



INFLUENCE OF MONITORING AND EVALUATION ON COMPLETION OF GOVERNMENT FUNDED AGRICULTURAL PROJECTS IN ARID AND SEMI ARID AREAS OF KENYA: A CASE OF MARSABIT COUNTY

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ABSTRACT

The aim of the study was to establish the influence of monitoring and evaluation on completion of government funded agricultural projects in Kenya. Census was used to select a total of 109 projects and respondents from the various projects identified in the study area. The study adopted a descriptive research design approach to collect primary data. The study involved the use of questionnaire method to collect data. With the help of the statistical package for social sciences (SPSS) regression analysis was done and the results were used to test the hypotheses at .05 level of significance. Through content analysis, qualitative data collected was analyzed in line with the major themes. It was notable that there exists strong positive relationship between the independent variables and dependent variable as shown by R value (0.869). The data showed that the high R squared value of 0.755. It showed that the independent variables in the study were able to explain 75.50% variation in the completion of agricultural projects in the study area while the remaining 24.50% were explained by the variables or other aspects outside the model. This indicated that the set of independent variables are important factors that need to be enhanced to boost completion of agricultural projects in the study area. The study recommended for enhancement of stakeholder involvement in the projects. There is need to develop stakeholder plans that describe the project stakeholder requirements. There is need to ensure that project resources are adequate such as financial and human resources for monitoring and evaluation and should be considered within the overall costs of delivering the agreed results and not as additional costs. The study recommends that there is need to improve the project team competency to enhance efficiency of the procurement process, reduce delayed payments, facilitates faster decision making and enhance transparency levels in management of the projects. The project team cohesion is important for the completion of the government funded agricultural projects through effective team. The project team commitment is required to enhance completion of the government construction projects within budget, time and scope.

Key Words: Stakeholder Participation, Project Leadership, Resources, Project Team, Government Funded Agricultural Projects

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INTRODUCTION

Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and therefore, various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region. Monitoring is the project-long process of ascertaining whether the plan has been adhered to, any deviations noted and corrective measures undertaken in timely manner (ADRA, 2007). The project information is obtained in an orderly and sequential manner as the project is on-going.

Monitoring is a continuous process of collecting and analyzing information to compare how well a project, a program or policy is being implemented against expected results. Monitoring aims at providing managers and major stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. It generally involves collecting and analyzing data on implementation processes, strategies and results, and recommending corrective measures (Thairu, 2004).

Monitoring and Evaluation (M&E) has become a leading priority for many development and humanitarian organizations. Advancements in measurement approaches, indicators and targets, performance monitoring and managing for results (impact) have been made in recent years in order to adequately and effectively evaluate progress and program impact on development matters. M&E is essential in order to design appropriate, effective, measurable programs and projects, and to consistently and effectively monitor implementation and evaluate the impact of specific activities among target populations (ADRA, 2007). Monitoring and evaluation process is an indispensable tool that is significant in ensuring the major objectives and goals of the agricultural projects are achieved. Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects. Monitoring and evaluation of

development projects is said to be fully and comprehensively done if its completeness status can be ascertained (Mwangi, et al, 2015).

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 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 sustainability that makes the difference between success and failure of community-based projects (World Bank, 2014).

In Kenya, food security debate received a boost after the passage of the current Constitution of Kenya 2010, which expressly recognizes the right of every person to be free from hunger, and to have adequate food of acceptable quality as well as the right to clean and safe water in adequate quantities (Article 43(1) (c)). On October 1, 2009, U.S. In FY 2016 and to date in FY 2017, the U.S. Government (USG) has provided more than \$245 million for humanitarian assistance programs in Kenya, including more than \$24 million in USAID/OFDA funding agricultural projects to support nutrition as well as local procurement and distribution of food. In the 2015/2016 financial year, Kenya made substantial allocations towards achievement of food security. Kenya Shillings 2 billion was set aside for Agri-Business Fund, while K.shs 3.6 billion was allocated for the implementation of the first phase of the 1 million acre irrigation and food security project in Galana.

Marsabit County is an administrative county in the former North Eastern Province; it borders Laisamis district to the East and North east, Isiolo to the South east, Laikipia North to the South, Baringo East to the South west and Turkana South district to the west and North west. (Lelegwe, 2012). The County is sparsely populated with a population of 223,947 (Kenya population census, 2009); 80% of the inhabitants are Marsabit who are the main ethnic group while the remaining 20% is shared among the Turkana, Kikuyu, Meru and the other tribes of

Kenya. The County is semiarid and well known all over the country for its contribution to the Livestock Industry majorly the slaughter stock. Majority of the inhabitants are semi-pastoralists who also practice agriculture.

Statement of the Problem

For the last three decades, many agricultural projects in Arid and Semi-arid areas have been in existence in this country, with very huge sum of money invested by the government. The Agricultural Sector Development Strategy (2009-2020) reports that agriculture contributes 24% of the Gross Domestic Product (GDP) and employs over 70% of the country labour force (Irungu, 2009). The agricultural projects provide an important contribution towards economic expansion and poverty alleviation. In Kenya, agricultural project have been of more than 104, 349,206 USD an equivalent of KES 104 billions (ADA directory), projects according to the Common Interest Groups (CIGs). This is due to due to lack of monitoring and evaluation practices during the implementation of the projects (GoK, 2014).

In Marsabit County, out of the 109 government funded agricultural projects initiated in 2015 and 2016, 78 of the projects were never completed. The projects failed due to lack of monitoring and evaluation activities (IFAD, 2016). The success of implementation of agricultural funded projects depends on their ability to develop fully integrated information and control systems to plan, instruct, monitor and control large amount of data quickly and accurately facilitating problem solving and decision making processes (World Bank, 2016))

Despite the high low rate of completion of agricultural projects in Marsabit County, no empirical research study has been found in local libraries, journals, or any other form of peer reviewed publications that have reported any investigation into the determinants of monitoring and evaluation on completion of the government funded agricultural projects in Kenya. This has posed a knowledge gap, which this study sought to fill.

Objectives of the Study

The aim of this study was to establish the influence of monitoring and evaluation on completion of the government funded agricultural projects in Kenya. The specific objectives were:-

- To find out how stakeholder involvement influence completion of government funded agricultural projects in Arid and Semi-Arid Areas in Kenya
- To examine how project leadership influence completion of government funded agricultural projects in Arid and Semi-Arid Areas in Kenya
- To find out how project resources influence completion of government funded agricultural projects in Arid and Semi-Arid Areas in Kenya
- To establish how project team influence completion of government funded agricultural projects in Arid and Semi-Arid Areas 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 managers think about managing, and the nature of the firm itself 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 stakeholders 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 entail

all people with legitimate interest to participate in an enterprise do so to gain 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 community participation for sustainable projects.

Public Participation Theory

Arnstein(1969) provides an overview of the different ways the public can be involved in decision making and the various levels of public participation. Further Arnstein defines public participation as a process in which people, and especially stakeholders, influence resource allocation, policy and programme formulation and implementation. In this model people are expected to be responsible and should, therefore, be active participants in public service decision making which will therefore contribute to the success of the project. On the other hand (Brett, 2003) notes that stakeholder participation has gained support in response to demands for greater individual and community control over the activities of agri business projects.

Consequently Brett points out that stakeholder participation and involvement in decision making can succeed for certain projects depending on the circumstances. This approach of public participation however, fails in situations where local conditions make collective action very difficult, or where it is manipulated by implementing authorities to justify their own actions or poor performance. In a review of literature (Muhangi, 2007), points out that the rationale for public participation may include; being a means of improving empowerment, as a way of

responding to society needs, ownership of projects by the local people, and making projects cheaper by allowing mobilization of local resources. This theory therefore is believed to promote more equitable distribution of the benefits that accrue from development activities and in line with the above. (Brett, 2003) recommends that for a more people-driven development that emphasizes the need for institutional strengthening and building local capacity and accountability for sustainability of projects. Brett observes that stakeholder participation is marked first of all, by active participation in project affairs and decision making and that interest in project deliverables are the key signs of successful performance. Participatory theory was found to be relevant to this study because it supports and argues for institutional strengthening, stakeholder's perspectives, and stakeholder accountability and facilitate participation as critical components of the project monitoring and evaluation process. The theory argues that project beneficiaries who participate in the programme activities are empowered to demand services, develop a sense of ownership of the programme and a sense of belonging to the projects. Participation theory therefore provides a good theoretical framework and foundation on which this study is based.

Resource Based Theory

Penrose is credited with establishing the foundations of resource-based view as a theory (Roos&Roos, 1997). Resource-based theory has been developed to understand how organizations achieve sustainable competitive advantages (Barney, 1986). The theory focuses on the idea of costly to copy attributes of the firm as sources of business returns and the means to achieve superior performance and competitive advantage (Conner, 1991, Hamel & Prahalad, 1996).

Barney, (1991) contends that a firm can be understood as a collection of physical capital resources, human capital resources and organizational resources. Resources that cannot be easily purchased, that require an extended learning

process or a change in the corporate culture, are more likely to be unique to the enterprise and, therefore, more difficult to imitate by competitors (Barney, 1991). It is argued that performance differentials between firms depend on having a set of unique inputs and capabilities (Conner, 1991).

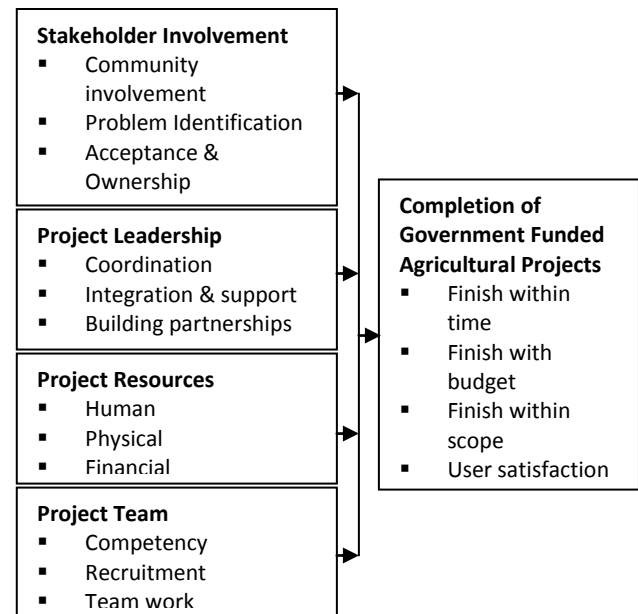
Project Management Competency Theory

The work of McClelland & McBer in the 1980s established the competence theory. The authors defined competency as the underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Since then a number of competency frameworks have been developed by different project management institutes. Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), puts a model of competence that integrates knowledge, skills, demonstrable performance, and core personality characteristics, noting the last, personality characteristics, as challenging to develop and assess through training. She argues that two of the most influential project management standards, the PMBOK, address only the knowledge aspect of competence while a third, Australia's National Competency Standards, draws from knowledge but focuses only on demonstrable performance. Crawford, (2010) study found out that project managers "do not necessarily have the required competence or perform the full activities required to promote and implement the changes that they are leading as part of their projects.

Interest in project management competence stems from the very reasonable and widely held assumption that if people who manage and work on projects are competent, they will perform effectively and that this will lead to successful projects and successful organizations (Beer, 1990; Smith, 1976). Competence is generally accepted, however, as encompassing knowledge, skills, attitudes and behaviors that are causally related to superior job performance. Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), stated that professional competence in project management is attained by combination of knowledge acquired

from training and its subsequent application and other skills developed in the course of work.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Review

Rono (2008) in her study on financial sustainability of NGOs projects in Nairobi revealed that dependence on donor funding was high with low utilization of internal resources, with use of the services offered to provide a descent return lacking. Khan and Hare (2005) pointed out that for an NGO funded project to be sustainable it has to develop a sound institutional base, a strong programmatic approach, and sufficient funds. At the institutional level, the NGO needs to establish the internal systems, structure, and work culture that promote strong leadership and positive organizational image, foster the belief that people are willing to support products and services they find valuable, and facilitate the development plans for sustainability. They noted that for the NGO to be financially sustainable, it must have financial systems and procedures that provide clear and timely accounts of the financial position of the organization, reduce the costs of providing services, recover costs of service provision from clients and community, raise

resources through institutional earnings and use assets to attract and leverage resources from the community, the government, and divers donors.

In Kenya the sharp deterioration in economic performance worsened the poverty situation in the country as outlined in the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) report 2003-2007. The number of people living in poverty was estimated to have risen from 11 million or 48 per cent of the population in 1990 to 17 million or 56 per cent of the population in 2002 (GoK, 2003). This called for a concerted effort aimed at poverty alleviation. This was in form of private public partnerships geared at improving the standards of living of the locals mainly through rural projects initiation (GoK, 2001). The need for sustaining the initiated projects is therefore inherent.

In a study conducted in Vietnam, Hibbard and Tang (2004) highlighted the importance on NGOs' part in sustainable community development. One observation was that NGOs give a balance to economic, social and environmental factors in promoting sustainable community development. In his work, Baccaro (2001) describes how NGOs promote empowerment and organization of the poor and marginalized through community development projects. In a general perspective, the major aim of NGOs is to support sustainable development in the community through activities that engage the community in their own development, capacity building and initiate self reliance (Langran, 2002). In the poor and marginalized communities, the communities lack specialized labour and skills to do professional work and tap locally available resources that are important for particular community development projects (Nikkhah & Redzuan, 2010). Hibbard and Tang (2004) noted that sustainable development in any community is process oriented requiring extensive participation from the community members with reliance on strong networks to share knowledge, resources and expertise.

Wabwoba and Wakhungu (2013) observed that Kenya is one of the countries in sub-Saharan Africa not able to feed its population sufficiently and therefore, relies on outside assistance. A study on factors affecting the sustainability of community food security projects funded by various organizations between 2005 and 2009 in the Karai and Ndeiya divisions of Kiambu County, Kenya concluded that food security projects are not sustainable. Despite much food security projects having been funded by both the Kenyan government and other development partners in an effort to mitigate against food insecurity and rampant 'poverty' the impact remained low as revealed by assessment reports. The study did not however establish the root causes of the projects failure but dwelt on general management issues, which even when addressed might not lead to sustainability of the projects.

PDA Coast (2012) noted that over 95% of all Njaa marufuku projects had collapsed due to resource challenges, project prioritization, and leadership related problems thus leading to a total loss of over 30 million shillings used for funding the projects. PDLP Coast (2012) similarly reported that most livestock based projects were doing poorly due to lack of proper feasibility studies done to establish the opportunities and challenges to the projects. Kilifi county Kenya received financial support for dairy farming through Heifer International and Plan International since early 1990's but due to various challenges, sustainability and performance remained below average for some of the beneficiaries. However over the same period of time some of the farmers supported have moved up the income ladder. PDLP Coast (2012).

In Nigeria, Maduagwu (2000) indicated that Governments should not presume that they knew what will benefit the poor better than the poor themselves. Projects embarked need to be demand driven and on clear sustainability frameworks. Mansuri and Rao (2004) noted that community development was more effective where the community was more cohesive, better educated

and better managed. The findings however did not indicate the level of complexity of the project and implementation; whether it was at individual or communal level. In Japan, similar sentiments were raised by Pandey and Okazaki, (2005) who argued that Community programs initiated the government and the international donor agencies failed to be sustainable at local level after completion of project. Kakaza (2009) further indicated that it was necessary to have the community involved during the project initiation so as to enhance the success rate of the project. Proper communication and information sharing was also observed by Magano (2008) as critical in enhancing projects success. The level of beneficiary involvement was not clearly spelt out in the report to enable adoption by other projects

Patricio (2013) reported that aspirations' failure among the poor may be a consequence of poverty, rather than a cause. The study however failed to expressly support the sentiment especially on why aspirations could not be both a cause and consequence of poverty. It was also not clear on how the aspirations could be enhanced alongside other factors so as to enhance projects success among the poor. Bradshaw 2005 stated that, increasing the effectiveness of anti-poverty programs required those designing and implementing those programs to not only develop adequate theories of poverty to guide programs, but ensure that the community development approaches are as comprehensive as possible.

Josiya (2012) indicated that if poverty alleviation players understood the theory of a system, and the role of cooperation in optimization of all of its parts, they can promote change through a cooperative mode rather than adversarial competition. Ndou (2013) revealed that lack of funds, poor project management, poor management of funds, lack of commitment and motivation, low level of education of project members, lack of youth involvement in community-based projects, lack of monitoring and evaluation by government officials and community leaders, lack of training and unavailability of

workshops for project members and lack of government involvement in addressing project challenges were the reasons for failure of community-based projects. The study however failed to disaggregate the various reasons so as to know how to deal with them for future project success. Lalima (2013) observed that for any poverty alleviation project to work at individual, community or national level, a policy framework that prominently includes an orientation towards integration into the global economy needs to be put in place. The finding points out to the fact that, as one develops or escapes out of poverty, needs to be aware of all that happens around him or her and where it is above his/her means then the government or international community needs to come in.

In their research, Iyer and Jha (2005) identified many factors as having influence on project cost performance, these includes : project managers competence, top management support ,project managers coordinating and leadership skills, monitoring and feedback by participants, decision making , coordination among project participants owner"s competence ,social condition ,economic condition and climatic conditions. Elyamany et.al (2007) introduced a performance evaluation model for the construction companies in Egypt.

METHODOLOGY

This study used a descriptive research design. Therefore the research design constitutes the blue print for the collection, measurement and analysis of data (Ghuri & Grønhaug, 2005). The target population comprised of 109 government funded agricultural projects in Marsabit County completed between 2011 and 2015. The agricultural projects implementation period ranged between one year to five years. The study used census for sampling since the population of 109 was small and the study aimed to reach all the projects. The study used questionnaire as the research instrument. This is because of their simplicity in the administration and scoring of items as well as data analysis (Gronhaug, 2005). The data collected was quantitative and

qualitative. Qualitative data was analyzed by use of content analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 22 and excel. A multiple regression model that was then fitted to determine the combined effect that the independent variables had on the dependent variable when acting jointly was expressed as follows: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$,

Where;

Y= Completion of government funded agricultural projects;

β_0 = constant (coefficient of intercept),

X_1 = Stakeholder Involvement;

X_2 = Project Leadership;

X_3 = Project Resources

X_4 = Project Team;

ϵ = Error term;

$\beta_1 \dots \beta_5$ = Regression coefficient of five variables.

FINDINGS

Stakeholder Involvement

The first objective of the study was to establish the influence of stakeholder involvement on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to stakeholder involvement and its influence on completion of government funded agricultural projects in Arid and semi-arid areas of

Kenya. Responses were given on a five-point scale where: 1= Very small extent; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. 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 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

In the study findings in Table 1 the respondents indicated to a great extent that he management consults with the stakeholders on the implementation of the project activities (3.245); The management involved the project team in the project strategy planning and formulation (4.321); The management communicated the project expectations to all its stakeholders (3.242); The management obeyed the decision developed by the stakeholders and adhered to the provisions of project rules and regulations in its operations (2.898); The organization met the legal requirements to ensure that there was streamlined project implementation (3.987); The management consults with the stakeholders on the strategy implementation (2.890). The study findings were in agreement with literature review by Rendieve (20120 who established that stakeholder management of projects can determine the completion of the projects.

Table 1: Stakeholder Involvement

Statement	Mean	Std
The management consults with the stakeholders on the implementation of the project activities	3.245	1.234
The management involves the project team in the project strategy planning and formulation	4.321	1.234
The management communicates the project expectations to all its stakeholders	3.242	1.456
The management obeys the decision developed by the stakeholders and adheres to the provisions of project rules and regulations in its operations	2.898	1.346
The organization meets the legal requirements to ensure that there is streamlined project implementation	3.987	1.235
The management consults with the stakeholders on the strategy implementation	2.890	1.110

Project Leadership

The second objective of the study was to establish the influence of project leadership on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to project leadership and its influence on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Responses were given on a five-point scale where: 1= Very small extent; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. 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 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

The study findings in Table 2 the respondents indicated to a great extent that they were allowed to have sense of belonging in the management of the affairs in the projects (2.898); they carry out higher responsibilities with our leaders with little supervision (3.210); The organization has ensured that our orders have zero mistakes (3.332); The county ensured that they were helped to achieve our vision and mission (3.908); Our leaders are involved when important issues arise and retain decision making rights (3.218); The decision making process was slowed down and workable results require enormous amount of effort (3.228).

Table 2: Project Leadership

Statement	Mean	Std
We are allowed to have sense of belonging in the management of the affairs in the projects	2.898	1.235
We carry out higher responsibilities with our leaders with little supervision	3.210	1.456
The organization has ensured that our orders have zero mistakes	3.332	1.984
The county ensure that we are helped to achieve our vision and mission	2.908	1.112
Our leaders are involved when important issues arise and retain decision making rights	3.218	1.906
The decision making process is slowed down and workable results require enormous amount of effort	3.228	1.238

Project Resources

The third objective of the study was to establish the influence of resources on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to project resources and its influence on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Responses were given on a five-point scale where: 1= Very small extent; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. 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 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

In the study findings in Table 3 the respondents indicated to a moderate extent that the human resource in the project adequate (3.400); the finances allocated to the project sufficient for the organization's annual project requirement (3.218); the technological resource is sufficient to influence project completion (3.008); the funds allocated by the government on areas of spend influence completion of the project (2.850); the budgetary allocations influence completion of the project

(3.218); there are adequate equipment and tools for completion of the project(3.112); the budget allocation is enough to carry out project activities

for the year(2.782). The study results show that project resources influence the completion of the agricultural project in the study area.

Table 3: Project Resources

Statement	Mean	Std
Is the human resource in the project adequate?	2.890	1.432
Are the finances allocated to the project sufficient for the organization's annual project requirement?	3.218	1.369
Technological resource is sufficient to influence project completion	3.008	1.432
Do the funds allocated by the government on areas of spend influence completion of the project?	2.850	1.490
Do budgetary allocations influence completion of the project?	3.218	1.274
Do you have adequate equipment and tools for completion of the project?	3.112	1.329
Our budget allocation is enough to carry out project activities for the year	2.782	1.480

Project Team

The fourth objective of the study was to establish the influence of project team on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to project team and its influence on completion of government funded agricultural projects in Arid and semi-arid areas of Kenya. Responses were given on a five-point scale where: 1= Very small extent; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' were taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' was taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' was taken to represent a statement great

extent upon equivalent to a mean score of 3.5 to 5.0.

In the study findings in Table 4 the respondents indicated to a moderate extent that team competency enhance efficiency of the procurement process (2.987); team competency reduce delayed payment (3.218); team competency facilitated decision making in your project (2.908); team competency enhanced transparency levels in the management of the projects (3.128); team cohesion reduce procurement cycle in your project (3.227); team cohesion enhance contract scope changes in your project (2.996); leadership encourage up front planning efforts (2.753) Team commitment that encourage up front planning efforts in your project (3.146); team commitment which encourages intrinsic motivation in the implementation of the projects (2.435). The study results showed that project team influence the completion of the agricultural project in the study area.

Table 4: Project Team

Statement	Mean	Std
Does team competency enhance efficiency of the procurement process?	2.987	1.439
How does team competency reduce delayed payment	3.218	1.438
How does team competency facilitated decision making in your project	2.908	1.328
How has team competency enhanced transparency levels in the management of the projects	3.128	1.338
Does team cohesion reduce procurement cycle in your project?	3.227	1.389
How does team cohesion enhance contract scope changes in your project?	2.996	1.330
How does leadership encourage up front planning efforts?	2.753	1.328
Do you have leadership that encourage up front planning efforts in your project?	3.146	1.327
Do you have team commitment which encourages intrinsic motivation in the implementation of the projects?	2.435	1.421

Completion of Projects

On the extent to which completion of projects in the study area in terms of finish in time, within budget and scope. The data was collected from the different indicators of the variable completion of projects which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency. The results were presented in Table 5. The first indicator for the dependent variable required to know what the project's completion in terms of finished within time was, 5% of the respondents had 0% , 35% had less than 10%, 20% stated 20-30% , 15% indicated 30-40% , 15% posited 31-40%, 10% indicated over 40%. The mode was found to be 2 which implied that on

average the most of the project's completion in time is less than 10%. The next indicator required the respondents to state level of completion of projects within budget, 25% of the respondents had 0%, 45% had less than 10%, 10% stated 20-30% , 0% indicated 30-40% , 5% posited 31-40%, 15% indicated over 40% The mode was found to be 2 which implied that on average the most of the project's completion within budget is less than 10%. When the respondents were asked what the level of completion of projects within scope was, 30% of the respondents had 0%, 55% had less than 10%, 15% stated 20-30%, 5% indicated 30-40%, 5% posited 31-40%, 0 % indicated over 40% The mode was found to be 2 which imply that on average the most of the project's completion within scope is less than 10%.

Table 5: Completion of Projects

	0%	Less than 10%	10-20%	21-30%	31-40%	Above 40%	Mode
Finish in Time	5%	35%	20%	15%	15%	10%	2
Within Budget	25%	45%	10%	0%	5%	15%	2
Within Scope	30%	55%	15%	5%	5%	0%	2

Multiple Regression Analysis Model

The study adopted a multiple regression analysis so as to establish the relationship of independent variables and the dependent variable. According to the model summary Table 6 the coefficient of determination (R^2) is used to measure the regression model's ability to explain the variation of the independent variables. R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It was notable that there exists strong positive relationship between the independent variables and dependent variable as shown by R value (0.869). The data showed that the high R squared value of 0.755. It shows that the independent variables in the study were able to explain 75.50% variation in the completion of agricultural projects in the study area while the remaining 24.50% is explained by the variables or other aspects outside the model. This indicates that the set of independent variables are important factors that

need to be enhanced to boost completion of agricultural projects in the study area.

Analysis of Variance (ANOVA)

F-test is done to test the effect of independent variables on the dependent variable simultaneously. F-statistic test basically shows whether all the independent variables included in the model jointly influence the dependent variable. Based on the study results of the ANOVA Test or F-test, obtained F-count (calculated) value was 18.168. This was greater than the F-critical (table) value (9.568) with significance of 0.003. Since the significance level of $0.000 < 0.05$ we concluded that the set of independent variables influence the completion of agricultural projects in the study area and this shows that the overall model was significant.

Regression Coefficients

The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables.

From the study findings on the regression equation established, taking all factors into account (independent variables), constant at zero completion of agricultural projects was 11.453. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in stakeholder involvement will lead to a 0.809 increase in completion of agricultural projects; a unit increase in project leadership will lead to a 0.805 increase in completion of agricultural projects, a unit increase in project resources will lead to 0.647 increase in completion of agricultural projects and a unit increase in project team will lead to 0.409 increase in completion of agricultural projects. This infers that stakeholder involvement contributed most to completion of agricultural projects.

Further, based at 5% level of significance, stakeholder involvement was found to have a calculated $t = 7.780$ (greater than the tabulated value of $t > 1.96$) and a significance level of 0.000 thus the value of less than 0.05; project leadership show a calculated $t = 6.832$ (greater than the tabulated value of $t > 1.96$) and a significance level of 0.003 thus the value of less than 0.05, Project resources was found to have a calculated $t = 5.220$ (greater than the tabulated value of $t > 1.96$) and a significance level of 0.005 thus the value of less than 0.05, project team show was found to have a calculated $t = 3.123$ (greater than the tabulated value of $t > 1.96$) and a significance level of 0.009 thus the value of less than 0.05 hence the most significant factor was stakeholder involvement.

Table 6: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.869	.755	.732	.001

Table 7: ANOVA

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	10.632	4	2.658	18.168	.003
Residual	10.972	75	.1463		
Total	23.604	79			

Table 8: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
1 (Constant)	11.453	4.870		2.351	.000
X ₁ -SI	.809	.104	.585	7.780	.000
X ₂ -PL	.805	.118	.655	6.832	.003
X ₃ -RS	.647	.124	.485	5.220	.005
X ₄ -PT	.409	.131	.369	3.123	.009

a. Dependent Variable: Completion of Agricultural Projects

CONCLUSIONS

The study concluded that stakeholder involvement was the first important factor that influence completion of government funded agricultural projects in arid and semi-arid areas The regression coefficients of the study show that stakeholder involvement has a significant influence on completion of government funded agricultural projects in arid and semi-arid areas. This shows that

stakeholder involvement has a positive influence on completion of government funded agricultural projects in arid and semi-arid areas in the study area.

Further, the study concluded that project leadership was the second important factor that influence completion of government funded agricultural projects in arid and semi-arid areas The regression coefficients of the study show that

stakeholder involvement has a significant influence on completion of government funded agricultural projects in arid and semi-arid areas. This shows that project leadership has a positive influence on completion of government funded agricultural projects in arid and semi-arid areas in the study area.

The study concluded that project resources was the third important factor that influence completion of government funded agricultural projects in arid and semi-arid areas. The regression coefficients of the study show that project resources has a significant influence on completion of government funded agricultural projects in arid and semi-arid areas. This shows that project resources has a positive influence on completion of government funded agricultural projects in arid and semi-arid areas in the study area.

Finally, the study concluded that project team was the fourth important factor that influence completion of government funded agricultural projects in arid and semi-arid areas. The regression coefficients of the study show that project team has a significant influence on completion of government funded agricultural projects in arid and semi-arid areas. This shows that project team has a positive influence on completion of government funded agricultural projects in arid and semi-arid areas in the study area.

RECOMMENDATIONS

Based on the study findings, the study found out that stakeholder involvement, project leadership, project resources and project team as the major factors that mostly affect completion of government funded agricultural projects in arid and semi-arid areas in Kenya and suggest the following recommendations. The study recommended for enhancement of stakeholder involvement in the projects. There is need to develop stakeholder plans that describe the project stakeholder requirements. There is need to ensure that project resources are adequate such as financial and human resources for monitoring and evaluation and should be

considered within the overall costs of delivering the agreed results and not as additional costs. Effective funds management in projects should be determined by parameters which govern funds control such as auditing. There is need for availability and adequacy of budgetary allocation of resources as they play a key role in the completion of these projects.

The study recommended that there is need to improve the project team competency to enhance efficiency of the procurement process, reduce delayed payments, facilitates faster decision making and enhance transparency levels in management of the projects. The project team cohesion is important for the completion of the government funded agricultural projects through effective team. The project team commitment is required to enhance completion of the government construction projects within budget, time and scope.

Areas for Further Research

The study contributed the body of knowledge by examining the influence of monitoring and evaluation on completion of government funded agricultural projects in arid and semi-arid areas in Kenya. The completion of government funded agricultural projects in arid and semi-arid areas in Kenya is greatly affected by stakeholder involvement, project leadership, resources and project team. The study contributed to the existing literature in the field of project management by elaborating existing theories, models and empirical studies on factors affecting completion of government funded agricultural projects in arid and semi-arid areas in Kenya. The current study should therefore be expanded further in future in order to determine the other drivers of completion of government funded agricultural projects in arid and semi-arid areas in Kenya. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other parts of the country in order to establish whether the explored factors can be generalized.

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