



DETERMINANTS OF SUCCESSFUL COMPLETION OF DONOR FUNDED PROJECTS IN KENYA: A CASE OF TURKANA COUNTY

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ABSTRACT

Successful completion of a given donor funded project along the three critical dimensions of time, cost and quality, requires detailing all the planning requirements. In Kenya like other developing countries donor funded projects contributes significantly to the socio-economic development and growth. Achieving project completion on time within budget, at specified quality standards, and most importantly without unprecedented cost escalations is major criterion of success of a donor funded project. The general objective of this study was to examine the determinants of successful completion of donor funded projects in Kenya, a case of Turkana County. The specific objectives of this study were to examine; project procurement process and project planning tools on successful completion of donor funded projects. The study adopted a descriptive survey and census design method for data to be collected through the use of questionnaires from 149 respondents. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed with help of SPSS version 22 and Excel. The study adopted regression analysis at .05 level of significance to determine magnitude and direction of the relationship of the variables under study. It was notable that there existed a strong positive relationship between the independent variables and dependent variable. The analysis showed that project procurement process had the strongest positive influence on completion of donor funded projects. In addition project planning tools was positively correlated to completion of donor funded projects. Therefore the most significant factor was project procurement process. This implies that these variables were very significant therefore needed to be considered in any effort to boost completion of donor funded projects. The study therefore identifies variables as critical determinants of completion of donor funded projects.

Key Words: Procurement Process, Planning Tools, Donor Funded Projects in Kenya

INTRODUCTION

Completion of donor funded projects within schedule is a major contribution towards the competitive edge in organizations to receive more funds for future development of other projects in developing countries (Kariungi, 2014). This is based on the realization that the achievement of the targeted objectives is determined by the ability to deliver the targeted output within the stipulated time. The completion of projects in a timely manner is often a critical factor and measure of project success. In recent years, there has been an increasing interest in the use of projects as building blocks in the strategic management of organizations (Weiss & Potts, 2012). The success of any project is highly dependent on its completion time from start to delivery of results. This has a direct bearing on management decisions such as budgets, targets and standards (Wanjau, 2015). There is available evidence from literature on how to use projects for the management of organizational process to prepare the organization for its competitive future and survival (Cleland & Ireland, 2007). Today, project management techniques are used as the principal means by which operational and strategic issues are managed in both for-profit and not-for-profit organizations. In donor-funded organizations, the quality and delivery of the final product in time to the donor can play a crucial role in improving future funding and long term survival of such organizations. Effective service delivery refers to producing work that is of high quality and recognized as efficient. The long-term objective of any organization is to produce high quality projects measured against the traditional measures of time, cost and scope (Basu, 2014). Tools and techniques play an important role in project management. However, the factors that directly affect the timely completion of donor-funded projects are rarely discussed as costs and deliverables often take a lead (Shehu & Akintoye, 2009). In Kenya, delays of

donor-funded projects are rampant especially due to endemic corruption and poor reporting structures among the public sector (DFID, 2013).

In Africa, the challenge of timely project delivery can take multiple dimensions depending on the project's environment. In Ghana, Le-Hoai *et al.*, (2003) identified five factors as the major causes of delays to projects. These include monthly payment difficulties to contractors, poor contract management, material procurement difficulties, poor technical performance and material price escalations. Poor professional management, fluctuation of prices, rising cost of materials and poor site management have also been identified as factors causing a delay in project completion time. In order to forestall the challenge of timely project delivery, Chindambaran & Idrus (2012) recommends that project time management be a key priority for the contractors and that the appointment of a registered project manager for each contract should be a mandatory condition of tender.

In Africa, the challenge of timely project delivery of donor funded projects can take multiple dimensions depending on the project's environment. A study by United Nations Commission for Trade and Development (UNCTAD, 2011) on African construction industry's turmoils and their implications for New Partnership for Africa's Development (NEPAD) identified costly project delays as a major problem and identifies poor project timely completion as a major issue.

The donors have invested heavily in the development projects and this encouraged the investment for economic and social development in the county funded project which is a key pillar for economic investment as outlined in Kenya's Vision 2030. After completion, the donor funded projects are handed over to the local community to manage, operationalize and sustain. There has been a public

outcry on the completion of the donor funded projects from projects leading to halting while others are operating normally (Ministry of planning report, 2009) and National Anticorruption campaign steering committee report (2010). Some projects halt due to various concerns such failure to meet financial obligations during implementation. Many organizations and researchers have done various studies on completion of donor funded projects but scanty information is available on the causes of failure of the long-term projects to meet the intended objectives in various parts of Kenya. One example of a failed project was a fish processing plant in Turkana. The Norwegian government had allocated \$22 million in 1971 to provide to the Turkana people jobs through fishing and fish processing for export. The plant was operated for few weeks but it later shut down (WB, 2012).

Statement of the Problem

Successful completion of a given donor funded project along the three critical dimensions of time, cost and quality, requires detailing all the planning requirements (WB, 2012). According to the statistics derived from the Kenya National Bureau of Statistics' (2013), it is adept to reiterate that the donor funded projects in Kenya contributes to 11% of the country's gross domestic product (GDP). Researchers, clients, contractors and professionals are concerned about this phenomenon, which results in inefficient production, and delayed projects. Gwadoya (2012), the states that donor funded project is bound to fail due to slow rate in completion. According to UNCHS (2010), delays of completion of projects in Kenya result to losses of over 19.82% in the year 2010. It is estimated that about 58% of the donor funded projects in Kenya show poor performance in terms of completion in time, within budget, within scope and client satisfaction (Muchungu, 2012).

Donors have flocked arid and semi-arid areas including Turkana in the past with others still implementing various development projects that ran into millions of dollars (USAID, 2013). Despite this, the communities living in this part of the country, many projects still face completion challenges thus failing to live to stakeholders' expectations with most losing their impact once they are handed over to the community (USAID, 2010). In Turkana County, 65% of the implemented projects (roads, water, education, energy and health) in the year 2014 to 2015 were not completed to the satisfaction of the stakeholders (UKAID, 2010). Therefore, it is on this premise this study sought to examine the determinants of successful completion of donor funded projects in Kenya, Turkana County. Could project procurement process and project planning tools influence completion of donor projects in Turkana County, Kenya? This study sought to explore more.

Study Objectives

The overall objective of the study was to find out the determinants of completion of donor funded projects in Kenya. The study was guided by the following specific objectives:

- To establish how project procurement processes, influence completion of donor funded projects in Kenya.
- To find out how project planning tools influence completion of donor funded projects in Kenya.

LITERATURE REVIEW

Theoretical Review

Auction Theory

According to Auction theory, using competitive tendering when contracting of donor projects is similar to performing common value auctions with a sealed-bid procedure. The procuring public

authority typically evaluates the competing bids regarding both price and quality once the bidding process has ended. According to Hultkrantz and Nilsson (2011) a pure auction is better than a beauty contest because it offers a more market-oriented, objective and transparent method for awarding tenders. In this theory, donors in the procurement process, through offering more and more money, reveals information about their estimation of the value of the goods and services involved.

Hultkrantz and Nilsson (2011) further suggest that, even when social concerns are important, an auction is a better alternative since it can also include minimum requirements and can allow both positive bids in attractive regions and negative bids in unattractive regions. Auctions also have some notable risks and potential disadvantages, for instance, in many auctions, as well as competitive tenders, firms have made unrealistically optimistic forecasts about future revenues and costs on completion of projects (Robinson, 2009). It also important to note that winners course in tenders of public services are also related to the bidders attitude towards risk, for instance their view of whether the donors will be willing to bail them out or renegotiate the contract if they fail which sometimes leads to delays on implementation thus affecting completion of the projects. The above theory supports the influence of project procurement process on completion of donor funded projects.

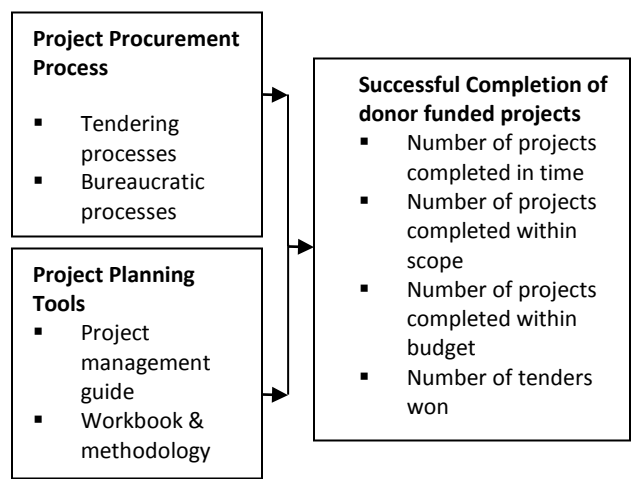
Program Theory

The project involves the scheduling of project activities subject to precedence and/or resource constraints (Herroelen, 2015). Goldratt (2007) argues that proposal scheduling procedures do not matter because in each case the impact on the lead time of the proposals is very small. Chilton (2015) identify and illuminate popular misconceptions

about proposal scheduling in a resource-constrained environment. They argue that the above type of reasoning invites the reader to become trapped in the crucial misconception that looking for the best procedure for resolving resource conflicts does not pay off in practice and has a negligible impact on planned proposal duration. Public projects may face schedule delays.

Blasinky and Unutzer (2006) define delay in construction claims as the time during which some part of the construction proposal has been extended or not executed owing to an unexpected event. This may result in rescheduling the project which may lead to delays on the project completion date. In relation to this study, project planning tools with regard to completion of donor funded projects in Kenya has proven to be a difficult accomplishment regardless of organization type or sector implementing these projects (Lewis, 2015). Thus, the study seeks to explore whether the project planning tools influence completion of the projects.

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework

Project Procurement Process

Baily, *et.al* (2007) defines a tender as an unconditional order made by one to another to enter into the contract or transaction of goods or services at certain specified cost. Various established organizations issues notice for their needs of specified goods or services from other businesses that they would require in a certain period, which is known as Invitation to Tender. Tendering system refers to that process that defines the guidelines through which this the tendering activities are conducted and managed. Tendering is one or the core components of purchasing and supplies management which is used in sourcing and acquisition of the necessary goods and services. In an effort to enhance efficiency of the procurement function, organizations make use of the tendering system to reduce procurement cycle time and provision or quality management information.

Tendering also enables organizations to be able to identify reliable suppliers who are able to meet the products or services required according to the specifications (Lysons & Farrington, 2006). This enables the organization to get all resources and materials required in project implementation in less possible time therefore minimizing project delays. In case where the organization is procuring machineries to be used in production, the tendering process ensures they acquire the best machines available at a lower cost thus chances of it breaking down during production becomes minimal reducing project delays. There are two main methods that are used in tendering which are e-tendering and the tender box method. The bidding organization demonstrate their capability in handling the assignments indicated in the tender and their costing for each of them. The main criteria used in selection or the winning bid involves identifying who among the bidders is able to supply the required products or services according to the specifications and at the lowest cost. However, it is

not always that the least bidder gets the job, in some circumstances, other factors are considered such as reliability and also previous assignments done are used as an influence (Brulhart & Trionfetti, 2009)

The use of a tendering has a lot of benefits to the organization. One of the key benefits is that it provides fast and accurate pre-qualification and evaluation, which enables the rejection of suppliers that fail to meet the tender qualification. It also helps in reduction of labour intensive tasks of receipt, recording and distribution of tender submission (Evenett, 2005). The tendering process creates fairness for all parties and enhances transparency levels. Though the process is very bureaucratic, it encourages competition from the bidders and there is a high chance of getting the best offer and reliable supplier. Organizations in the retail sector also make use of the tendering system in identifying potential suppliers of the various products for resale purposes or provision of services.

The process of delivering a procuring project materials remains entangled in bureaucratic systems which require certain regulations and procedures to be observed, resulting to time loss (Masterman, 2012). On the other hand, it engenders stagnation and distrust among all the project stakeholders and this affects project completion time and within the scope.

Project Planning Tools

During project planning sufficient attention for establishing goals and objectives lacks; yet these are vital elements of planning. A good project plan does not necessarily lead to a good project. However, a project plan built on a weak foundation can lead to a good idea resulting into a poor project (Anderson, 2014). Project planning involves collection baseline data, needs assessment, developing an action plan, implementation and evaluation. Target groups need

to been well understood before goals, activities and resources required are formulated. In this study, timely completion of a project involved e and transfer of lessons learnt from the project to other projects.

To enhance the understanding of project management process, the following tools are applied: Project management work book and methodology, and project management guide. A good project management methodology provides the project manager with very detailed instructions for the discipline of planning, organizing, controlling, reporting and managing project resources to ensure it is successfully completed within project goals and objectives. On the other hand, project management guide ensures the project an organization make an informed contribution to the projects and can monitor implementation and outcomes. Weiss (2015) hypothesized that the main reason for the challenges experienced by complex projects is poor articulation of the assumptions during evaluation stage.

Stakeholders are uncertain about how the change process will progress and tend to pay little attention to the early and midterm changes that occur in the quest for longer term goal. Anderson (2014) postulates that clarity of the early steps needs to be undertaken towards the realization of the long-term outcome. The TOC process identifies the necessary and sufficient preconditions required to realize a certain long term outcome. Backward mapping is applied to enable the planners to think from the long term goals backwards to the intermediate and later early term changes expected to cause the targeted change.

Empirical Review

An empirical review in research methodology is when the writer reviews the information and theories currently available concerning the topic

and the historical background of the topic. The point is to do two things. First, it is to demonstrate thorough understanding of the field or topic in which he or she is conducting research. Second, it is to show that the problem being studied has not been done before or has not been done before in the way proposed by the researcher (Fink, 2015). Different researchers have discussed how the different variables of interact and affect the completion of donor funded projects. This section reviews the existing empirical studies on the influence of determinants on completion of donor funded projects. The chapter covers relations studies on; effect of project procurement process on completion of donor funded projects, effect of project planning tools on completion of donor funded projects, financing strategy on completion of donor funded projects and monitoring & evaluation on completion of donor funded projects.

Project Procurement Process

A study by Thai and Grimm (2009) on “Procurement: Past and Current Developments”, states that governments have organized procedures, resources and systems to consistently employ and align all procurement strategies that are related to project objectives. Overall, enterprises employing these approaches in a consistent and integrated method outperformed peers in cost savings, expenditure under management, compliance, supplier integration, and greater contribution to enterprise value. This is possible when the plans have been well orchestrated with the addition of internal and external involvement as the government tries to meet its budgeted public expenditure on completion of projects (Mahmood, 2010). According to Basheka (2011), his study on “Procurement Planning and Accountability of Local Government Procurement Systems in Developing Countries: Evidence from Uganda”, states that,

procurement professionals can provide policy makers with valuable information in their planning mainly pre-procurement cycle phases, including needs assessment, and procurement program authorization and appropriation on projects. The information is critical in planning as a major source of feedback for procurement adjustment, improvement, or reform (Thai & Grimm, 2009).

Project Planning Tools

Okun (2005) in his study on “Factors affecting the sustainability of donor funded projects in arid and semi arid areas in Kenya; a case of Marsabit Central District” & Nduta (2008) “Factors influencing the performance of Kazi Kwa Vijana: A case of Githunguri District in Kiambu County” agree that stakeholder participation is critical to project performance. Nabris (2002) noted that project monitoring aims at providing regular oversight of the implementation of an activity in terms of input delivery, work schedule, targeted output. Taylor (2016) emphasized on the need to have sound project plans, an issue that Melton (2007) supported as it ensures that key activities are reviewed within the planning stage which defines how a project will be delivered and what will happen when these are not robustly performed.

RESEARCH METHODOLOGY

This study was a descriptive survey designed to establish determinants of successful completion of donor funded projects in Kenya. The target population was the 149 projects that were implemented in Turkana County in the year 2012 to 2015. The projects represented the complete enumeration (population) of the donor funded projects that were seen to be implemented yet to be completed in the county (Turkana County Government, 2016). This study adopted a census technique with respect to the unit of analysis which

was the project. The study used a census since the population of 149 projects was small and the study aimed to reach all the managers of the projects. The study used questionnaires to collect primary data from the respondents as research tools (Kothari, 2005). Young, (2009) points out that, questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals. The questionnaire consisted of two sections, where the first part mainly contained demographic information. This enabled the researcher to know the nature of the departments, while the second part focused on the study variables. The pilot study involved pre-testing the questionnaires on 14 respondents of the population. The study purposed to ensure validity of research instruments by using simple language free from jargon that made it easy to be understood by the respondents. The study also intended to seek the opinion of individuals who could render intelligent judgment about their adequacy. The researcher also engaged her supervisor and other experts to ensure that the questions were test or measure what they are supposed to measure. The research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study.

In order to test the reliability of the instruments, internal consistency techniques was applied using Cronbach’s Alpha. Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 22 and Microsoft excel. The qualitative analysis helped the study in giving recommendation in line with the conclusions drawn for the whole population under study (Mugenda, 2008).

DATA ANALYSIS, PRESENTATION AND DISCUSSION

From the data collected, out of the 149 questionnaires administered, 98 questionnaires were fully completed and returned making a response percent of 65.77%. This response rate was sufficient and representative and conformed to Mugenda (2008) with a stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This commendable response rate was due to self-administered questionnaires were hand delivered and wait basis had the advantage of enabling a quick collection of responses and allowed clarification of any doubts on the spot. Reliability was done by testing for both consistency and stability. Consistency indicated how well the items measuring the concepts produce the same results. Cronbach's alpha was used to measure reliability. The results indicate that the two genders were inadequately represented in the study since there was more than the two-thirds. However, the statistics show that the male gender could be dominating managerial positions in donor funded projects in the study area. The study went further to establish the distribution of the respondents' age. From the findings, majority (45%) indicated that they ranged between 41-50 years, followed by those who indicated that they are 51 and above years at 35% with few (15%) and (5%) and indicating that they were 31-40 years and 20-30 years respectively. This implies that respondents were well distributed in terms of their age during the study. The respondents were requested to indicate their highest level of academic qualifications. The study established that majority (45%) indicated that they had university first degree, followed by those who indicated that they had diploma at (40%), few (10%) indicating that they had master's degree and (5%) doctorate qualification respectively and this implies that respondents were well educated and that they were in a position to respond to research questions with ease. The respondents were asked

to indicate the period they had had been in the respective donor funded projects, this was to ascertain to what extent their responses could be relied upon to make conclusions for the study based on experience. The findings indicated a simple majority (40%) of the respondents indicated that they had been in the donor funded projects for a period ranging from 1-10 years followed by those who indicated that they had been in the donor funded projects for a period of 11-20 years at 30%, (20%) indicating that they had less than one year and with only few (10%) indicating that they had been in donor funded projects for a period more than 20 years.

Descriptive Statistics

Project Procurement Processes

From the study findings on whether tendering process influence completion of project in time, the study established that 30% of the respondents indicated that it reduces procurement cycle time, 20% of the respondents stated that provides fast and accurate information, 15% of the respondents stated that it helps in reduction of labour intensive and time consuming tasks and 35% indicated that it enhances transparency levels. The study findings are in agreement with literature review by Baily, *et.al* (2007) stated that tendering process defines the guidelines through which influence completion of the projects are conducted and managed.

From the study results, it was established that tendering process influence completion of project within budget since 24% of the respondents stated that it creates fairness for all parties thus saving costs, 23% stated that it increases turnover of inventory, 22% indicated that it reduces risks of stock outs, 11% stated that it reduces cash flow problems, 8% of the respondents stated that it reduces pilferage and 12% indicated that it reduces obsolescence. This infers that tendering process influence completion of project within budget. The

study findings are in agreement with literature review by Thai and Grimm (2009) on tendering process affect completion of projects within budge. On whether tendering process influence completion of project within scope, 35% of the respondents stated that it helped in reduction of labour intensive and time consuming tasks, 25% indicated that it enhances identification of qualified personnel for the tasks to be implemented and 40% of the respondents stated that it encourages use of computer aided and issuance of designs.

The study sought to establish whether the bureaucratic process affect completion of project in time. From the study results, 44% of the respondents indicated that it increases procurement cycle time, 23% of the respondents stated that it does not provide fast and accurate information, 13% of the respondents stated that it helps in increase of labour intensive and time consuming tasks and 20% of the respondents stated that it does not enhance transparency levels.

Bureaucratic process affects completion of project within budget. From the study results, 26% of the respondents stated that it does not create fairness for all parties thus increasing costs, 20% indicated that it reduces turnover of inventory, 17% stated that it increases risks of stock outs, 10% of the respondents stated that it increases cash flow problems, 15% indicated that it increases pilferage and 12% posited that it increases obsolescence.

From the study results indicated that whether bureaucratic process affects completion of project within scope. From the study results, 38% of the respondents stated that it increase of labour intensive and time consuming tasks, 32% of the respondents stated that it does not help in identification of qualified personnel for the tasks to be implemented and 30% indicated it does not encourage prequalification of the qualified project team.

Project Planning Tools

The study sought to find out whether project management guide influence completion of project in time. From the study results, the study revealed that 20% of the respondents stated that it enhances proper project planning, 25% of the respondents indicated that it reduces procurement cycle time, 15% stated that it provided fast and accurate information, 18% of the respondents indicated that it helped in reduction of labour intensive and time consuming tasks and 22% indicated that it enhanced transparency levels.

On how project management influenced completion of project within budget, the study findings revealed that 40% of the respondents stated that it created fairness for all parties thus saving costs, 25% indicated that it helped to develop financial plan, 20% of the respondents stated that it reduces risk of stock outs and 15% of the respondents indicated that it reduced cash flow problems. The study results corroborated the findings of Mastermann(2012) who established that the project management guide helps delivering a procuring project materials remained entangled in bureaucratic systems which require certain regulations and procedures to be observed, resulting to time loss. On the other hand it engenders stagnation and distrust among all the project stakeholders and this affects project completion time and within the scope.

The study went further to establish whether project management guided influence completion of project within scope. 28% of the respondents stated that it helped to develop work plan, 32% indicated that it helped in reduction of labour intensive and time consuming tasks, 18% stated that it enhanced identification of qualified personnel for the tasks to be implemented and 22% of the respondents indicated that it encouraged use of computer aided and issuance of designs. The study results were in agreement with the literature

review by Anderson (2014) who established that project management guide during project planning and implementation provides sufficient attention for establishing goals and objectives lacks; yet these are vital elements of planning. On how workbook & methodology affected completion of project in time, the study established that 28% of the respondents stated that it reduced procurement cycle time, 22% stated that it provided fast and accurate information, 24% of the respondents indicated that it helped in increase of labour intensive and time consuming tasks and 26% of the respondents posited that it did not enhance transparency levels. This could be deduced that workbook & methodology affected completion of project in time in the study area.

The respondents were requested to indicate whether workbook & methodology affected completion of project within budget in the study area. 25% of the respondents' stated that it created fairness for all parties thus saving costs, 37% of the respondents stated that it helped to develop financial plan, 22% of the respondents stated that it reduced risks of stock outs and 16% of the respondents indicated that it reduced cash flow problems.

On whether the workbook & methodology affect completion of project within scope. It was revealed that 40% of the respondents indicated that it increased labour intensive and time consuming tasks, 25% stated that it did not help in identification of qualified personnel for the tasks to be implemented and 35% of the respondents indicated that it did not encourage prequalification of the qualified project team. This infers that workbook & methodology affect completion of project within scope.

Completion of Donor Funded Projects

From the study findings it was established that majority who are 50% of the respondents indicated

that in the year 2012 less than 10 projects were completed in time. In addition, 40% stated that 11-15 projects were completed within the schedule in the year 2013. For the year 2014, 45% of the respondents indicated that less than 10 projects were completed within time while in the year 2015, 55% of the respondents indicated that only less than 10 projects were finished within the schedule. Generally, the finding indicated a low rate of completion of the projects from 2011 to 2015 within time. The findings of the study collaborated with literature review by Kerzner (2012) established that the current state of projects in developing African countries remained very critical due to the since most of donor funded projects are not finished within the time.

It was established that 35% of the respondents indicated that in the year 2012 about less than 10 projects were completed within the budget. In addition, 45% of the total respondents stated that less than 10 projects were completed within the budget in the year 2013. For the year 2014, 65% of the respondents stated that less than 10 projects were completed within budget and for the year 2015, majority of the respondents (85%) indicated that only less than 10 projects were finished within the budget. Generally, the finding indicated a low rate of completion of the projects from 2012 to 2015.

Respondents were requested the percentage of completion within the scope of the projects for the last four years. The study findings showed that 35% of the respondents indicated that less than 10 projects were completed within the scope of the projects in year 2012; 31% respondents indicated that less than ten projects were completed within the scope in year 2013, while 37% respondents indicated that less than 10 projects were within the scope by completion in the year 2014 and 41% of the respondents indicated that less than 10 projects

were completed within the scope in year 2015. Generally the finding indicated percentage of completion within the scope of the projects for the last four years. The findings of the study collaborated with literature review by Kerzner (2012) established that the current state of projects in developing African countries remained very critical due to the since most of donor funded projects are not finished within the scope.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The study sought to establish the influence Project procurement process and project planning tools on completion of donor funded projects in Kenya. The empirical literature showed that Project procurement process and project planning tools had a positive impact on the overall completion of donor funded projects. Other literature revealed that projects that were able to manage their costs, execution time, project risks and the project quality were able to not only execute their projects on time, at cost and on schedule but they were also more likely to get repeat and referral to the donors

Project Procurement Process

From the descriptive statistics, the study established that tendering process influence completion of project in time. This was established that it reduces procurement cycle time, provides fast and accurate information and helps in reduction of labour intensive and time consuming tasks and enhances transparency levels. The tendering process influenced completion of project within budget as it created fairness for all parties thus saving costs, increased turnover of inventory, reduced risks of stock outs, reduced cash flow problems, reduced pilferage and reduced obsolescence. The tendering process influenced completion of project within scope through the

reduction of labour intensive and time consuming tasks, enhanced identification of qualified personnel for the tasks to be implemented and encouraged use of computer aided and issuance of designs .The bureaucratic process affected completion of project in time. It increased procurement cycle time, did not provide fast and accurate information, helped in increase of labour intensive and time consuming tasks and did not enhance transparency levels.

Project Planning Tools

From the study results, it was established that project management guide influenced completion of project in time. It enhanced proper project planning, reduced procurement cycle time, provided fast and accurate information, helped in reduction of labour intensive and time consuming tasks and it enhanced transparency levels. The project management influenced completion of project within budget. It created fairness for all parties thus saving costs, helped to develop financial plan, reduced risks of stock outs, reduced cash flow problems. It was also established that project management guided influence completion of project within scope. This was through the develop work plan, helped in reduction of labour intensive and time consuming tasks, enhanced identification of qualified personnel for the tasks to be implemented and encouraged use of computer aided and issuance of designs. The workbook & methodology affected completion of project in time. It reduced procurement cycle time, provided fast and accurate information and does not enhance transparency levels.

Conclusions of the Study

The study established that project procurement process affected completion donor funded projects. The tendering process influenced completion of project within budget as it created fairness for all parties thus saving costs, increased turnover of inventory, reduced risks of stock outs, reduced cash

flow problems, reduced pilferage and reduced obsolescence. The tendering process influenced completion of project within scope through the reduction of labour intensive and time consuming tasks. The bureaucratic process affected completion of project in time.

The study found out that project planning tools were very essential towards completion of donor funded projects. The project management guided influence completion of project in time. It enhanced proper project planning, reduced procurement cycle time, provided fast and accurate information, helped in reduction of labour intensive and time consuming tasks and it enhances transparency levels. This was through the develop work plan, helped and enhances identification of qualified personnel for the tasks to be implemented, It reduced procurement cycle time, provided fast and accurate information and did not enhance transparency levels.

Recommendation of the Study

The study recommends for effective project procurement process to enhance completion donor funded projects The tendering process should create fairness for all parties thus saving costs, increases turnover of inventory, reduces risks of stock outs, reduces cash flow problems, reduces pilferage and reduces obsolescence. It can enhance reduction of labour intensive and time consuming tasks. The bureaucratic process should also be well managed since it affects s projects completion.

The donors should employ effective project planning tools which can enhance completion of projects. The project management should ensure that there is project planning, reduces procurement cycle time, provides fast and accurate information, helps in reduction of labour intensive and time consuming tasks and it enhances transparency levels.

Recommendations for Further Studies

Given the findings and conclusions drawn from the undertaken research project, it is apparent that there is a changing landscape as far as project implementation and completion of donor funded projects in general is concerned. What was considered critical in yester years may not necessarily be the same today and in future. It is therefore importance for a study to be undertaken on the emerging trends in project management and their effect on project implementation as well as effects of globalization on project completion of donor funded projects. The study has contributed to the body of knowledge by establishing that determinants (project procurement process and project planning tools) as they were found to be the key determinants which influence successful completion of donor funded projects in the Kenyan context. The study recommends for other variables to be considered such as risk management, time management, human resource management, project leadership, project team and accountability among others that also can affect completion of donor funded projects.

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