as monitoring and evaluation. Lack of stakeholders participation at the onset of project activities lead to unclear project activities and adoption of poor projects which fail to benefit the community as a whole. These projects often lack support from the key and primary stakeholders and beneficiaries. Stakeholders involvement makes everyone feel part and parcel of the project and they own and make sure they put all the necessary steps to safeguard the required standards (Kanua, 2009). Involving stakeholders in discussion about monitoring and evaluation of programs often empowers them and promotes meaningful participation by diverse stakeholder groups which avail to the monitoring and evaluation team sufficient and relevant information useful for the exercise (Otieno, 2008). The stakeholders involvement must be brought in at the onset of the monitoring and evaluation and should incorporate key stakeholders and other parties interested in

ensuring that the tool is effective (Achoka, 2013). According to Otieno (2008) if the right people are involved in the entire process, the outcome will be greatly enhanced and the recommendation well perceived. Corrective measures will be embraced and enforced in good time. Stakeholder's participation should be taken seriously because it has a bearing on the effectiveness of the monitoring and evaluation process (Gettler *et al* 2011).

Implementation of Family Planning Projects

According to Edorah, (2012), in 'A Family Planning Success Story' Thailand lowered its birth rate quickly and substantially due to innovative projects in carrying out family planning approaches, the openness of the Thai people to new ideas, and the willingness of the government to work with the Population and Community Development Association (PCDA), a private non-profit organization and the largest non-governmental agency in Thailand. National Research Council (US) Working Group (2013), on Factors Affecting Contraceptive Use in Sub Sahara Africa described cultural and socioeconomic barriers as a main reason for low contraceptive prevalence in the African region with even that small, well-managed projects and programs throughout the subcontinent achieving prevalence rates of 20 percent. Maura Graff,(2015) on his article, Family Planning Is a Crucial Investment for Kenya's Health and Development, indicated that family planning is an essential component of achieving development goals for health, poverty reduction, gender equality, and environmental sustainability, including Kenya's Vision 2030, a national framework for development. Pathfinder International has built successful approaches to delivering quality Reproductive Health and Family Planning (RH/FP) services in the world. In Kenya since 1969, different organizations such as pathfinder have implemented several projects successfully funded by International bodies such as USAID including Community-Based

Distribution (CBD) of Family Planning Method, Adolescent Sexual and Reproductive Health and Post abortion care, Urban reproductive Health Initiative (UrHI II), Integrated reproductive Health and Peer counseling in Kenyan Universities, community-based HIV/AIDS Prevention, care and Support Project (COPHIA), community-based Family Planning in Kenya Project, the AIDS, Population, and Health Integrated Assistance Projects, APHIA II (Nairobi, central and North eastern Provinces)APHIA II (Nairobi, Central and North eastern Provinces) implemented family planning projects in all the five counties in central region Kirinyaga being one of the counties. After the exit of APHIA II, USAID funded APHIA PLUS KAMILI to continue implementing the projects in Central region.

Empirical Review

Project Leadership

Wachira (2013) sought to examine factors influencing successful implementation of biomedical research projects in Kenya Medical Research Institute (KEMRI). The study used a descriptive research design. The study used questionnaire to collect qualitative and quantitative data. Participants were KEMRI scientific staff involved in project implementation. The sample size was 90 scientific staff. Data from questionnaires was entered in to Statistical Package for Social Sciences (SPSS version 20.0) and analyzed using descriptive statistics, frequencies and percentages. One sample non-parametric test of significance, using chi-square, was used to determine the statistical significance between the observed distribution frequencies and the expected distribution based on the null hypotheses. The results of Wachira (2013) study indicate that top management support influence successful implementation of the project with 76.3% of the respondent supporting this. 73.7%, of the respondents indicated that organization structure in the institute supports projects implementation.

Communication system which was found to be effective and used by both project leader and top management was emails with 73.7% respondents indicating it's effective. All the respondents 100% indicated that the project leaders are committed to successful implementation of the projects while 57.9% said procurement procedures contribute to successful implementation of the projects. Statistically the study showed a significance relationship between; top management support P value 0.000, organization structure P value 0.008, project leader performance P value 0.003, procurement procedure P value 0.015 and successful implementation of biomedical projects.

Stakeholder Involvement

A study by Oino, Towett, Kirui and Iuvinga (2015) on The Dilemma on Sustainability of Community Based projects in Kenya, provided a conceptual explanation of factors that influence sustainability of projects in Kenya, especially in the very needy communities where such projects are the only window of hope. The analysis of secondary evidence from Kenya and other parts of the world. The argument is that a lot of money is being spent in community -based projects yet majority of such projects have generally failed to bring sustainable benefits to the target groups. The paper particularly observes that although many projects highlight elements of sustainability in their proposal stage, the actual implementation seems to lack emphasis on sustainability. The authors concentrated on socio-cultural, political, economic and technical factors and how they affect sustainability of community-based projects. The study concluded that lack of stakeholder ownership and commitment leads to project failure. Additionally, aid support from development agencies often do not fully understand and consider socio-economic, cultural, and political factors influencing the project design, planning and implementation. As well, very limited follow-up support during implementation is

tendered by these development agencies. Therefore, there is need for inclusive and viable community driven approaches to project sustainability which can be achieved through participation and involvement of all stakeholders.

Implementation of Family Planning Projects

Sileo and Katelyn (2014) carried out a study to investigate the determinants of Family Planning Service Uptake and use of Contraceptives among Postpartum Women in Rural Uganda. The study demonstrated an especially high unmet need (66%) among women approximately three months of postpartum attending Ante Natal Care in a rural Ugandan hospital, indicating high risk for poorly spaced pregnancy. The study concluded that the percentage women of reproductive age who use any family planning method will increase from 30% to 64% if their unmet need for Family Planning is satisfied (UBOS and IFC International Inc., 2012). Mutisya (2013) sought to fill a knowledge gap that exists on strategy implementation by milk processors in Kenya. The research was conducted as a cross-sectional survey and targeted 54 respondents who included the Chief Executive Officers and the designated members of the senior management of the milk processing firms in Kenya. Primary data was collected using a structured questionnaire which was self-administered on the respondents. Data analysis was done using descriptive statistics technique. The findings indicated that milk processors in Kenya have undertaken the activities of building a capable organization, managing internal operations and corporate culture and leadership in their strategy implementation. Okech, Wawire and Mburu (2011) carried out a study on contraceptive use among women of reproductive age in Kenya's city slums. The objective of the study was to examine the utilization level of family planning services and to analyze the determinants of demand for family planning services among women in City slums in

Kenya using a survey design. The study revealed low usage of contraceptives among these women in the city slums. The study however failed to indicate the extent to which these factors (unmet needs) affect implementation of Family planning projects.

RESEARCH METHODOLOGY

A research design describes how the study addresses the specific aims and objectives of the research (Mugenda & Mugenda, 2012). The study used descriptive survey designed to establish the drivers of implementation of family planning projects in Kenya. The target population comprised of 175 family planning projects being implemented by the Government and non-governmental organizations in the 17 constituencies in Nairobi City County (GoK, 2017). The quantitative data was coded and software version 22 SPSS software was used.

FINDINGS AND DISCUSSIONS

Implementation of Family Planning Projects

The study sought to examine the drivers of implementation of family planning projects in Nairobi City County, Kenya, attributed to the influence of project leadership and stakeholder involvement. The study was particularly interested in three key indicators, namely reduced fertility rate, implementation within schedule and scope, and with all the three studied over a 5 year period, running from 2012 to 2016. Table 1 below presented the findings. Findings in Table 1 revealed improved implementation family planning projects

Table 1: Implementation of Family Projects

Reduced Fertility Rate	2012	2013	2014	2015	2016
Increased by less than 10%	38.7	39.8	30.9	32.4	30.4
Increased by 10%	32.8	28.3	28.5	27.3	28.5

across the 5 year period running from the year 2012 to 2016. Implementation of family planning projects recorded reduced fertility rate with a majority affirming to less than 10% in 2012 (38.7%) and 2013 (39.8%), to 10% in 2014 (40.3%) reduced more than 10%, in 2015 (40.9%) reduced more than 10% and 2016 (41.5%) indicated reduced more than 10%. A similar trend was recorded in implementation of family planning projects within scope, with a majority affirming of the respondents stated that it increased by less than 10% in 2012 (38.9%) and 2013 (33.8%) stated increased by less than 10%, 2014 (45.9%) indicated increased by more than 10% in 2015 (35.44) increased by more than 10% and 2016 (35.90%) increased by more than 10%. Implementation of projects within time further recorded positive growth with a majority affirming to increased by less than 10% in 2012 (37.9%) and 2013 (35.9%) increased by less than 10% in 2014 (35.9%) stated that increased by than 10%, in the year 2015 (39.0%) indicated that it increased by more than 10% and in 2016 (36.2%) of the respondents stated that it increased by more than 10%. It was deduced from the findings that key implementation of family planning projects indicators had considerably improved as influenced by among other attributes, the influence of project leadership and stakeholder involvement. Implementation of projects in reduced fertility rate, implementation of projects within budget and implementation of projects within scope had particularly improved by at least 10 percent across most of the projects pointing to the significance of project leadership and stakeholder involvement in the implementation of family planning projects.

Increased by more than 10%	28.7	32.1	40.3	40.9	41.5
Implementation within Scope	2012	2013	2014	2015	2016
Increased by less than 10%	38.9	33.8	22.5	32.5	32.8
Increased by 10%	35.8	35.8	31.9	33.9	30.9
Increased by more than 10%	25.6	30.8	45.9	35.4	35.9
Implementation within Time	2012	2013	2014	2015	2016
Increased by less than 10%	37.9	35.9	31.2	25.7	33.1
Increased by 10%	36.2	31.3	35.9	35.3	30.7
Increased by more than 10%	25.9	32.8	32.9	39.0	36.2

Project Leadership

The study sought to assess the influence of project leadership on implementation family planning projects in the study area. This study presented findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 2 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' had been taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' had been taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' had been taken to represent a statement equivalent to a mean score of 1.0 to 2.5. The study findings in Table 2 indicated that the

Table 2: Project Leadership

respondents indicated to a great extent that they were allowed to have sense of belonging in the management of the affairs in the projects (3.654); They carried out higher responsibilities with their leaders with little supervision (3.234); The organization had ensured that orders have zero mistakes (3.098); The county had ensured that they were helped to achieve thier vision and mission (3.212); Their leaders were involved when important issues arise and retained decision making rights (3.789); The project plan had details on the expected duration of the project (3.123) The decision making process was slowed down and workable results required enormous amount of effort (3.123).The study findings corroborates with literature review by Okafor (2005) who observed that project leadership is important on the implementation of the family planning projects.

Statement	Mean	Std
We are allowed to have sense of belonging in the management of the affairs in the projects	3.654	.234
We carry out higher responsibilities with our leaders with little supervision	3.234	.233
The organization has ensured that our orders have zero mistakes	3.445	.468
The county ensure that we are helped to achieve our vision and mission	3.098	.431
Our leaders are involved when important issues arise and retain decision making rights	3.678	.280
The decision making process is slowed down and workable results require enormous amount of effort	3.212	.169
Composite Mean	3.345	

Stakeholder Involvement

The study sought to assess the influence of stakeholder involvement on implementation family planning projects in the study area. This study findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 3 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' had been taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' had been taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement equivalent to a mean score of 1.0 to 2.5. The study findings in Table3 indicated that the respondents indicated to a great extent that the user involvement enhanced engagement initiatives in the projects (3.551); They carried out higher responsibilities with the leaders with little supervision (3.220); there was donor involvement in mobilization of the resources for implementation of the project activities (3.112); the user involvement yielded expected implementation projects (3.098); the user involvement enhanced transparency and accountability in the projects (3.722); the

stakeholder involvement encouraged ownership of the project activities (3.100); there was implementation problem solutions from the problem identification in the projects (3.321).The study findings corroborated with literature review by Otieno(2007) that the stakeholders may be involved to use and coordinate their resources of personnel, time money goods and services in a broad range of structures and strategies. Additionally people and community based organization often participate at different levels in implementation of various project within the public health care system thus can provide useful information for monitoring and evaluation of the devolved public health care system. They may have less access to resources than do government institutions and agencies and may view themselves as tokens that make the health promotions effort look more credible It is best to involve key stakeholders such as volunteers, community members, local authorities, partners donors the county government, the national government as much as possible in the evaluation process since their participation helps to ensure different perspective are considered so that the evaluation findings can be owned and acts as a lesson(Gray&Larson,2008).

Table 3: Stakeholder Involvement

Statement	Mean	Std
Do you have user involvement to enhance engagement initiatives in the projects?	3.551	.309
Is there donor involvement in mobilization of the resources for implementation of the project activities?	3.220	.223
Does user involvement yields expected implementation projects?	3.112	.246
Does user involvement enhance transparency and accountability in the projects?	3.098	.145
Does stakeholder involvement encourage ownership of the project activities?	3.722	.469

Are there implementation problem solutions from the problem identification in the projects? 3.321 .310

Composite Mean

3.345

CONCLUSION AND RECOMMENDATIONS

From the descriptive results a great extent the respondents were allowed to have sense of belonging in the management of the affairs in the projects. They carried out higher responsibilities with our leaders with little supervision. The organization had ensured that their orders had zero mistakes. The county ensured that they were helped to achieve their vision and mission. Their leaders were involved when important issues arise and retain decision making. The project plan had detailed the expected duration of the project. The decision making process was slowed down and workable results required enormous amount of effort.

The study established to a great extent that the user involvement enhanced engagement initiatives in the projects. They carried out higher responsibilities with the leaders with little supervision. There was donor involvement in mobilization of the resources for implementation of the project activities. The user involvement yielded expected implementation projects and enhanced transparency and accountability in the projects. The stakeholder involvement encouraged ownership of the project activities. There was an implementation problem solution from the problem identification in the projects.

The study sought to examine the drivers of implementation of family planning projects in Kenya, attributed to the influence of project leadership and stakeholder involvement over a 5-year period, running from 2012 to 2016. Reduced fertility rate recorded a slow positive

implementation. Finish of the projects within time further recorded a slow positive implementation. Finish of the projects within scope also recorded a slow positive implementation. From inferential statistics, a positive correlation was seen between each determinant variable and implementation of family planning projects. The strongest correlation was established to be project leadership. Both independent variables were found to have a statistically significant association with the dependent variable at ninety-five level of confidence. Analysis of variance was further done to show whether there was a significant mean and all variables were found to be significant.

Conclusions of the Study

Based on the study findings, the study concluded that implementation of family planning projects in Kenya was affected by the independent variables. The project leadership followed by stakeholder involvement as the major factors that mostly affected implementation of family planning projects in Kenya.

The study concluded that project leadership was the first important factor that implementation of family planning projects in Kenya. The regression coefficients of the study showed that project leadership had a significant influence on implementation of family planning projects in Kenya. This implied that increasing levels of project leadership would affect the levels of implementation of family planning projects in Kenya. This showed that project leadership affected implementation of family planning projects in Kenya.

The study concluded that stakeholder involvement was the second most important factor that affected implementation of family planning projects in Kenya. The regression coefficients of the study showed that stakeholder involvement had a significant influence on implementation of family planning projects in Kenya. This implied that increasing levels of stakeholder involvement would affect the levels of implementation of family planning projects in Kenya. This showed that stakeholder involvement affected implementation of family planning projects in Kenya.

Recommendations of the Study

Based on the study findings, the study found out that project leadership and stakeholder involvement were the major factors that mostly affected implementation of family planning projects in Kenya and suggest the following recommendations:

The study recommends that there is need to allow the project team to have sense of belonging in the management of the affairs in the projects. They can carry out higher responsibilities with other leaders with little supervision. The organization should ensure that the orders and help to achieve our vision and mission. The leaders and project team should be involved when important issues arise and retain decision making rights during the implementation of family planning projects.

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The study recommends for the stakeholders participation at the onset of project activities lead to clear project activities and adoption of poor projects which fail to benefit the community as a whole. These projects should not lack support from the key and primary stakeholders and beneficiaries. Stakeholders involvement makes everyone feel part and parcel of the project they own and take care all necessary steps to safeguard the required standard

Areas for Further Research

The study was a milestone for further research in the field of implementation of family planning projects in Africa and particularly in Kenya. The findings had demonstrated role of project leadership and stakeholder involvement on the monitoring and evaluation. The current study should therefore be expanded further in future in order to determine other factors that affect the monitoring and evaluation or other aspects outside the model. Further, the existing literature indicates that as a future avenue of research, there is need to undertake other counties and countries in order to establish whether the explored factors can be generalized to affect implementation of family planning projects.

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