



DRIVERS OF IMPLEMENTATION OF FOOD SECURITY PROJECTS IN KENYA

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ABSTRACT

The purpose of the study was to establish the drivers of implementation of food security projects in Kenya. The study was limited to the 90 various food security projects implemented by several agencies in Kenya. The study used descriptive research. It was established that there existed strong positive relationship between the independent variables and dependent variable as shown by R value (0.866). The coefficient of determination (R^2) is used to measure how far the regression model's ability to explain the variation of the independent variables. The coefficient of determination was between zero and one. The data showed that the high R square was 0.750. It showed that the independent variables in the study were able to explain 75.00% variation in the implementation of food security projects in Kenya while the remaining 25.00% was explained by the variables or other aspects outside the model. The study therefore identified variables as critical drivers of implementation of food security projects in Kenya. The studies recommended for the stakeholder involvement to enhance implementation of food security projects in Kenya. There is need to have a community involvement to enhance engagement initiatives in the projects, mobilization of the resources for implementation of the project activities. There is need to enhance proper communication during the implementation of the projects. The poor and distorted information slow down project implementation and lead to extra cost. There should be clear channels of communication to facilitate and eliminate the delays project implementation. The study recommended for project funding to enhance implementation of food security projects in Kenya. There is need to have adequate financing mechanisms in the project to enhance timely completion of the project. The project financing mechanisms should be enhanced for the reduction of cost overruns. The study recommended for adoption of monitoring and evaluation to enhance implementation of food security projects in Kenya. There is need to have a continuous evaluation of the status of the project and project management should encourage participation approach on running project activities. There is need to have a participatory M & E encourages upfront planning efforts on the implementation of the projects. The current study should therefore be expanded further in future in order to determine other factors that affect the implementation of food security projects in Kenya since the study established there could be the remaining aspects outside the model.

Key Words: Stakeholder Involvement, Project Communication, Project Funding, Monitoring and Evaluation

INTRODUCTION

According to Meredith and Mantel (2010), the project implementation phase takes 80-85% of all the project activities and resources utilization. Project success requires a combination of product successes and project management success that is the product (services, results or outcome) of the project if it is a success and if the project is well managed (Kerzner, 2009). However not all the project will adopt the five stages as some may be terminated before closure. Typically the project cycle include the following stages: identification, preparation and appraisal that are related to pre-implementation, implementation and monitoring and evaluation. In all the above stages there exist determinants at each stage that could greatly affect the performance of project. For example failure to complete the planned activities as scheduled at every stage of project life cycle could doom an otherwise successful project to fail. The primary challenge of project management is to achieve all of the project goals and objectives while honouring the preconceived constraints. The primary constraints are scope, time, quality and budget. The secondary and more ambitious challenge is to optimize the allocation of necessary inputs and integrates them to meet pre-defined objectives. Despite considerable efforts of national governments and the international community to reduce hunger and improve nutrition in the context of the Sustainable Development Goals (SDGs) and other initiatives, the proportion of undernourished people in developing countries has largely remained constant since the mid-1990s (FAO 2016). Although some progress in drought resilience projects are global food price crisis and subsequent food price spikes have pushed millions of people into food insecurity status (Brinkman, de Pee, Sanogo, Subran & Bloem, 2010).

There has been a drastic move to ensure implementation of food security projects to alleviate the problem of hunger and poverty in Kenya. Maintaining goods and services that are deliverable outcomes of project interventions has continued to be critical in Kenya, and more particularly in the rural areas (Swiss Agency for Development and Cooperation, SDC, (2015).The reports still adds that it is the objective of every donor funded project to meet the desired outcomes and continue giving support to community even after the donors have phased out. The available studies reveal that within each project work plan, there are sustainable mechanisms put in place to ensure continuity beyond project timeline. Guijt and Woodhill (2012) states that the community as well as the donor's goodwill within a project coupled with a sound strategy from the donors and government to provide continued support the projects contributed to implementation of the same.

Successful implementation of food security projects has always been lacking in as much as several billions of money has been pumped on the projects throughout the country. There are still several programs which have not been successful and people still depend on donor funding to implement more projects without any mechanism to sustain the projects beyond their timelines. According to Oriola (2009), analysis of the capital economic structure have identified the complexity of getting resources to the people, getting people to participate, financing and managing delivery of services at micro and macro levels as major challenges. Unsurprisingly, poor communities have continued to witness a decline in living standards, increasing levels of poverty and deterioration in infrastructures (GoK, 2016).

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 food security projects are able to persist despite the exit of donors, while the beneficiaries reap dividends; appreciate their participation and ownership role in the project. Apparently, it is implementation that makes the difference between success and failure of projects (World Bank, 2014). In recent years the donors have stepped up efforts to find a lasting solution to the problem of extreme poverty and hunger which has ravaged many parts of the country through the implementation of food security projects.

Kenya for a long period has pursued the goal of attaining self-sufficiency in food commodities as maize, wheat, rice, beans, milk and meat especially through the implementation of food security projects.. Empirical evidence shows that solving the food security issue from production (Supply side) point of view, while overlooking the purchasing power (demand side) of the people, does not solve the food security problem if the food security projects are not well implemented, with regard to accessibility of sufficient food by vulnerable groups (KIPPRA, 2017). Kenya was hit by a severe food crisis in 2016, during which 3.75 million people were food insecure and 1.4 million pastoralists were in a state of emergency, although the crisis was predicted, there was a poor and disorganized response to Famine Early Warning Systems (FEWS, 2011).

The most affected sectors of the economy in order of importance are livestock(particularly among pastoralists), agriculture (crop farming), water and social sectors as indicated by the joint GoK-interagency post disaster needs assessment (PDNA) report of 2011 which indicated that, livestock worth KShs. 56.1 billion died because of the droughts, in addition to approximately KShs. 643.2 billion lost as a result of emerging constraints along the production and food supply value chains (e.g. water, feed and veterinary services; decline in production of meat, milk and other by-products).

The report further indicated that in agriculture (crop farming), production of food and industrial crops reduced by an amount of Kshs. 121.1 billion in the same period.

Statement of the Problem

Despite the numerous efforts to enhance implementation of food security projects in areas of Sub-Saharan Africa, the implementation is rather low leading to spending of massive resources on projects that have restricted benefits to the target population (AfDB, OECD & UNDP, 2016).According to Oduwo (2014), most of the food security projects in Kenya, (66.7%) fail due to poor participatory monitoring and evaluation during the project implementation process (UNDP, 2012). For the last three decades, many food security projects have been in existence in Kenya, with very huge sum of money invested both from donors and tax payers. For example upon completion, the food security projects were expected to have invested a grant from different agencies KES 13.5 billions (ADA directory), projects that were implemented by the Common Interest Groups (CIGs) in the year 2016.

Various studies have been carried out on drought recovery and resilience programs such as Mbogo, Inganaga and Maina(2016) did a study on the drought conditions and management strategies in Kenya. Opiyo(2015) conducted a study on the drought adaptation and coping strategies among the Turkana pastoralists of Northern Kenya. Fan and Lorch (2012) and Wodon and Zaman (2008), the studies focused on food programs as technology investment, system approach and production systems as avenues to attain food security but did not concentrate on the drought resilience security projects. It is on this premise that due to these conceptual, methodological and contextual gaps that the current study intended to explore the drivers of implementation of food security projects in Kenya.

Objectives of the Study

The broad objective of this study was to determine the drivers of implementation of food security projects in Kenya. The specific objectives were:-

- The specific objectives of this study were to:
- Examine how stakeholder involvement influence implementation of food security projects in Kenya.
- Establish how project communication influence implementation of food security projects in Kenya.
- Determine how project funding influence implementation of food security projects in Kenya.
- Assess how monitoring and evaluation influence implementation of food security projects in Kenya.

LITERATURE REVIEW

Theoretical Review 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 implementation 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 is adhered to for the success implementation of the food security projects

Theory of Development Communication

To establish the influence of project communication on implementation of food security projects in Kenya, the study will be based on Resource Based Theory One of the biggest ways to motivate people and make them more confident of what can be achieved is through more effective communication. (Toney & Powers, 1997 and Larkin & Larkin, 1996). Development communication refers to the use of communication to facilitate social

development (International Finance Corporation, 2007). Khatri (2009) explains that development communication is founded on an idea that put the modern media of social communication at the service of development. In perspective of Chandler and McEvoy (2010), development communication seeks to elicit a human, and ultimately a social response in the people whom it seeks to serve.

Development communication is an educational process (Sena, 2012). According to Steele (2008), it aims at developing social consciousness, personal responsibility towards one's fellowmen, one's community and country. In other words, it is a social conscience hence sensitizing the conscience. Buchholz (2013) implies development communication as respect for the human person, respect for his intelligence and his right to self-determination. Development communication help organization to engage the community as a stakeholder in educative and awareness issues and this helps to establish conducive working environment for assessing risks and opportunities and promotes information exchanges to bring about positive social change via sustainable development (Clarkson, 2005). Finlay (2006) point out that development communication technique such as information dissemination and education, behaviour change, social marketing, social mobilization, media advocacy, communication for social change and community participation has helped many organizations with community based projects to succeed even in the phase of hostility if the techniques are well used. The theory of development communication is therefore important to this study as it demonstrates the extent to which project communication influences successful implementation of food security projects.

Resource Based Theory

To establish the influence of project funding on implementation of food security projects in Kenya,

the study will be based on Resource Based Theory. Penrose (1959) provided initial insights of the resource perspective of the firm. However, the resource-based perspective of the firm (RBT) was put forward by Wenerfelt (1984) and subsequently popularized by Barney's (1991) work. Many authors for example Nelson & winter (1982); Dierick & Cool (1989); Mohoney & Pandian (1992); Eisenhardt & Martin (2000); Zollo & Winter (2002); Zahra & George (2002) and Winter (2003) made significant contribution to its conceptual development. The theory emphasized the importance of organization resources and their influence on performance and competitive advantage in the market.

According to RBT, every project has its own unique resources that enable it to be well implemented, by addressing the rapidly changing environment (Helfat, 2007). These resources may be financial, human, physical, technological and information. These may be valuable, rare and non-substitutable (Crook, Ketchen, Combs & Todd, 2008). Critiques of the RBT have pointed out that some resources contribute to project completion while others do not; hence, not all resources of project have the ability to contribute to its implementation. Secondly, the mere availability of resources are coordinated and integrated (Lopez, 2005). To implement food security projects, there is need to have adequate financial resources (James, 2011).

Control Theory

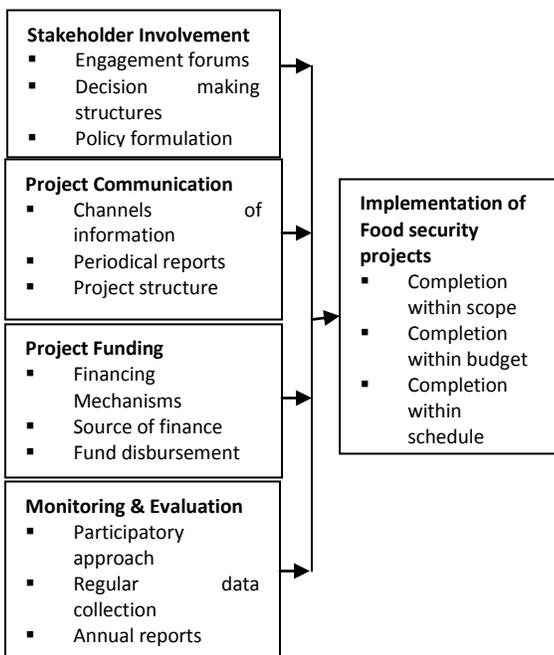
This theory will guide the study in establishing the relationship between monitoring and evaluation on implementation of food security projects in the Kenya. Control theory, invented by Ouchi (1979) and Eisenhardt (1985) uses the notion of modes of control to describe all attempts to ensure that individuals in organizations act in a way that is consistent with organizational goals and objectives through well laid down communication channels (Kirsch, 1997). The concept of control is based on

the premise that the controller and the control have different interests. These different interests will be overcome by the controller's modes of control (Tiwana, 2009). Project control may distinguish between formal and informal mechanisms. Formal modes of control are defined as Behaviour control and Outcome control. Behavior control consists of articulated roles and procedures and rewards based upon those rules. Outcome control is mechanisms for assigning rewards based on articulated goals and outcomes. The informal modes of control are carried out by the control modes labelled as clan and self. Clan are the mechanisms of a group sharing common values, beliefs, problems, and these mechanisms work through activities as hiring & training of staff, socialization etc. The control mode of the self is about individually defined goals and can be carried through the mechanisms of individual empowerment, self-management, self-set goals, etc. (Kirsch, 2007).

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 a achieve solutions /goals (Adesina,2010).however heterogeneous groups and individuals can become stakeholder and collectively take actions to attain shared and specific goals. To enhance stakeholders involvement in monitoring and evaluation can involve in tendering and supplies, several measures are put in place to facilitate smooth and transparent implementation of projects. These measures include registration of contractors/supplies and artisan provision of information on tendering and supplies guidelines and formation of sub committees for vetting and recommending for supplies (Achoka, 2013). This is to ensure that projects remain relevant to the stakeholders.

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework

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 (Otieno, 2007). 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).

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 they own and take care all necessary steps to safeguard the required standards (Kanua,2009).

Project Communication

Communication is a key issue for successful project implementation and management. It is specifically a challenging task for projects where a number of interdependent role players are needed to achieve the desired project outcomes (Abdulaziz *et al.*, 2015). Communication is very essential in project execution. It plays a vital role in all stages of construction such as design production, organization and management (Mehra, 2009). Statistics have shown that over 50% of projects in Africa are unsuccessful due to inappropriate communication method (Kasim & Usman, 2013). Various professionals in the construction industry must communicate effectively for any given project to be successful. During the course of project execution, information in the form of drawings, specifications and construction methods must be fully disseminated (Aishwi & Underwood, 2009).

Some professionals may not be able to understand some aspects of a project if little information are available thus leading into project failure. Ineffective communication system leads to demotivated workforce, design errors, slowdown in the entire job and failure in production (Topli & Ilyasu, 2014). Construction professionals should communicate throughout all construction stages.

There is need for professionals within the construction industry to appropriately communicate with each other for the successful delivery of performance goals within the organization. Scope of work and details of construction are communicated by means of drawings, contract documents, addenda and specifications (Kasim & Usman, 2015).

Project Funding

Although project delivery process does not have a stage called funding, budgetary constraints affect each stage of the process(Rahaman, 2011). The Right of Way to a project is not identified by a project that only fulfils the environmental process, only for the policy makers to disagree with the chosen source of funding. Kaliba et al. (2009) reviewed the correlation between cost overruns and project delays and realized that a good agreement exists between the two factors

Adequate and timely funding is essential for project success. Inadequate funding and untimely funding may interfere with implementation schedule of projects. Brown, & Phua, (2011) identifies contractors' financial difficulties as major causes of delays in government sponsored construction projects. He further defines contractors' financial difficulties as the contractor not having sufficient funds to carry out the construction works. This includes payment for the materials, labourers' salaries and equipment to be used for the construction work. Thornton (2007), in his survey, found that slow collection, low profit margins and insufficient capital or excessive debt are the three major causes of financial difficulties among contractors. Slow collections topped the list in the years 2007 and 2005, in which the contractor received late payment from the client. This is supported by Akinsiku, Akintola, Ameh, & Ige, (2014)who found that delay in payment from the

client would eventually cause financial difficulties to the contractor. Thus, most of the construction works cannot be carried out due to these financial difficulties. El-Behary (2013) found that the owners and consultants considered financing by contractor during construction as the top cause of delay in Egyptian building projects.

Monitoring & Evaluation

It is increasingly recognized that monitoring and evaluation of agile projects are indispensable management functions and they are therefore set by managers as preconditions (Hunter, 2009). He further argues that there is a growing interest within the project management in participatory approaches to monitoring and evaluation. It has been found that the participation of stakeholders improves the quality of projects in the world as well as increasing the sense of national and local ownership in them; there is a greater likelihood that the project activities and their impacts will be well implemented. Stakeholder participation in M&E can strengthen partnership and teamwork at all levels and stages of project implementation.

Systemic and regular collection of data from projects will assist the project team to learn from experience and improve practices, allow for both external and internal accountability of the resources invested and the results realized as well as ensure planned activities are adhered to (O'Sullivan, 2004). Monitoring checks activities and progress against plans allowing documentation of project progress and this improves greatly the chances of project success and sustainability. Evaluation focuses on systematically and objectively assessing a phase of a project or the whole project after it is completed (Rossi, Lipsey, & Freeman, 2004). Evaluation of project phases allows detect deviation from plan in time and allow for timely rectification (Valadez & Bamberger, 1994). Project phase evaluation also

allows assessing of relevance of the project to stakeholder needs, efficiency of the project team and use of resources, effectiveness of the interventions and also impacts being realized from the project or impacts anticipated, this allows the project manager analyze the expected implementation levels of the project (Junbeum, et al. 2007).

Evaluation, when participatory takes into consideration the opinion and suggestions of key stakeholders and enhances the factor of ownership (Mohan, 2001). When these stakeholders are involved in project evaluation, their worries are looked at and this allows for more appreciation of the project and more accountability (Lipman, 2004). Monitoring and evaluation generally allows for maximum implementation of plans as well as assessing the progress in time to allow for redirection where necessary (O'Sullivan, 2004). This plays a key role in ensuring successful project implementation.

Empirical Review

Stakeholder Involvement

A study by Oino, Towett, Kirui and Iuveda (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 study particularly observed 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 stakeholder driven approaches to project implementation and sustainability which can be achieved through participation and involvement of all stakeholders.

Project Communication

Abdulziz et al.,(2016) did a study on the role of communication and coordination in project success. In this context, a two-stage case study of construction phase delay control for an oil and gas industrial project is presented. A process improvement methodology was carried out in the first stage and the root causes for the delays were identified. The investigation results revealed that the scope of one item of work, piping, dominated a large portion of delays. It was found that piping packages were not processed smoothly due to four main causes: incomplete testing, frequent piping modifications, incomplete as-built drawings, and incomplete punch listing. Seventy percent of the delays were caused by incomplete testing activities and incomplete as-built drawings. The improvement study suggested establishing a new unit for piping test package control and coordination. The review process was improved and the dedicated control team was implemented for the second unit, resulting in a substantial drop in the number of delayed test packages (down from 48 to 8%) and punch list items (down from 3,075 to 2,371). The

findings of the case study demonstrate the importance of communication and coordination in successful project management for complex projects. The case presented is an example of process improvement use for successful delay management.

Project Funding

Aiyetan, Smallwood, & Shakantu (2011) found that contractors' financial difficulties were the most important cause of construction delay in Nigeria. Kaliba et al. (2009) postulated that insufficient capital is one of the major causes of financial difficulties among contractors. Poor financial control by the contractor can lead to insufficient capital (Auma, 2014). Hence, the contractor will have excessive debt which causes them to face financial difficulties as they cannot pay back the debt. Mahdavinejad, & Molaei (2011) found that material shortages are due to poor materials planning, inefficient communication, unreliable suppliers and late delivery. Chirisa (2014) stated that poor planning is mistake number one in project management. This is reflected in the scenario in which poor materials planning from the contractor could lead to material shortage because the materials needed for construction may not be available within a certain time frame. This is due to mistakes in the planning stage relating to when the materials are expected to be used in the construction phase leading to project delays. Muchungu (2012) contends that financial issues, human resources conditions, site characteristics and design quality aspects to be factors influencing performance of contractors of government funded building projects in Kirinyaga County.

Monitoring and Evaluation

Monitoring and evaluation is a key component of project management and is one of the roles done

by the project management office or the project manager. Citing (Thomson & Hoffman, 2003), (Kimani 2013) argued that evaluation should not be encouraged when a program is unstable, unpredictable and/or when it has not achieved a consistent routine as when those involved cannot agree about what the program is trying to achieve the funder and/or manager may refuse to include important and central issues in the evaluation. Hence complete involvement of all stakeholders is key in a project. Montgomery & Zint (2010), noted on First Tranche online blog (2012) that the success rate for projects with high levels of quality monitoring and evaluation (QME) was 93%, compared to a 3% success rate for those with low QME levels. The authors noted that effective supervision was necessary for project success. For an effective M&E, it is important that actors are allowed to specify the success determinants as it provide points of unity for adjustments, identify best practices, and encourages improvement of resources and capacities use.

METHODOLOGY

This study adopted a descriptive research design. A descriptive research is concerned with collection of quantitative data so as to describe specific phenomenon, the characteristics of a particular individuals of a group, current trends and linkages of certain factors (Konthari, 2004). The target population comprised of 90 food security projects in Kenya ongoing and completed between 2013 and 2017 implemented by various agencies in Kenya. The Multiple Regression model that aided the analysis of the variable relationships were as follows: $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$,

Where,

Y_i = Implementation of drought resilience projects;

β_0 = constant (coefficient of intercept),

$\beta_1 \dots \beta_4$ = regression coefficient of four variables.

X_1 = Stakeholder Involvement

X_2 = Project Communication;

X_3 = Project Funding;

X_4 = Monitoring and Evaluation;

ϵ = Error term;

FINDINGS

Implementation of Food security projects

The study sought to examine the drivers of implementation of food security projects in Kenya, attributed to the influence of stakeholder involvement, project funding, monitoring and evaluation and project communication. The study was particularly interested in three key indicators, namely implementation within budget, schedule and scope, 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 of food security projects in Kenya across the 5 year period running from the year 2013 to 2017. Implementation of projects within budget recorded low positive growth with a majority affirming to less than 10% in 2012 (38.7%) and 2013 (39.8%), to 10% in 2014 (30.9%) then more than 10% in 2015 (32.4%) and 2016 (30.4%). A similar trend was recorded implementation of projects within scope, growing from less than 10% (32.8%) in 2012, to more than 10% in 2013 (28.3%), 2014 (28.5%) and 2015 (27.3%). Implementation of projects within schedule further recorded positive growth with a majority affirming to less than 10% in 2012 (38.9%) and 2013 (33.8%), to 10% in 2014 (22.5%) and 2015 (32.5%) then by more than 10% in 2016 (32.8%). It can be deduced from the findings that key implementation of food security projects in Kenya indicators have considerably improved as influenced by among other attributes, the influence

of stakeholder involvement, project communication, project funding and monitoring and evaluation of projects in time, implementation of projects within budget and implementation of projects within scope have particularly improved by

at least 10 percent across most of the projects pointing to the significance of stakeholder involvement, project communication, project funding and monitoring and evaluation in the implementation of food security projects in Kenya.

Table 1: Implementation of Food security projects

| Implementation within Budget | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Improved by less than 10% | 38.7 | 39.8 | 30.9 | 32.4 | 30.4 |
| Improved by 10% | 32.8 | 28.3 | 28.5 | 27.3 | 28.5 |
| Improved by more than 10% | 28.7 | 32.1 | 40.3 | 40.9 | 41.5 |
| Implementation within Scope | 2013 | 2014 | 2015 | 2016 | 2017 |
| Improved by less than 10% | 38.9 | 33.8 | 22.5 | 32.5 | 32.8 |
| Improved by 10% | 35.8 | 35.8 | 31.9 | 33.9 | 30.9 |
| Improved by more than 10% | 25.6 | 30.8 | 45.9 | 35.4 | 35.9 |
| Implementation within Schedule | 2013 | 2014 | 2015 | 2016 | 2017 |
| Improved by less than 10% | 37.9 | 35.9 | 31.2 | 25.7 | 33.1 |
| Improved by 10% | 36.2 | 31.3 | 35.9 | 35.3 | 30.7 |
| Improved by more than 10% | 25.9 | 32.8 | 32.9 | 39 | 36.2 |

Stakeholder Involvement

The study sought to assess the influence of stakeholder involvement on implementation of food security projects in Kenya in the study area. This section presents 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' have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent a statement agreed upon moderately, 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 highly agreed upon equivalent to a mean score of 1.0 to 2.5

The study findings in Table 2 indicate that the respondents indicated to a great extent that there is community involvement to enhance engagement initiatives in the projects (3.654); There is community involvement in mobilization of the resources for implementation of the project activities (3.210); The community involvement yields sustainable projects (3.218); The community involvement enhance transparency and accountability in the projects (2.885); The community involvement ownership encourage ownership of the project activities (3.002); The project plan has details the expected duration of the project (2.904). The is sustainable problem solutions from the problem identification in the projects(3.246); There is community empowerment through transfer of management skills to users for the implementation of the projects(2.998). This

imply that stakeholder involvement influence implementation of the food security projects.

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 thus can provide useful information for

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 they own and take care all necessary steps to safeguard the required standards (Kanua,2009).

Table 2: Stakeholder Involvement

| Statement | N | Mean | Std |
|---|----|--------------|------|
| Do you have community involvement to enhance engagement initiatives in the projects? | 35 | 2.785 | .236 |
| Is there community involvement in mobilization of the resources for implementation of the project activities? | 45 | 3.210 | .459 |
| Does community involvement yields sustainable projects?. | 33 | 3.218 | .892 |
| Does community involvement enhance transparency and accountability in the projects? | 36 | 2.885 | .459 |
| Does community involvement ownership encourage ownership of the project activities? | 22 | 3.002 | .312 |
| Are there sustainable problem solutions from the problem identification in the projects? | 46 | 2.904 | .892 |
| Is there community empowerment through transfer of management skills to users for the implementation of the projects? | 30 | 2.998 | .348 |
| Composite Mean | | 2.679 | |

Project Communication

The study sought to assess the influence of project communication on implementation of food security projects in Kenya in the study area. This section presents 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’ have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of ‘Moderate Extent’ has been taken to represent a statement agreed upon moderately, 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 highly agreed upon equivalent to a mean score of 1.0 to 2.5

The study findings in Table 3 the respondents indicated to a great extent that the project team has experience in interpretation of working drawings (3.123); The poor and distorted information slow down project implementation and lead to extra cost (3.742); The unclear channels of communication has slowed and culminated delay in project implementation (3.832); they do regular site meetings between the consultants and contractors (3.521); There is regular review and adjustment of

communication report (3.810); there were regular annual reports (3.729); There is information on work breakdown structure necessary for division of labour (3.086).

The study findings corroborate with literature review by Heldga (2008) confirmed that project communication is very important for the successful implementation of projects. During programme design and implementation, emphasis is placed on project communication so that the services provided can continue throughout the project. Abdulziz et al.,(2016) indicated that project

communication and coordination in project success. In this context, a two-stage case study of construction phase delay control for project is presented. Communication is a key issue for successful project implementation and management. It is specifically a challenging task for projects where a number of interdependent role players are needed to achieve the desired project outcomes (Abdulziz *et al.*, 2015). Communication is very essential in project execution. It plays a vital role in all stages of construction such as design production, organization and management (Mehra, 2009).

Table 3: Project Communication

| Statement | N | Mean | Std |
|---|----|--------------|------|
| The project team has experience in interpretation of working drawings | 25 | 3.123 | .231 |
| The poor and distorted information slow down project implementation and lead to extra cost | 33 | 3.742 | .459 |
| The unclear channels of communication has slowed and culminated delay in project implementation | 44 | 3.832 | .421 |
| We do regular site meetings between the consultants and contractors | 32 | 3.521 | .569 |
| There is regular review and adjustment of communication report | 29 | 3.810 | .274 |
| There are regular annual reports | 30 | 3.729 | .052 |
| There is information on work breakdown structure necessary for division of labour | 27 | 3.086 | .091 |
| Composite Mean | | 3.253 | |

Project Funding

The study sought to assess the influence of project funding on the implementation of food security projects in Kenya. This section presents 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 4 presented the findings. The scores of ‘Very Great Extent’ and ‘Great Extent’ have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of ‘Moderate Extent’ has been taken to represent a statement agreed upon moderately, 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 highly agreed upon equivalent to a mean score of 1.0 to 2.5.

The study findings in Table 4 the respondents indicated to a great extent that there were adequate financing mechanisms in the project to enhance timely completion of the project (2.898); The project financing mechanisms have been enhanced for the reduction of cost overruns (2.873); The financial management of the capital invested in the project is meant for the delivery of a quality project 3.111); The capital invested in the project is adequate to ensure the project is

completed within the stipulated time and cost. (2.098); There is transparency and accountability on the management of the project funds from the agreed financing mechanisms (3.810); there were regular annual reports (3.222); There is a continuous budgeting and auditing of the projects funds to enhance transparency and accountability in the projects (2.899).

Adequate and timely funding is essential for project success. Inadequate funding and untimely funding may interfere with implementation schedule of projects. Brown, & Phua, (2011) identifies contractors' financial difficulties as major causes of delays in government sponsored construction projects. He further defines contractors' financial difficulties as the contractor not having sufficient funds to carry out the construction works. This

includes payment for the materials, labourers' salaries and equipment to be used for the construction work. Thornton (2007), in his survey, found that slow collection, low profit margins and insufficient capital or excessive debt are the three major causes of financial difficulties among contractors. Slow collections topped the list in the years 2007 and 2005, in which the contractor received late payment from the client. This is supported by Akinsiku, Akintola, Ameh, & Ige, (2014) who found that delay in payment from the client would eventually cause financial difficulties to the contractor. Thus, most of the construction works cannot be carried out due to these financial difficulties. El-Behary (2013) found that the owners and consultants considered financing by contractor during construction as the top cause of delay in projects.

Table 4: Project Funding

| Statement | N | Mean | Std |
|---|----|--------------|------|
| There are adequate financing mechanisms in the project to enhance timely completion of the project | 25 | 2.898 | .231 |
| The project financing mechanisms have been enhanced for the reduction of cost overruns | 33 | 2.873 | 459 |
| The financial management of the capital invested in the project is meant for the delivery of a quality project | 44 | 3.111 | .421 |
| The capital invested in the project is adequate to ensure the project is completed within the stipulated time and cost. | 32 | 2.098 | .569 |
| There is transparency and accountability on the management of the project funds from the agreed financing mechanisms | 29 | 3.222 | .274 |
| There is a continuous budgeting and auditing of the projects funds to enhance transparency and accountability in the projects | 30 | 2.899 | .052 |
| Composite Mean | | 3.004 | |

Monitoring and Evaluation

The study sought to assess the influence of monitoring and evaluation on the implementation of food security projects in Kenya. This section presents 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 5 presents the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent a

statement agreed upon moderately, 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 highly agreed upon equivalent to a mean score of 1.0 to 2.5.

The study findings in Table 5 the respondents indicated to a great extent that the top management takes a leading role in management of the project(2.898); There is a continuous evaluation of the status of the project (2.873);The project management encourage participation approach on running project activities (3.111); There is participatory M & E encourage upfront planning efforts (2.098); There are periodic reports generated and share on the status of the project (3.810); The project personnel continuously monitor their implementation of activities processes(3.222). The study results indicates that monitoring and evaluation influence implementation of food security projects in Kenya.

Systemic and regular collection of data from projects will assist the project team to learn from

experience and improve practices, allow for both external and internal accountability of the resources invested and the results realized as well as ensure planned activities are adhered to (O'Sullivan, 2004). Monitoring checks activities and progress against plans allowing documentation of project progress and this improves greatly the chances of project success and sustainability. Evaluation focuses on systematically and objectively assessing a phase of a project or the whole project after it is completed (Rossi, Lipsey, & Freeman, 2004). Evaluation of project phases allows detect deviation from plan in time and allow for timely rectification (Valadez & Bamberger, 1994). Project phase evaluation also allows assessing of relevance of the project to stakeholder needs, efficiency of the project team and use of resources, effectiveness of the interventions and also impacts being realized from the project or impacts anticipated, this allows the project manager analyze the expected implementation levels of the project (Junbeum, et al. 2007).

Table 5: Monitoring and Evaluation

| Statement | N | Mean | Std |
|---|----|--------------|------|
| The top management takes a leading role in management of the project | 25 | 3.219 | .862 |
| There is a continuous evaluation of the status of the project | 33 | 2.998 | .890 |
| The project management encourage participation approach on running project activities | 44 | 3.008 | .328 |
| There is a participatory M & E encourage upfront planning efforts | 32 | 2.562 | .438 |
| There are periodic reports generated and share on the status of the projects | 29 | 2.886 | .321 |
| The project personnel continuously monitor their implementation of activities processes | 30 | 3.210 | .882 |
| Composite Mean | | 2.998 | |

Multiple Regression Analysis

Table 6: Model Summary

| Model | R | R ² | Adjusted R ² | Std. Error of the Estimate |
|-------|------|----------------|-------------------------|----------------------------|
| 1 | .866 | .750 | .732 | .005 |

Table 7: ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|------|
| Regression | 10.432 | 4 | 2.608 | 13.178 | .007 |
| Residual | 12.861 | 65 | .1979 | | |
| Total | 23.293 | 69 | | | |

NB: F-Critical Value = 12.098

Based at 5% level of significance, stakeholder involvement had a .000 level of significance; project communication show a .002 level of significance, project funding show a .003 level of significance and monitoring and evaluation show a .005 level of significance hence the most significant factor was stakeholder involvement. The general form of the equation was to predict the implementation of food security projects in Kenya

from stakeholder involvement, project communication, project funding and monitoring and evaluation is: $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$ becomes: $Y = 12.890 + 0.875X_1 + 0.768X_2 + 0.722X_3 + 0.682X_4$. This indicates that in the implementation of food security projects in Kenya = 12.890 + 0.875* Stakeholder involvement + 0.768*Project Communication + 0.722*Project Funding + 0.682*Monitoring and Evaluation.

Table 8: Coefficient Results

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------|-----------------------------|------------|---------------------------|-------|------|
| | β | Std. Error | β | | |
| (Constant) | 12.890 | 2.295 | | 5.615 | .000 |
| X ₁ _SI | .875 | .128 | .465 | 6.795 | .000 |
| X ₂ _PC | .768 | .144 | .454 | 5.325 | .002 |
| X ₃ _PF | .722 | .145 | .355 | 4.992 | .003 |
| X ₄ _M&E | .682 | .157 | .332 | 4.338 | .005 |

T-Test Results

The t-value for stakeholder involvement (6.795 > 1.96) had a significance level of 0.000 thus the value was less than 0.05, thus research question one was concluded that the stakeholder involvement has significant positive impact on the in the implementation of food security projects in Kenya. The t-value for project communication (6.325 > 1.96) had a significance level of 0.002 thus the value of less than 0.05. Thus research question two was concluded that project communication

has significant positive impact on the implementation of food security projects in Kenya. The t-value for project funding (4.992 > 1.96) had a significance level of 0.003 thus the value was less than 0.05, thus research question three was concluded that the project funding had significant positive impact on the implementation of food security projects in Kenya. The t-value for monitoring and evaluation (4.338 > 1.96) had a significance level of 0.005 thus the value was less than 0.05, thus research question four was

concluded that the monitoring and evaluation has significant positive impact on the implementation of food security projects in Kenya.

CONCLUSION AND RECOMMENDATIONS

The study sought to assess the influence of stakeholder involvement on implementation of food security projects in Kenya. The study findings indicated to a great extent that there is community involvement to enhance engagement initiatives in the projects. There is community involvement in mobilization of the resources for implementation of the project activities. The community involvement yields sustainable projects. The community involvement enhances transparency and accountability in the projects. The community involvement ownership encourages ownership of the project activities. The project plan has details the expected duration of the project.

The study sought to assess the influence of stakeholder involvement on implementation of food security projects in Kenya. The study findings indicated to a great extent that the project team has experience in interpretation of working drawings. The poor and distorted information slow down project implementation and lead to extra cost. The unclear channels of communication has slowed and culminated delay in project implementation. They do regular site meetings between the consultants and contractors. There is regular review and adjustment of communication report and there were regular annual reports. There is information on work breakdown structure necessary for division of labour.

The study sought to assess the influence of project funding on implementation of food security projects in Kenya. The study findings indicated to a moderate extent that there were adequate financing mechanisms in the project to enhance timely completion of the project. The project

financing mechanisms have been enhanced for the reduction of cost overruns. The financial management of the capital invested in the project is meant for the delivery of a quality project. The capital invested in the project is adequate to ensure the project is completed within the stipulated time and cost. There is transparency and accountability on the management of the project funds from the agreed financing mechanisms. There were regular annual reports and a continuous budgeting and auditing of the projects funds to enhance transparency and accountability in the projects.

The study sought to establish the influence of monitoring and evaluation on implementation of food security projects in Kenya. From the descriptive statistics, the study established to a moderate extent that the top management takes a leading role in management of the project. There is a continuous evaluation of the status of the project and project management encourage participation approach on running project activities. There is participatory M & E encourages upfront planning efforts. There are periodic reports generated and share on the status of the project. The project personnel continuously monitor their implementation of activities processes.

The study sought to examine the drivers of implementation of food security projects in Kenya, attributed to the influence of stakeholder involvement, project communication, project funding and monitoring and evaluation over a 5-year period, running from 2013 to 2017. Finish of the projects within schedule 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 is seen between each determinant variable and implementation of food security projects in Kenya. The strongest correlation was established to be

stakeholder involvement. All the 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 is 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 food security projects in Kenya is affected by the independent variables. The stakeholder involvement, project communication, project funding and monitoring and evaluation are the major factors that mostly affect implementation of food security projects in Kenya.

The study concluded that stakeholder involvement is the first important factor influence implementation of food security projects in Kenya. The regression coefficients of the study show that stakeholder involvement has a significant influence on implementation of food security projects in Kenya. This implies that increasing levels of stakeholder involvement would affect the levels of implementation of food security projects in Kenya. This shows that stakeholder involvement affect implementation of food security projects in Kenya.

The study concluded that project communication is the second important factor influence implementation of food security projects in Kenya. The regression coefficients of the study show that project communication has a significant influence on implementation of food security projects in Kenya. This implies that increasing levels of project communication would affect the levels of implementation of food security projects in Kenya. This shows that project communication influence implementation of food security projects in Kenya.

Further, the study concluded that project funding is the third important factors which influence

implementation of food security projects in Kenya. The regression coefficients of the study show that project funding has a significant influence on implementation of food security projects in Kenya. This implies that increasing levels of project funding would affect the levels of implementation of food security projects in Kenya. This shows that project funding influence implementation of food security projects in Kenya.

Finally, the study concluded that monitoring and evaluation is the fourth important factor which influences implementation of food security projects in Kenya. The regression coefficients of the study show that monitoring and evaluation has a significant influence on implementation of food security projects in Kenya. This implies that increasing levels of monitoring and evaluation would affect the levels of implementation of food security projects in Kenya. This shows that monitoring and evaluation influence implementation of food security projects in Kenya.

Recommendations of the Study

The study recommended for the stakeholder involvement to enhance implementation of food security projects in Kenya. There is need to have a community involvement to enhance engagement initiatives in the projects, mobilization of the resources for implementation of the project activities. The community involvement yields sustainable projects and enhances transparency and accountability in the projects. The community involvement ownership encourages ownership of the project activities.

There is need to enhance proper communication during the implementation of the projects. The poor and distorted information slow down project implementation and lead to extra cost. There should be clear channels of communication to facilitate and eliminate the delays project implementation. The project team should have regular site meetings between the consultants and

contractors, review and adjustment of communication reports. The information on work breakdown structure should be well understood to enhance the implementation of the food security projects.

The study recommended for project funding to enhance implementation of food security projects in Kenya. There is need to have adequate financing mechanisms in the project to enhance timely completion of the project. The project financing mechanisms should be enhanced for the reduction of cost overruns. The financial management of the capital invested in the project is meant for the delivery of a quality project. The capital invested in the project should be adequate to ensure the project is completed within the stipulated time and cost.

The study recommended for adoption of monitoring and evaluation to enhance implementation of food security projects in Kenya. There is need to have a continuous evaluation of the status of the project and project management should encourage participation approach on running project activities. There is need to have a participatory M & E encourages upfront planning efforts on the implementation of the projects. There are periodic

reports generated and share on the status of the project. The project personnel should continuously monitor their implementation of activities processes.

Areas for Further Research

The study was a milestone for further research in the field of food security projects management in Africa and particularly in Kenya. The findings demonstrated influence of stakeholder involvement, project communication, project funding and monitoring and evaluation on the implementation of food security projects in Kenya. The current study should therefore be expanded further in future in order to determine other factors that affect the implementation of food security projects in Kenya since the study established there could the remaining 25% is explained by the variables or other aspects outside the model. Further, the existing literature indicates that as a future avenue of research, there is need to undertake similar research in other projects in Kenya and other counties and countries in order to establish whether the explored factors can be generalized to implementation of food security projects in Kenya.

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