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DETERMINANTS OF UTILIZATION OF INFORMATION COMMUNICATION AND TECHNOLOGY IN PROJECTS IN STATE CORPORATIONS IN KENYA: A CASE OF NATIONAL HOSPITAL INSURANCE FUND

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ABSTRACT

This study sought to establish the determinants of utilization of ICT projects in state corporations in Kenya. The study focused on ICT projects in NHIF branches countrywide. The study focused on 65 ICT projects and project managers were used as the respondents. To realize this, the study focused on how the project leadership, project funding, project training and ICT Infrastructure affect utilization of ICT projects in state corporations in Kenya. A census survey technique method was used and data was collected through the use of questionnaires. The secondary data was obtained from published documents. The data was analyzed by use of both qualitative and quantitative methods with the help of Statistical Package for Social Sciences (SPSS) version 24. It was notable that there existed a strong positive relationship between the independent variables and dependent variable. The independent variables were important factors that needed to be enhanced to boost utilization of ICT in projects in the organization. A review of literature indicated that there was limited of research on the determinants of utilization of ICT in projects in state corporations in the Kenyan context. Thus, the findings of this study served as a basis for future studies on determinants of utilization of ICT in projects in state corporations. The study had contributed to knowledge by establishing that determinants of utilization of ICT in projects in state corporations in the Kenyan context. This study confined itself to utilization of ICT in projects in the state corporations specifically NHIF. Additionally, the study did not tie the determinants as the only factors of utilization of ICT in projects in the state corporations Thus, there was need to undertake another research to examine the other factors which could be of influence in utilization of ICT in projects in state corporations in Kenya.

Keywords: *Project Leadership, Project Funding, Information Communication Technology, State Corporations in Kenya*

INTRODUCTION

Traditionally, many governments have been using paper-and-file approaches in managing their businesses and this has proved disadvantageous in as far as accountability is concerned (Mehrtens *et al*., 2011). Throughout the whole world, there has been a paradigm shift where governments and other independent policy or law makers have realized the importance of ICT in projects such as e-commerce and e-government as a strong tool for responsive governance (Ndegwa, Kiriri & Achoki, 2016). With the changing landscape where the majority of government's transactions with citizens, businesses and private partners take place at the local level, it is imperative that much effort be devoted towards putting in place mechanisms which allow maximum collaboration and participatory governing. The paradigm shift in way of governance has been brought about also partly by the rapid growth in Information and Communications Technologies (ICT) which have potential to transform the generation and delivery of public services by public institutions (Stiftung, 2012). ICT in projects facilitate the delivery of improved services to citizens, businesses, and other members of the society through drastically changing the way governments manage information (Kumar *et al*., 2007). In support of government informatics, Tapscott (2015) argues that ICT causes a paradigm shift introducing the age of network intelligence, reinventing businesses, governments and individuals. Ndou (2014) quoting Kaufman (2011) observes the traditional bureaucratic paradigm, characterized by internal productive efficiency, functional rationality, departmentalization, hierarchical control and rule-based management is being replaced by competitive, knowledge based requirements, such as: flexibility, network organization, vertical/horizontal integration, innovative entrepreneurship, organizational learning, speed up in service delivery, and a customer driven strategy, which emphasize coordinated network building, external collaboration and customer service all of which are supported by ICT in projects.

According to Kaul and Odedra (2011) governments around the world have been engaged in the process of implementing a wide range of (ICT) applications. Countries have been classified by the United Nations according to their Computer Industry Development Potential (CIDP) as advanced or less developed Mgaya (2009). Advanced include, for example, the United States, Canada, West European countries and Japan; less developed include for example Argentina, Brazil, India, Mexico, Kenya and Bulgaria. For all countries, use of ICT in projects for government reinvention is increasing not only in investment but also in terms of visibility with a number of high-profile initiatives having been launched during the 1990s.

Successful diffusion of information communications technology (ICT) has triggered the usage of Internet, e-commerce, and eventually in electronic government (e-government). Tat-Kei Ho (2002) explains that explosive growth in the Internet usage and rapid development of e-commerce in private sector has put growing pressure on the public sector to serve citizens electronically and embrace the quick rise of technology and technological tools. Electronic government initiatives have often sounded very promising but have been difficult to implement.

As other developing countries, the Kingdom of Saudi Arabia (the KSA) has no proper technological infrastructures like developed countries. The challenge lies in the implementation of e-government successfully. One likely barrier is that e-government is approached as if in a universal context, which can be generalized across the globe. In the framework of Vision 2020, Government of Rwanda (GoR) is committed to utilizing ICT in most

of its activities in order to facilitate the rapid socio-economic development through NICI program; most of activities are now based on E-Sector such as E-Health, E-Education, E-Agriculture and E-Government. Although the country witnesses a good number of challenges, the opportunities are also considerable and the future is promising. As ICT network infrastructure is currently concentrated in Kigali City, ICT penetration rate is also higher in Kigali in comparison with other developing countries. On the other hand, the individual countries' contextual imperatives, culture and conditions vary.

Since the establishment of the Republic of Kenya in 1963, the Kenyan society has been going through an enormous transformation, involving social, cultural, intellectual, economic and structural dimensions. Kenya has made remarkable progress putting in place an ICT policy framework and implementation strategy, complete with measurable outcomes and time frames. The process has had the benefit of sound advice from officials and stakeholders and, perhaps more important is the fact that Kenya promulgated a National ICT Policy in January 2006 that aims to "improve the livelihoods of Kenyans by ensuring the availability of accessible, efficient, reliable and affordable ICT services."The national policy has several sections, including information technology, broadcasting, telecommunications, and postal services. However, it is the section on information technology that sets out the objectives and strategies pertaining to ICT in its projects. The relevant objective in this section states that government will encourage the E-governance of the country. Over the last five years, the Kenyan government has initiated some capital investment towards set up and installation of ICT infrastructure and funding for these investments is achieved through partnerships between the government and development partners. The foreign funding component constitutes the largest percentage of this investment in terms of technology. The government contribution is usually in the form of technical and support staff and facilities including buildings (Gichoya, 2005). So far, the Government Information Technology Investment and Management Framework is connecting all ministries to the Internet under the Executive Network (Limo 2003). Well-known issues relate to financial constraints, whereby low-income developing countries, such as those in Sub-Saharan Africa, have obvious difficulties in escaping from the low-income, low-technology equilibrium to enter into the ICT realm (LEE, 2001) Addo, (2001) and the lack of human capacity. LEE questionably states that "even if free computers and free Internet access are available, they are useless to those individuals who are illiterate or lack the know-how. The potentials for information and communication technologies should be exploited to ensure the success of ICT utilization in most projects. The government is also connecting the ministries to run integrated information systems for example the Integrated Financial Management Information System (IFMIS) and the Integrated Personnel and Pensions Database (IPPD).

Statement of the Problem

Enormous investment has gone into computerized information systems in the public sector to enhance quality and better service delivery. The positive effect of ICT in projects informed the government to implement the National Optic Fiber Backbone Interface (NOFBI) Phase1. In low and middle income economies, a 10% growth of ICT in projects penetration yields an additional 1.38% of GDP growth and for every 1 per cent increase in the use of ICT in projects penetration, productivity grows by 0.13%. Furthermore, ICT in projects penetration has a positive impact on employment creation; available data indicates that employment growth varies widely, from 0.2 % to 5.32 % for every

increase in 1 % of Optical Fiber penetration. In addition, within 12 years after implementation broadband had been adopted by over 62 per cent of households in the United States, 80 per cent in the Netherlands and 95.9 per cent in Korea (ITU, 2010; OECD, 2010), this uptake was facilitated by well informed government policies and enhanced stakeholder participation.

In Kenya utilization of ICT in projects is less than 1% after 9 years of national fiber optic backbone implementation while on average penetration from developed countries was at 6.6% per annum which would be at about an average of 62.1% after 9% this mean that the ICT in project infrastructure is underutilized. This suffices to say, the underutilization of the ICT in projects has caused a significant leakage of opportunities and is a major concern for the Kenyan Government (RoK, 2014). Maria (2014) focused on two demand factors namely pricing and wireless as determinants for underutilization of Broadband capacity in Japan. Morioka (2009) studied utilization of fiber optic by networking firms in China. Tam et al., (2007) studied utilization of ICT infrastructure by the health sector in Japan. These studies have been conducted in developed countries in the Far East on the concept of utilization of broadband infrastructure. However in the developing countries there is no proper documentation for utilization of ICT in projects in the public sector. The application of ICT technologies requires human capabilities to handle such technologies" though it is clear that Kenya, as a nation, and Kenyans, as citizens, are never in want of policy, but always go short of policy implementation. This minimal documentation becomes a setback to the monitoring and evaluation of these ICT in projects, hence making it hard to determine project success. The primary goal of this study is to determine how project leadership and project funding influenced successful utilization of ICT in projects in state corporations in Kenya.

Objectives of the study

The purpose of this study was to examine the determinants of successful utilization of ICT in projects in State Corporation in Kenya. The specific research objectives of the study were to:

- Examine how project leadership influences successful utilization of ICT in projects in state corporations in Kenya
- Establish how project funding influences successful utilization of ICT in projects in state corporations in Kenya

LITERATURE REVIEW

Theoretical Review

Fielder's Contingency Model and Aldair's Model

Fielder's contingency model (1967) as quoted by Dixon (1994) suggested that there were three factors which influence a leader; a member's relations, tasks structure and position power. The theory identified two basic leader motivations: task motivation and relationship motivation .Task motivation emphasized on completing the task while the relationship motivation emphasized a machinery good interpersonal relations. The leader behavior research has also stimulated the development of frameworks for the design of management training program of which the managerial grid approach is one of the best known examples. The management has to ensure that every NHIF branch manager is qualified to handle the day to day operation in the office and are in a position to embrace or handle other new arising projects in the organization. The branch managers should have the power to make decisions on the oversight of the project and give guidelines on how

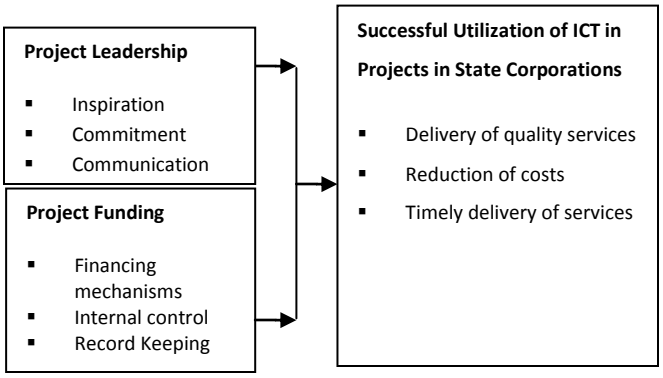
the tasks of the project should be handle and who should be accountable for each and every task contributing to the successful achievements of the project as a whole. The branch managers should have a good relationship motivation to enable them work closely with other members in accomplishing the set tasks for the project so as to achieve the goals of the final project expected in return. Aldair's model (1968) argued that for a group to be successful there were three types of needs; task needs, group needs and individual needs. Vroom-Yetton -Jago (1993), as quoted by Luthans (1981) model attempted to provide a specific model i.e. how decisions 'ought 'to be made in given situations. The model emphasized the participative dimension of leadership. Vroom-Yetton-Jago (1993) model differed from Fielders (1967) and Hersey and Blanchard's model (1988) in that it stressed on assessing the situation before determining the best leadership style. The path goal theory differed from Fielder's contingency model (1967) as it suggested that the same leaders in different situations could use various styles. Unlike other contingency models, the path goal approach not only suggested what type of leadership might be most effective in a given situation but also attempted to explain that it was the most effective. However, various branch managers may lack the skills and knowledge of how to handle the new projects with the new technologies associated to it resulting to; delays plague the delivery of projects. This is mainly faced in many developing countries where such projects fail due to misuse of resource and time set to achieve the project goals hence it never get to the implementation stage**.** The above theory supported the influence on project leadership on utilization of ICT in projects.

Financial Distress Theory

The financial distress theory seeks to look at the different factors that lead to a decline in a firm's performance financially (Brigham & Ehrhardt 2013). Beaver, Correia, & McNichols (2011), describe financial distress as the inability of an organization to pay its financial obligations as they mature. It is important to assess the probability of organizations financial distress because it will determine the payout distribution associated with an investment. An organizations investment, decision and financing are separable and independent. However, not most organizations recognize this hence holding their balance sheets on debts and equity claims as one which then reduces their leverage on costs (Finnerty, 2013). The financial distress theory hence shows the relationship between an organizations financial cash flow and the ability to finance its investment opportunities or projects. An organization aiming at undertaking a projects should ensure that its financial capability has been well planned for as well as project funding opportunities well planned, communicated and prepared for before making a decision on whether to carry out a project or not. Organizations such as NHIF should also consider the length of time required to release funds needed for a project or investment during the project preplanning stage before determining or agreeing on project start dates to ensure on time project funding release so as to prevent delays associated with late funds disbursements that may be influenced by several factors relating to the late release of fund and delays in acquiring the needed resources for the project to run smoothly can be affected as well and can result to project terminating due to time elapse. Organizations with high cost projects are supposed to be able to finance these projects and when it is not possible, then projects are delayed. This theory is therefore important when addressing the financial factors influencing project delays. Project delivering organizations experience financial constraints either due to late funding, poor financial estimations and late release of project funds. This theory guides in the understanding of the project

funding on the extent to which finances influence utilization of ICT in projects in the public sector.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Project Leadership

Zairi (2014) states that in recent day's leadership is considered as a must for survival. It comes from the level of inspiration, commitment generated and corporate extermination to perform. Organizations and researchers have been obsessed over the last four decades with leadership (Kets De Vries, 1993; Goffee and Jones, 2000; Conger and Toegel, 2002, Higgs et al., 2003). Leadership has been described as a process, but most theories and research on leadership look at a person to gain understanding (Bernard, 1926; Blake, Shepard and Mouton, 1964; Fiedler, 1967; House and Mitchell, 1974; Drath and Palus, 1994). According to Morden (1996), leadership means getting results through people. Leadership is defined by the behaviors, traits and qualities of a leader. Basing on Klagge (1996), leadership refers to a phenomenon similar to trailblazing, where individuals are out in front of others exploring virgin territories, mapping new pathways, and setting the pace. E-government adoption comes more popular and more important for every country around the world. In order to adopt and applying the E-government system, there are some important issues to be considered. Leadership is one of the core for success, starting with the definition. Leaders of government need to know what is limited sense of E-government, through moving government E-services, miss larger opportunities in the future. Leadership is one of the important factors for the E-govenment success hinges since major decision have to be made by the right leader taking the lead of the project. A critical pre-condition in e-govenment adoption is a strong leadership with vision Heeks, 2002). Moreover, Ke and Wei (2004) indicated that strong leadership with vision is a crucial factor for e-government success. Leadership will have a positive effect to Critical Factors for E-Government Adoption.

Project Funding

According to Agarwal and Lucas (2005), ICT is one of the most important business driving forces of the 21st century. Information and Communication Technology (ICT) is a multi-trillion dollar industry. In 2005, Gwillim, Dovey and Wieder (2005) suggested that global ICT spending exceeds $1 trillion per annum. A study on the elusive nature of delivering benefits from IT investment by Remenyi (2000) found that ICT investment offers potential for significant organizational improvement and competitive advantage too to the organization that embraces the ICT in its projects. However, ICT investment does not always translate into monetary rewards. Reports of project failure, budget and timescale overruns, and limited or negative returns are not uncommon. Some organizations may lack objective information regarding the benefits and costs investing in ICT (Remenyi, 2000). Further, evaluation complexity increases as ICT becomes more integrated in organizational structures and processes and when different interconnected ICT are put in place. Projects take place simultaneously. A study by Remenyi et al (2007) on the effective measurement and management of ICT costs and

benefits found that the difficulties associated with evaluating ICT costs and benefits are "super challenging". Simultaneous investment in technologies from automate, informate and transformate eras makes evaluation more difficult. Accurately determining total ICT costs is often impaired by incorrect overhead allocation procedures and unclear system boundaries. Remote unanticipated effects may also arise, which decreases the chances of total costs being accounted for (Mylonopoulos et al, 2004). Lack of funding in a project will certainly be a disincentive, especially when adopting an innovation means that individuals must go through a learning curve and take on new responsibilities as a result of developing expertise (Sherry, 2003). Financial savings to governments through applying E-service will occur just from the medium-to-long term. Initial start-up costs will be high, in the short term, especially for parallel manual E-government system for any length of time. E-government is mainly related to lack of funding (Akomode et al., 2002). In the US, lack of financial resources is a barrier to applying E-government for over half (57.1%) of city and county governments (ICMA, 2002). Funding was as the greatest obstacle to moving county government services to the online services by 70% of the respondents (NACO, 2000). Hence, the authors of this research hypothesize that project funding affects utilization of ICT in projects in state corporations positively.

Utilization of ICT in Projects

In project management, a project can be said to be successfully if the outcome is consumed to a great extent by stakeholders. We can say that a project is complete if it has the following factors: user involvement, executive management support, and clear statement of requirements, proper planning and realistic expectations (Matanda& Wanyoike, 2014). The stakeholder is entitled to receive the benefits of strategically completed project as intended by the government and other development partners (RoK, 2010). In the Business Monitor International report, 2010, it is concluded that stakeholder participation, technology, resources allocation and government policy were the elements that were most often pointed to as major contributors to project success. However, these elements alone could never guarantee success. But if these are done well, a project, according to the Standish Group, will have a much higher probability of success. The next category of differentiators from the Standish report deals with projects that proved to be "challenged" that is, they were completed but never utilized. According to the government of Kenya Third Annual Progress Report (2005-2006), the reason of this problem lies on selected leaders who are mandated to ensure successful completion of the aforementioned projects. In the context of NHIF which is the current study, the NOFBI ICT infrastructure project in place, the study sought to establish if uptake of the project outcome can be measured as successful (Mungai, 2012).

Empirical Literature Review

Various studies have been conducted to establish the role of internal implementation strategy in utilization of ICT infrastructure in projects. According to Musomba (2013), he conducted a study on factors affecting effectiveness in implementation of ICT in projects in Changamwe constituency in Kilifi County, Kenya. The objective of the study was to determine the influence of budgetary allocations on implementation of ICT in projects. The research purposely targeted 31 respondents, 27 of whom were project management committee members responsible for implementation of ICT in projects. The rest were officials charged with responsibilities for prudent management of this fund. A census was done

involving all the respondents. The study found that the committee members were not aware of the budgetary allocation or what proportion it was of the total project budget. Surprisingly, they could not tell the current budgets for their projects, too. The study did not show how budgetary allocations influenced implementation of ICT in projects in the constituency.

Kang et al., (2013) conducted a study on interaction effects of information technologies and best practices on construction project performance. Building from considerable empirical research in the general business literature, this paper quantitatively explored the view that the benefits of information technologies manifest themselves through improvement in work processes. In turn, better work processes lead to increased project outcome uptake. Using an overall sample of 133 projects (missing data make specific correlation sample sizes smaller) from the Construction Industry Institute Benchmarking and Metrics database, this paper analyzed correlations between use of technology and integration, best practices, and project performance measured with cost, schedule, and rework metrics. The findings showed that there are significant beneficial correlations between information technology use like intranet and internet and performance and slightly more significant beneficial correlations between best practice use and performance. Interaction effects of the combined use of information technologies and best practices against performance are assessed, finding several positive correlations, although limited data availability prevents robust statistical evaluation. Overall, the paper concludes there is evidence that the benefits of information technologies in construction are found through changes in work processes (not ICT infrastructure related).

Durmusoglu (2009) did a study on the role of top management team's IT infrastructure view on new product development: conceptualizing IT infrastructure capability as a mediator. The purpose of this paper was to investigate how sophistication of top management view on IT infrastructure influences the firm's IT infrastructure capability and the effect of IT infrastructure capability on new product development process outcomes such as cost, cycle time, and quality. Drawing from research-based and knowledge-based theories, a conceptual model on how IT infrastructure influences new product development process efficiency is developed. The paper demonstrated that sophistication of top management view on IT Infrastructure enhances utilization of ICT infrastructure. IT infrastructure policy enhances the implementation efficiency by reducing the cycle time and cost of ICT infrastructure projects and improving the implementation quality. However, these studies did not focus on how technology and technological tools or equipments influence ICT infrastructure projects. Kang et al., (2013) and Bardhan, Krishnan and Shoo (2007) focused on Information technology and project performance. On the other hand, Durmusoglu (2009) focused on IT infrastructure which contributes largely in the implementation of most of the projects emerging, and hence the utilization of ICT in the arising projects.

RESEARCH DESIGN AND METHODOLOGY

The study adopted a descriptive survey research design, which involved a study of the determinants of successful utilization of ICT in projects in the state corporation in Kenya and in this case it focuses on NHIF. There were 65 main branch offices in NHIF with well equipped ICT projects. Apart from this there are 37 satellite offices with basic ICT systems and 45 Huduma Centre NHIF units whose system had been integrated with the Huduma Center system. The target population of this study

was the 65 NHIF branch offices which were fully equipped with ICT systems and established for offering all services to customers. The study adopted a census survey design with respect of unit of analysis which is the successful utilization of the ICT in projects in the NHIF branches or centres. The study relied mainly on primary data. The study utilized the questionnaire method as the research instrument that was developed for generating information on key variables of interest from the targeted respondents in the study. Secondary data was obtained from literature sources or data collected by other people for some other purposes. The study gathered both quantitative and qualitative data. The quantitative data was coded and analyzed using Statistical Package for Social Sciences (SPSS) computer software version 22 and Microsoft Excel.

RESULTS AND DISCUSSION

A response rate of 66.67% was established with 50 respondents reached, out of the 65 targeted. The research went further to establish the gender of the respondents. A simple majority (60%) were male respondents while the rest (40%) were female respondents. The results indicate that the two genders were adequately represented in the study. The study went further to establish the distribution of the respondents' ages. From the findings, majority (45%) indicated that they ranged between 41-50 years, followed by those who indicated that they were 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 implied 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 (25%) indicated that they had university first degree, followed by those who indicated that they had diploma (55%), certificate holders comprised 17% of the respondents, with a few (3%) indicating that they had a master's degree. This implied 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 been in managing projects. This data was supposed to enable the researcher to ascertain to what extent to which their responses could be relied upon to make conclusions for the study based on experience. A simple majority (40%) of the respondents had been in management of projects for a period ranging from 1-10 years followed by those who indicated that they had been in management of projects for a period of 10-20 years at 30%, 20%of the respondents indicated that they had less than one year and while only few (10%) indicated that they had been in the management of projects for a period more than 30 years.

Project Leadership

The first objective of the study was to establish the influence of project leadership on utilization of ICT in projects in the state corporations in Kenya for the case of NHIF. 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 ICT projects. 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 1 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. Table 1 below presents the findings. The majority of respondents had highly agreed to moderate extent with most statements posed as regards influence of

project leadership on the successful utilization of ICT in projects in the state corporations in Kenya. Majority particularly highly agreed to moderate extent that they allowed to have sense of belonging in the management of the affairs in the projects (3.776); They carried out higher responsibilities with other leaders like directors and other branch managers with little supervision (3.246); The organization has ensured that our orders have zero mistakes (3.587); The management ensured that they were helped to achieve our vision and mission(3.176); The directors are involved when important issues arise and retain decision making rights of the organization (3.447); The decision making process is slowed down and workable results require enormous amount of effort (4.582). The study findings corroborate with the findings of Andawei (2014) found out that project leadership is one of the most important factors for project implementation and utilization of ICT in projects. Ochieng, & Price (2010) pointed that a project manager needs to understand the individual desires of each team member. To achieve a project environment where the majority of the members involved are motivated about the project, project managers (branch managers) have to be sensitive to the needs and wants of the team members (staff involved) in the project. Soham, & Rajiv (2013) states that the project management requires leadership needs to be involved in the up-front planning efforts and effectiveness of communication, control system, management system and organizational culture.

Table 1: Project Leadership

Statements	Mean	Std. Dev
We are allowed to have sense of belonging in the management of the affairs in the arising projects	3.776	.507
We carry out higher responsibilities with our leaders with little supervision	3.246	.298
The organization has ensured that our orders have zero mistakes	3.587	.190
The management ensure that we are helped to achieve our vision and mission	3.176	.087
Our leaders are involved when important issues arise and retain decision making rights	3.447	.043
The decision making process is slowed down and workable results require enormous amount of effort	3.582	.117

Project Funding

The second objective of the study was to establish the influence of project funding on utilization of ICT in projects in the state corporations in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to project team and its influence on successful utilization of ICT in projects in NHIF. 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 1 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. Table 2 below presented the findings. The study established

that a majority of respondents to a moderate extent that the there was adequate quality control costs in the project (3.674); there was adequate purchase of equipment costs in most of the projects (3.772); there was adequate administration costs in the project (3.714); effective are the internal controls on the cost overruns (3.821); the administration costs affect compliance of quality in the projects (3.675); the projects' purchase of materials costs lead to time and cost overruns (3.581). The study findings were in line with literature review by Kaliba, Muya, & Mumba (2009 who observed that the required project funding is necessary for the management of the projects. There was need to have adequate project funding and financial control mechanisms which can lead to quality management of the projects in the organization (NHIF).

Table 2: Project Funding

Statements	Mean	Std. Dev
Are there adequate quality control costs in your project?	3.674	.087
Is there adequate purchase of equipment costs in your project?	3.772	.068
Are there adequate administration costs in your project?	3.714	.086
Do you have adequate record keeping on control of material costs in the project?	3.821	.023
Do administration costs affect compliance of quality in the projects?	3.675	.056
Does the projects' purchase of materials costs lead to time and cost overruns?	3.581	.079

Utilization of ICT in projects

The study sought to examine the determinants of successful utilization of ICT in projects in the state corporations in Kenya, attributed to the influence of project leadership and project funding. The study was particularly interested in three key indicators, namely delivery of quality services, reduction of costs and timely delivery of services, with all the three studied over a 5 year period, running from 2012 to 2016. Table 3 below presented the findings and revealed improved utilization of ICT in projects in the organization across the 5 year period running from the year 2012 to 2016. The utilization of ICT in projects in NHIF on delivery of quality services recorded low positive utilization 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 on the utilization of ICT in projects in the organization within the reduction of the costs, growing from less than 10% (32.8%) in 2012, to more than 10% in 2013 (28.3%), 2014 (28.5%) and 2015 (27.3%). The utilization of ICT in projects in the organization that is in NHIF within timely delivery of services further recorded positive utilization 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 wa deduced from the findings that key utilization of ICT in projects in the organization indicators had considerably improved as influenced by among other attributes by project leadership and project funding.

Table 3: Utilization of ICT in Projects

Delivery of Quality Services	**2012**	**2013**	**2014**	**2015**	**2016**
Increased by less than 10%	38.7	39.8	30.9	32.4	30.4
Increased by 10%	32.8	28.3	28.5	27.3	28.5
Increased by more than 10%	28.7	32.1	40.3	40.9	41.5
Reduction of Costs	**2012**	**2013**	**2014**	**2015**	**2016**
Reduced by less than 10%	38.9	33.8	22.5	32.5	32.8
Reduced by 10%	35.8	35.8	31.9	33.9	30.9
Reduced by more than 10%	25.6	30.8	45.9	35.4	35.9
Timely Delivery of Services	**2012**	**2013**	**2014**	**2015**	**2016**
Increased by less than 10%	37.9	35.9	31.2	25.7	33.1
Increased by 10%	36.2	31.3	35.9	35.3	30.7
Increased by more than 10%	25.9	32.8	32.9	39	36.2

CONCLUSION AND RECOMMENDATIONS

From the descriptive statistics the study established that to moderate extent the respondents were allowed to have sense of belonging in the management of the affairs in the projects. They carried out higher responsibilities with the directors and other managers with little supervision. The organization had ensured that our orders had zero mistakes. The management ensured that they were helped to achieve the organizations vision and mission. The leaders were involved when important issues arise and retain decision making rights. The decision making process was slowed down and workable since the results required enormous amount of effort.

From the study results stated that project funding influenced utilization of ICT in projects in the state corporations in Kenya. The study established that a majority of respondents to a moderate extent indicated that there was adequate quality of control costs in the projects. There was adequate purchase of equipment costs in the project and adequate administration costs in the project. The administration costs affected compliance of quality in the projects and the projects' purchase of materials costs lead to time and cost overruns.

Conclusion of the Study

The study found out that project leadership influenced utilization of ICT in projects in the state corporations in Kenya. The study revealed that the variable statistically was strongly and significantly correlated to utilization of ICT in projects in the state corporations and had a positive relationship. This revealed that project leadership was an important factor that enhanced utilization of ICT in projects in the state corporations. This also revealed that the more project leadership was well managed the more the utilization of ICT in projects in the state corporations. Therefore, from these quantitative results it was deduced that the study which sought to establish the influence of project leadership on utilization of ICT in projects in the state corporations was achieved because it established that project leadership greatly influenced utilization of ICT in projects in the state corporations**.**

Secondly, the study established that project funding influence utilization of ICT in projects in state corporations in Kenya. The study revealed that the variable statistically was strongly and significantly correlated to utilization of ICT in projects in the state corporations and had a positive relationship. This revealed that project funding is an important

factor that can enhance utilization of ICT in projects in the state corporations. This also revealed that the more project funding was well managed when it comes to time, resources needed for the project then it fully embraced the utilization of ICT in projects in the state corporations. Therefore, from these quantitative results it was deduced that the study which sought to establish the influence of project funding on utilization of ICT in projects in the state corporations was achieved because it established that project funding influenced utilization of ICT in projects in the state corporations**.**

Recommendations for the Study

The study recommended that there was need to allow the project team members to have sense of belonging in the management of the affairs in the projects. They carried out higher responsibilities with other leaders with little supervision. The organization should ensure that the orders are set and help team member to achieve our vision and mission. The leaders from every branch and the project team members (staffs) should be involved when important issues arise and retain decision making rights.

The study recommended for the enhancement of the project funding on utilization of ICT projects in the organization. There was need to have adequate quality control costs in the projects. There was need to have adequate purchase of equipment costs in the project and adequate administration costs in the project. There should be effective internal controls on the cost overruns. The administration costs should be compliant with the quality in the projects and the projects' purchase of materials costs as it can lead to time and cost overruns.

Recommendations for Further Studies

A review of literature indicated that there was limited research on the determinants of utilization of ICT in projects in the state corporations in the Kenyan context. Thus, the findings of this study served as a basis for future studies on determinants of utilization of ICT in projects in state corporations, since it had not been widely studied which presents gaps in Africa and in the Kenyan context. The study had contributed to knowledge by establishing that determinants of utilization of ICT in projects in state corporations in the Kenyan context. This study confined itself to utilization of ICT in projects in the state corporations specifically NHIF. A comparative study should be carried out to compare whether the findings also apply for other state corporations in order to validate whether the findings can be generalized in Kenya. Additionally, the study did not tie the determinants as the only factors of utilization of ICT in projects in the state corporations in Kenya. Thus, there is need to undertake another research to examine the other factors which could be of influence on the utilization of ICT in projects in state corporations in Kenya.

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