THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Determinants of Implementation of Mwangaza Mitaani Projects in Kenya: A Case Study of Mwangaza Mitaani Project in Likoni Constituency

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Abstract:
Mwangaza Mitaani project was an initiative that the government has installed all over the cities in the country to ensure that the citizens are having a 24/7 hour economy in doing business. The general objective was to establish the determinants of implementation of Mwangaza Mitaani Projects. The specific objectives were to establish whether technological capacity is a determinant of implementation of MwangazaMitaani project in Kenya, to examine how management commitment is a determinant of implementation of Mwangaza Mitaani project, to establish whether training is a determinant of implementation of Mwangaza Mitaani project and to find out whether financing is a determinant of implementation of Mwangaza Mitaani project. The study examined theories of implementation of the projects. Management by Objective theory was relevant in the study because it injects an element of dialogue into the process of passing plans and objectives from one organizational level to another. Project Management theory which views strong casual connections between the actions of management and the outcomes of the organization. Stakeholder theory was relevant to the study because it tried to involve each and everybody in terms of implementation of the projects to ensure the project has been completed as stipulated. Stratified random sampling method was used. The study targeted all the 166,000residents of Likoni. A pilot study was carried out to refine the instrument. Data analysis was performed on a PC computer using Statistical Package for Social Science (SPSS Version 22) for Windows. Analysis was done using frequency counts, percentages, means and standard deviation, regression, correlation and the information generated was presented in form of graphs, charts and table. Out of 4980 questionnaires issued 3591 questionnaires were returned showing a mean of 72.2%. 68.8% of the respondents have other education qualification while 43.3% respondents have business experience between 0-5 years in business. Residents have a positive attitude towards the project whereas the study showed that there was a close relationship between technology capacity and implementation of Mwangaza Mitaani Project in Likoni. Technology capacity was found to be closely related with management commitment as well as training and financing. The study concluded that implementation of the Mwangaza Mitaani project in Likoni Constituency relied much on technology capacity, management commitment, training and financing. The study recommends that government, county government should invest much more in funds and technology to enhance better performance of the projects being implemented.

1. Introduction

1.1. Background of the Study

Project management is defined as the act of overseeing all activities and tasks needed to maintain a desired level of excellence. Most of the European countries and Asia have put in place the best street lighting platforms that ensure the residents and other users benefit from such projects. (Baily et al 2012).

The electricity market involves a complex system where: economic, technical, institutional, financial, social, political and environmental factors influence the demands of the different users especially in sub Saharan countries. Amongst all these factors, the institutions for the delivery of electricity services and the provision of finance to customers greatly affect these markets. In this context, policy refers to any new laws or regulations that promote accelerate or improve electricity services among rural populations (Rodrigues, 2010).

When a government policy seeks to promote access to renewable energy sources, it needs to influence factors such as: affordability, disposable income, availability and high quality of modern sources. In the case of the public use, is particularly considered in terms of the security it will bring to the public users, economic boost to the country in terms of 24/7 doing business and generally improving the standard of living to the citizens in that area. Under the vision 2030, the Kenyan Government has committed to provide adequate, affordable lighting for all its citizens, particularly the low income groups. The Kenyan Government has therefore incentivized developers to more down market by offering, among other things, providing street lighting which will help in the growth and development of the economic stability of the country. Moguchu (2012) provides evidence that despite the high quality of training of the consultants and other stakeholders in the energy industry in Kenya and regulation of the industry in major urban towns, installation of street lighting does not always meet the key quality management key performance goals and objectives that are required. This was

manifested by myriad projects that have cost overrun, delayed completion period, poor quality resulting to collapsing and frequent darkness in various parts of the country, high maintenance costs, dissatisfied clients and even street lighting systems which are not functional.

1.1.1. Street Lighting Globally

India's urban transformation shows a significant opportunity to address municipalities' future energy usage, an insight to their greenhouse gas (GHG) emissions, their energy requirements, and their budgets. In order to disengage the limited city budget from the supply constraints of current energy systems, it is essential to ensure that cities develop in an energy-efficient manner and contribute to national energy security. Street lighting, water/sewage pumping, and buildings have the highest consumption of a city's share of energy. As a city grows and expands, the energy needed to meet the growth increases rapidly. Once installed, the street lighting systems, pumping systems, and building stock remain in use for 15-30 years, thus locking in energy usage for years. With new energy-efficient lighting technologies like LEDs (light-emitting diodes) available in the market today, streetlights represent one of the most cost-effective opportunities for energy savings and for reducing municipalities' energy costs and GHG emissions. As street lighting loads require electricity during peak demand hours, EE street lighting projects are considered attractive investment projects by electricity supply utilities also. In India, street lighting consumed about 8,478 GWh of electricity in FY13, about 1.5% of total national electricity consumption, and that figure can be reduced by 25 to 60% through the use of energy-efficient LED technologies (Surji, 2013). (Leung, 2011) suggested that street lighting has either inadequate or poor infrastructure and incurs high maintenance costs, often amounting to 10–15% of a typical municipal budget. Installing efficient technologies as cities expand and retrofitting existing systems would ensure these energy savings, and consequent GHG emissions reductions, for multiple decades to come.

1.1.2. Mwangaza Mitaani Projects in Kenya

Mwangaza Mitaani Projects and pathways in cities all over the country, on which thousands of Kenyans safely make their way to their various destinations no matter the hour (KPLC, 2014). Instantaneous global communication and 24-hour electricity being available to each and every household from the villages to the megacities, and all streets all over Kenyan cities, all attributing to the exponential growth in opportunity and economic prosperity. These were all a dream once, a dream that seemed unattainable; too far from the reach of our hands. However, through the efforts of the Kenya Power and Lighting Company (KPLC), our dreams are becoming eventualities, separated from the present only by time. Recently KPLC has undertaken many steps to ensuring the provision of safe, legal and affordable power to all. Through joined efforts with the World Bank who have offered over 457 million dollars for the Kenya Electricity Modernization Project, more Kenyans are benefitting from access to electricity with both new and existing customers enjoying better quality of electricity services. KPLC is also partnering with Safaricom in offering OkoaStima, a service that allows both pre-pay and post-pay customers to receive tokens and extend their electricity connection on credit that is paid at a later date. By lighting up Kenya we are lighting up innovative ideas to drive our country forward; we are lighting hope in the hearts of every person in the country, we are lighting a brighter future economic growth through fostering 24/7 hour working country where citizens are doing business without fear of crimes and other criminal acts that may hinder the smooth running of the business, (Njoroge, 2013).

The Vision 2030 describes the way Kenya will be transformed from a low income agrarian economy into a newly industrialized middle income country, providing a high quality of life to all its citizens through the installation of MwangazaMitaani programs all over the cities in Kenya. The KPLC with the directive of the government it has begun progressive and fast installation of MwangazaMitaani in Likoni Constituency which is located in Mombasa County. Likoni Constituency is on the other side towards South Coast which is an area of frequent tourists visiting the place. (Ndegwa, 2015), Suggests that MwangazaMitaani program in Likoni Constituency will be a big boost to the economic growth of the country as most of the tourists who come to Kenya uses Likoni road to south coast in Ukunda. The setting of MwangazaMitaani will bring a lot of investors in that area where they feel security throughout in the area. The local residents in the area will also benefit much as most of them do their small business of selling, Mpesa shops, and even safe to the Kenya Ferry Service employees who work at night shifts.

It has been observed that some approved projects which are not completed on time, are abandoned. The completed quality of work on these projects is defective. MwangazaMitaani facilities are vandalized, stolen which makes the project to be defective. Contractors become insolvent and lack capacity in making the best structures that can be durable and effective throughout the time. It is sad that, still after more than 15 year of colonial era we are experiencing such embarrassing incompetence (Ntsaluba, 2009). Under the vision 2030 (WB, 2009), strategies in terms of funding has been given to developing countries especially Kenya to support and help in installation of MwangazaMitaani programmes that will enhance economic growth and stability of the country.

1.2. Statement of the Problem

In Kenya, the gap between demand and supply for electricity continues to widen in the country. Many cities in Kenya need street lighting along the roads and other designated places to enhance doing of businesses. According to KNBS (2013), the KPLC is reaching out too many cities in the country by providing MwangazaMitaani which the government is investing many funds to make the country 24/7 economy. Kenya has seen a significant rise in infrastructure developments in the recent past, especially in the fields of energy development in terms of making electricity access to the people and installation of street lighting initiatives. However, many Mwangaza Mitaani projects at 70% have failed to achieve project success in Kibera, Mathare, and Kawangware slums due to increase risk and poor maintenance of the facilities (Lutheka, 2013).

The current problems that are widely prevalent in the public sector energy projects (Mwandali,2009). For example, the frequent vandalism and theft of the gadgets in Shelly Beach Road in 2015, attributes the frequent collapse and vandalism of the structure with little investigations put in consideration. (Charagu, 2014) concluded that it is due to deficiency of the materials and gadgets used in the energy sector. This call for research on innovative designs, adaptive monitoring systems, strict measures, policies and regulations and dynamic management approaches to energy installation projects from inception to successful completion (Leung, 2011). Cases of stalled poor materials, incomplete installation, poor maintenance and gadgets have been noted yet the contract documents have clauses that stipulated how to handle Mwangaza Mitaani installations deficiencies in the course of project implementation. For instance, Wanjohi&Mugure, (2009), found that KPLC have implemented management policy strategies to minimize projects delays, overrun costs and failures. This study therefore seeks to analyze the determinants of successful implementation of Mwangaza Mitaani projects in Kenya.

1.3. Objectives of the Study
This study was guided by general and specific objectives.

1.3.1. General Objective
The general objective of this study was to analyze the determinants of successful implementation of Mwangaza Mitaani projects in Kenya.

1.3.2. Specific Objectives
1. To establish how technological capacity was a determinant of successful implementation of MwangazaMitaani project in Kenya.
2. To examine how management commitment was a determinant of successful implementation of MwangazaMitaani project in Kenya.
3. To establish how training was a determinant of successful implementation of MwangazaMitaani project in Kenya.
4. To find how financing was a determinant of successful implementation of MwangazaMitaani project in Kenya.

1.4. Hypothesis
The Objectives of this study was fulfilled by testing the four hypotheses stated both in terms null (NO_1) and alternative hypotheses (HA_1).

1.4.1. Hypothesis One
HO_1: Technological Capacity has no significant effect on determinants of successful implementation of MwangazaMitaani projects in Kenya.
HA_1: Technological Capacity has a significant effect on determinants of successful implementation of MwangazaMitaani projects in Kenya.

1.4.2. Hypothesis Two
HO_2:Management Commitment has no significant effect on determinants of successful implementation of MwangazaMitaani projects in Kenya.
HA_2: Management Commitment has a significant effect on determinants of successful implementation of MwangazaMitaani project in Kenya.

1.4.3. Hypothesis Three
HO_3: Training has no significant effect on determinants of successful implementation of MwangazaMitaani project in Kenya.
HA_3: Training has a significant effect on determinants of successful implementation of MwangazaMitaani project in Kenya.

1.4.4. Hypothesis Four
HO_4: Financing has no significant effect on determinants of successful implementation of MwangazaMitaani project in Kenya.
HA_4: Financing has a significant effect on determinants of successful implementation of MwangazaMitaani project in Kenya.

1.5. Justification
This study was of importance to various stakeholders among them being the management of government ministries, energy professionals, county government official, policy makers in both private and public sector, public domain users and also scholars.
 Management of government funded projects of energy appreciated the determinants of successful implementation of MwangazaMitaani projects in Kenya. For example, through the findings of this study, they were able to understand the interplay of various determinants of successful implementation of MwangazaMitaani project in Likoni Constituency. It therefore be possible for management and county government to know the areas to determine for successful implementation of MwangazaMitaani project in the urban areas and how to find amicable strategies to curb the prolonged challenges of energy MwangazaMitaani installation programmes in the entire cities.

Project implementation as a profession is dynamic and is experiencing new improvements on a regular basis. The findings of this study informed energy professionals on areas that require their attention both at their working places and in their other professional engagements. For example, there are many aspects of project implementation and management which was a need to be included in the energy especially in MwangazaMitaani quality performance metrics in order to initiate long term MwangazaMitaani structures that are durable and sustainable for the people to enjoy their way of growing the economy through 24/7 doing businesses.

Project implementation involves many stakeholders and therefore it is driven by policy interventions. The findings of this study informed policy makers on the areas and aspects of determinants of successful implementation of MwangazaMitaani projects in Kenya that required policy interventions for the purpose of improving and making the MwangazaMitaani structures and systems installation more effective.

This study was scholarly in nature and hence was to be of value to researchers and scholars both in academia and energy sector. The study identified gaps that can be advanced in the interest of further scholarly discourse in the area of successful implementation of MwangazaMitaani projects. Specifically, the findings of the study identified academic gaps that triggered further studies on determinants of implementation of MwangazaMitaani projects in Kenya.

1.6. Limitation

Sample selection was expected to be a challenge and sampling error was likely to be significant.

Language barriers are also one of the challenges that was likely encountered in carrying out the research work as some of the residents are illiterate people. Finance was being also likely to be a limiting factor in carrying out the research exercise which might hinder in picking the sample. To overcome the above challenges, they were to be leveraging the power of a network. By using snowball sampling as a technique that targeted a particular group, locating advocates within that social network, and then asking them to recommend others who might be willing to participate in the study.

By adopting this approach, there was to be increase in the number of respondents. This was curbed by coming up with structured questions and questionnaires targeting the information and direct questions to the target population. This helped the respondents to give the right information. Trying also to be economical practical helped in curbing challenges in doing collecting the data. To avoid detractors on data analysis and interpretations they would rely on data received from research work and not to give room to any preconceived ideas this is by too stepping back and wait for the data to come alive and start speaking and Stay focused to avoid being distracted by irrelevant data.

1.7. Scope of the Study

Project management implementation varies from one organization to another. This implies that nature of the firm and the nature of the business determine the size and types of projects, processes and techniques being implemented. The study was limited to implementation of Mwangaza Mitaani Projects in Kenya a case study of Mwangaza Mitaani projects in Likoni Constituency. The study was conducted within a specified time-period of one semester.

2. Literature Review

2.1. Introduction

The study reviewed the theoretical and empirical literature of the determinants of implementation of Mwangaza Mitaani projects in Kenya. This study anchored on three main theories namely; management by objective theory, project management theory and stakeholder theory. Theoretical literature, highlighting the various theories that form the bedrock of the study while the empirical literature that is used looks at previous studies that were reviewed in order to fill the research gap. Conceptual framework critique of existing literature as well as summary as included in this chapter.

2.2. Theoretical Review

Theories are formulated to explain, predict, and understand phenomena and, in many cases to challenge and extend existing knowledge within the limits of the critical bounding assumptions. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. A theoretical framework consists of concepts, together with their definitions, and existing theory/theories that are used for the particular study (Sekaran, 2005).

2.2.1. Management by Objective Theory

Management by objectives (MBO) was first popularized by (Drucer, 2010) MBO is based on the thinking that various hierarchies within companies need to be integrated. Drucer argued that all Organizations exist for a purpose, and, to achieve that purpose, top management sets goals and objectives that are common to the whole organization. The MBO approach injects an element of dialogue into the process of passing plans and objectives from one organizational level to another. The superior brings specific goals and measures for the subordinate to a meeting with this subordinate, who also brings specific objectives and measures that he or she sees as appropriate or contributing to better accomplishment of the job. Together they develop a group of specific goals, measures of achievement, and timeframes in which the subordinate commits himself or herself to the accomplishment of those goals. The subordinate is then held responsible for the accomplishment of the goals. In other words, MBO is participative goal setting, choosing course of actions and decision making(Dorothy, 2010).

An important part of the MBO is the measurement and the comparison of the management actual performance with the standards set. Ideally, when managers themselves have been involved with the goal setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities. Some of the important features and advantages of MBO are participative – Involving all stakeholders in the whole process of goal setting and increasing successful implementation of Mwangaza Mitaani projects in Kenya. This increases high top management and commitment, Better communication and coordination –Frequent reviews and interactions between managers and subordinates help to maintain harmonious relationships within the government projects and also to solve many problems, Clarity of goals, lower management tend to have a higher commitment to objectives they set for themselves than those imposed on them by another person, Managers can ensure that objectives of the lower level are linked to the organization's objectives, and everybody will be having a common goal to achieve at the end of the project.

2.2.2. Project Management Theory

Project management is defined as the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria (Dennis Lock, 2009).A projects is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end usually time-constrained, and often constrained by funding or deliverables undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.The temporary nature of projects stands in contrast with operations which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

The theory of project is provided by the transformation view in operation. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. To understand management is based on three theories: management-as-planning, the dispatching model and the thermostat model. The idea behind management-as planning is that management at the operation level is seen to consist of the creation, revision and the implementation of plans (Williamson, 2013).

This approach to management views a strong causal connection between the actions of management and the outcomes of the organization. The dispatching model assumes that the planned tasks can be executed by a notification of the start of the task to the executor. That is,you issue an order down the chain of command that someone has to start on a task, andthat will be it; the worker will automatically without any hesitation or problem start working on it.If you have the management-as-planning view of the world you think that there is a direct relationship between what is on paper the planning and what happens in reality.

 According to (Ross & Moores, 2012), If you are creating a plan that will be executed blindly, you must be very sure that you know exactly what must be done; you must almost be able to predict the future. And that is exactly what the appeal of this approach to management is it provides a sense of predictability no surprises will occur and you have the ultimate control of the situation; change the planning, and all the working people will change what they are doing. Paper is reality. Under the thermostat model, control is in this model which entails that there is a standard of expected performance and performance is measured at the output. The possible variance between the standard and the measured value is used for correcting the process that the standard can be reached. From a management point of view, this is a good thing the process is nice and predictable and you have ultimate control (Lauri & Grey 2011).

2.2.3. Stakeholder Theory

The Stakeholder Theory exhaustively covers the various stakeholders involved in project implementation such as donors, researchers, management and even the ultimate users of the project research. (Dennis, 2009). The Stakeholder Theory explains how these elements influence successful implementation of MwangazaMitaaniprojects. It is on this basis that this study is grounded on this theory. Residents are stakeholders in MwangazaMitaani projects therefore it is important to involve them in projects activity from the start. Stakeholder's Theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson& Preston, 2010).

Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

User involvement enhances economic cohesion as they recognize the value of working in partnership with each other and organizations (Miles, 2012). Phillips (2009) noted that user's involvement also adds economic value both through the mobilization of contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion. Government and County Government must ensure the community members voluntarily and actively participate in the projects from the start. This theory also emphasizes that the residents and other users also benefit from their participations.

Government and County Government need to ensure the community users and other stakeholders also participate in the decision making, communication is well done and also their interests are considered. This theory therefore assists in the better understanding of the influence of user involvement on project implementation that leads to economic and social growth of the cities particularly the Livonia, Kwale and Ukunda towns (Anderson, 2013).

2.4. Conceptual Framework

Mugenda (2008) defines conceptual framework as a concise description of phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. According to Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables.

A conceptual framework shows the relationship between independent and dependent variable. In this study, the dependent variable is implementation of MwangazaMitaani projects in Kenya while the independent are technological capacity, management commitment and training. (See Fig. 1 below)
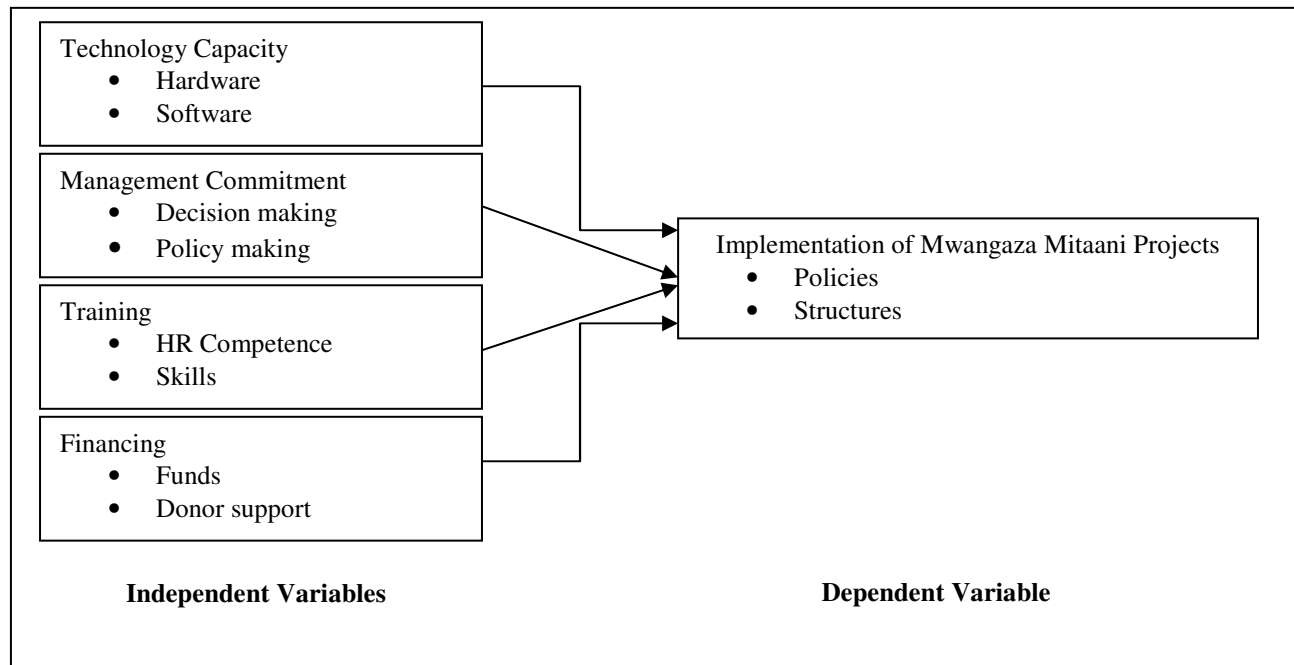

Figure 1

2.4.1. Technology Capacity

Technology capacity is defined as the branch of knowledge that deals with the creation and use of technical means and their interrelation with life, society, and the environment, drawing upon such subjects as industrial arts, engineering, applied science, and pure science (Noah Charney, 2014). According to (Mitchell, 2013) defines Technology capacity as the purposeful application of informationin the design, production, and utilization of goods and services, and in the organization of human activities. Improved technology serves many purposes, one of them being the prevention of crime. While MwangazaMitaani improvements may not often be implemented with the expressed aim of preventing crime pedestrian safety and traffic safety may be viewed as more important aims and the notion of MwangazaMitaani to deter lurking criminals may be too simplistic, its relevance to the prevention of crime has been suggested in urban centers, residential areas, and other places frequented by criminals and potential victims

Customer relationship management technology has been, and still is, offered as on-premises software that companies purchase and run on their own IT infrastructure. In contrast with conventional on-premises software, cloud-computing applications are sold by subscription, accessed via a secure Internet connection, and displayed on a Web browser. Companies don't incur the initial capital expense of purchasing software; neither must they buy and maintain I Thardware to run it on (Jeff, 2007). (Kaplan & Duchon, 2008) stated that resource management and development must support an organization's strategies. Tools and workflows can becomplex to implement, especially for large enterprises.

2.4.2. Management Commitment

Management is defined as the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively that includes planning, organizing, staffing, leading or directing, and controlling an organization to accomplish the goal or target (Khurana 2010). Involving the residents from Likoni and other stakeholders around Likoni with their best ideas and innovation will enable the achievement and successful implementation of the Mwangaza Mitaani project.

While such innovative ideas and skills from the residents within the Likoni Constituency will enable the government to come up with better strategies on improving the projects in the area. (Champy& Wenger, 2010). (Bartel, M & Peterson, 2008) suggested that involvement and sensitization of the Likoni residents on the importance of the Mwangaza Mitaani projects will be a big booster to the economic growth of the area and other parts of the County. Management in this project of Mwangaza Mitaani have put in place strategies and clear targets and objectives of ensuring that the projects are implemented and finished for the residents to enjoy the services.

The government has allocated a big budget for the setting up of MwangazaMitaani projects which has to be done thus achieving vision 2030. Management should provide a clear vision of the organization projects future and set challenges goals and targets. It is only through unity of purpose and direction of proper structures and systems that achieves organizations objectives. Leaders and management should maintain internal environment where people get fully involved by establishing trust and eliminating fear. (Gerald& Phil, 2011) defines management as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individuals and collective efforts to accomplish shared objectives.

2.4.3. Training

A broad definition of training includes any attempt, within or outside the organization, to increase job-related knowledge and skills of either managers or employees (Fjermestad& Saitta, 2009). Although this definition captures important parameters, the Skills Assessment report also emphasizes specifically the need to distinguish between formal and informal training approaches. Training in itself is a difficult concept to quantify, but (Goodman & Dean, 2010) believes that the practice of providing sweeping generalizations to cover such institutions like banks are in many ways dissimilar makes things even more confusing.

Saunders (2011) believed that successful functioning of organizational structures and effective operation of planning control systems is dependent on the quality and ability of staff employed. Strategic plans should include information on the acquisition, development, use and reward of human assets. Plans need to take into account the current state of development of the projects function and the strategic direction in which its state might change. Multi-skilling provides employees with a variety of skills and should be developed extensively. Training is beneficial and generates more than the equivalent cost in payback. To further the goals of value-based management, all employees need broad and continuous education and training. Education, training and professional development should be skill, process oriented and continuous.

Baily et al. (2009) propounded that knowledge of the mission, the existence of top-down objectives with related performance measures, and process guidelines link individual or group performance to the firm's goals and expectations of upper management require good qualifications. The use of teams, cross-functional managers, broad process and linkage oriented job responsibilities, and extensive information systems enable individuals to balance conflicting objectives and improve processes. Professional qualifications are the fulcrum around which performance turns. Without well-motivated, able and well trained staff, even the more brilliantly conceived plans and strategies can fail. A motivated team whose members work for and with each other can beat a team of less motivated people even if they are greater in talent. To improve project performance and implementation, it is essential to understand the roles that are to be performed, the standards to be achieved and how projects are evaluated.

Understanding is what allows an employee to become an innovator, initiative taker, and creative problem solver in addition to being a good performer on the job, (Goetsch & Davis, 2006). They list benefits of training as improved productivity, quality, safety and health, communication and better teamwork. The value-based project management paradigm requires a rethinking of the management of human resources. The users should also be trained on the importance of the MwangazaMitaani projects on how it will improve their living standards and economic growth of the Kenya. However, simply possessing knowledge is less important than applying it. Attention should be moved to skills of doing jobs and demonstrating competences. Noble (2011) argued that all project bodies are set up for the benefit of the public, because that is what professionalism is all about. It is both recognition and an expectation that professionals, through their expertise and commitment have a beneficial impact on society and corporate life. It is about promoting best-in-class projects in organizations, whether responsible management of environment or helping out to stamp out corruption.

2.4.4. Financing

Financing is defined as the act of providing funds for business activities, making purchases or investing. Financial institutions, government, donors from foreign aids and banks are in the business of financing projects as they provide capital to businesses, consumers and investors to help them achieve their goals (Wolf, 2012). Financing by the government to the implementation of the MwangazaMitaani projects in Kenya has a significant effect to the economic growth of the country through 24/7 doing of businesses.

The term project financing is used loosely by academics, bankers and journalists to describe a range of financing arrangements. Often bandied about in trade journals and industry conferences as a new financing technique, project financing is actually a centuries-old financing method that predates corporate finance (Smith Kenton, 2010). However, with the explosive growth in privately financed infrastructure projects in the developing world, the technique is enjoying renewed attention. The purposes of this note are to contrast project finance with traditional corporate financing techniques; to highlight the advantages and disadvantages of project finance and to propose that a single structure underlies every project finance transaction; to explain the myriad of risks involved in these transactions; and, to raise questions for future research.

Project financing has evolved through the centuries into primarily a vehicle for assembling a consortium of investors, lenders and other participants to undertake infrastructure projects that would be too large for individual investors to underwrite. The more recent prominent examples of project finance structures facilitating projects are the construction of the Trans-Alaskan pipeline and exploration and exploitation of the North Sea oil fields (Barney, 2011). There is no singular definition of project finance. In an article in the Harvard Business Review, (Wynant, 2009) defined project finance as a financing of a major independent capital investment that the sponsoring company has segregated from its assets and general purpose obligations. A major player in sponsoring infrastructure projects and providing financing in developing countries, the World Bank defines project finance as the use of nonrecourse or limited-recourse financing. Further defining these two terms, the financing of a project is said to be non-recourse when lenders are repaid only from the cash flow generated by the project or, in the event of complete failure, from the value of the project's assets. Lenders may also have limited recourse to the assets of a parent company sponsoring a project, (World Bank, 2010).

Though County governments generally participate only directly in projects, their role is often most influential. The local government's influence might include: approval of the project, control of the state company that sponsors the project, responsibility for operating and environmental licenses, tax holidays, supply guarantees, and industry regulations or policies, providing operating concessions. The sponsors are the generally the project owners with an equity stake in the project. It is possible for a single company or for a consortium to sponsor a project. Typical sponsors include foreign multinationals, local companies, contractors, operators, suppliers or other participants. (World Bank, 2008), estimates that the equity stake of sponsors is typically about 30 percent of project costs. Because project financings use the project company as the financing vehicle and raise non-recourse debt, the project sponsors do not

put their corporate balance sheets directly at risk in these often high-risk projects. However, some project sponsors incur indirect risk by financing their equity or debt contributions through their corporate balance sheets. To further buffer corporate liability, many of the multinational sponsors establish local subsidiaries as the project's investment vehicle.

2.5. Critique of the existing Literature

Existing literature has found colossal constraints in the project management structures. For instance, (Amayi, 2011) in his study found that projects management require better management and correct strategies and working systems been implemented and put in place. He asserted that a poor management system that an organization adopts has effects on its projects installation. The researcher concluded that without technology capacity the successive implementation of projects would be negatively affected and pointed out that existing poor technology system was an impediment to the implementation of projects like the one of MwangazaMitaani.

He further concluded that integrated ICT systems organize and disclose enormous amounts of information about the workings of the total system. While appreciating his findings, this study notes that the researcher did not employ the personal observation tool so as to gather data especially on technology and management. Analysis of factors such as core technical skills and application of ICT in project implementation are important to overcome some of the constraints. Kirungu (2008) in his study found that inefficiency in the project implementation was caused by bureaucratic management and disposal procedures, lack of proper communication, poor governance structures and systems put in place and little involvement of the community and users in the implementation of the projects.

Maina (2011) in this study found that weak oversight and enforcement, non-transparent practices, lack of effective links between project and financial management, poor record management and filing system, and delays and inefficiencies on the implementation of the MwangazaMitaani projects. This is where the Kenya power Lighting Company needs much involvement in the facilitation and progression of the projects.

2.6. Literature Gaps

Most of the studies however have concentrated in the developed economies with emerging economies attracting only a minority share of the studies conducted. Previous studies by Nicholas et al (2008) examined whether European energy and lighting rules prevent or generate poor management of the implementation of the projects whereas Maina (2011) determined project implementation procedures in the public entities. Therefore, is a literature gap on determinant successful implementation of the projects.

2.7. Summary

The above chapter reviews the various theories that inform the independent and dependent variables. The chapter explores the conceptualization of the independent and the dependent variables by analyzing the relationships between the variables.In addition, empirical literature in a wide range of studies have considered determinants of successful implementation of projects as being the most basic concept used to determine the technology capacity, management commitment and training as being independent variables while successful implementation of projects being dependent variable. The study will try to establish whether technological capacity, management commitment, training and financing have a significant effect on the successful implementation of the projects in Kenya especially on the MwangazaMitaani project in Likoni Constituency.

3. Research Methodology

3.1. Introduction

This chapter outlines the research design and methodology used to carry out the study. The chapter also deals with the target population, type of data collected, sampling frame, sample and sampling technique, the sample size, data collection procedures, pilot test, validity and reliability of the instrument as well as the data analysis techniques and how eventually data was presented.

3.2. Research Design

The researcher used descriptive research design. Descriptive study is concerned with finding out who, what, where and how much of a phenomenon, which is the concern of the study. Sekaram (2009) observes that the goal of descriptive research is to offer the researcher a profile or describe relevant aspects of the phenomena of interest from the individual, organization, industry or other perspective. In addition, the design best fit in the ascertainment and description of characteristics of variable in this research study and allows for use of questionnaires, interviews and descriptive statistics such as frequencies and percentages. In addition, a descriptive design is appropriate since it will enable the researcher to collect enough information necessary for generalization.

3.3. Target Population

The study targeted local residents in the Likoni area. There are approximately 166,000 Likoni residents that were targeted. Since the study is descriptive in nature, Mugenda (2010) recommends a sample size. However, Kothari (2009) recommends that a sample size be as large as possible in order to reproduce salient characteristics of the accessible population to an acceptable level as well as to avoid sampling errors.

Levels	Population	Percentage	Target Population
Top income earners	10,000	10%	1000
Middle income earners	56,000	10%	5600
Lower income earners	100,000	10%	10,000
TOTAL	**166,000**	**10**	**16,600**

Table 1: Population

3.4. Sample Size
Mugenda and Mugenda (2012) asserts that sampling is that part of the statistical practice concerned with the selection of individual or observations intended to yield some knowledge about a population of concern, especially for the purpose of statistical inferences.

Management Level	Target Population	Percentage of Sample Size	Sample size
Top income earners	1000	30%	300
Middle income earners	5600	30%	1680
Lower income earners	10000	30%	3000
TOTAL	**1000**	**30%**	**4980**

Table 2: Sample Size

3.5. Sampling and Sampling Frame
Sampling is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire population (Mugenda, 2012). Sample is a small group of objects or individuals selected or drawn from a population in such a manner that its characteristics represent population characteristics (Orodho, 2009). Sampling Frame is defined as a set of information used to identify a sample population for statistical treatment. A sampling frame includes a numerical identifier for each individual, plus other identifying information about characteristics of the individuals, to aid in analysis and allow for division into further frames for more in-depth analysis (Sekaran, 2012).

3.6. Sampling Technique
Stratified random sampling method was used to select relevant respondents from the residents of Likoni Constituency. Mugenda and Mugenda (2009) argue that stratified random sampling is where a given number of cases are randomly selected from each population sub-group. It thus ensures inclusion in the sample of subgroup which otherwise could be omitted entirely by other sampling methods. In this case stratification was based on various levels of income for the resident in the Likoni Constituency.
Simple random sample is then drawn from each stratum, and then those sub-samples joined to form complete stratified samples. In addition, proportional allocation is done, where each stratum contributed to the sample a number that is proportional to its size in the population (Ashton, 2012).

3.7. Data Collection Procedures
The researcher used structured questionnaires to collect data from Likoni Constituency respondents. A questionnaire with high reliability would receive similar answers if it is done again and again or by other researchers (Bryman & Bell, 2010). In addition, the questionnaires are convenient for the task in that they can be easily and conveniently administered with the study sample. The use of questionnaire is cost effective, less time consuming as compared to the use of interview. Data collected through the use of well-structured questionnaire is easy to analyze

3.8. Pilot Study
The questionnaires were pilot tested before the actual data collection. This involved a few respondents from Likoni constituency to ascertain its effectiveness. The researcher was interested in testing the reliability of the research instruments, the questionnaire hence validity of data collected.
The researcher did a pilot with 10 respondents before distributing the questionnaire. The purpose is to ensure that those items in the questionnaire are clearly stated and have the same meaning to all respondents. At the same time the researcher helped to determine how much time is required to administer the questionnaire. Respondents for pre-testing were not form part of the sample.

3.9. Data Processing, Analysis and Presentation
Kothari (2009) argues that data collected has to be processed, analyzed and presented in accordance with the outlines laid down for the purpose at the time of developing the research plan. Data analysis involves the transformation of data into meaningful information for decision making. It involved editing, error correction, rectification of omission and finally putting together or consolidating information gathered. The collected data was analyzed quantitatively and qualitatively. The quality and consistency of the study was further assessed using Cronbach's alpha. Data analysis was performed on a PC using Statistical Package for Social Science (SPSS Version 22) for Windows.

Analysis was done using frequency counts, percentages, means and standard deviation, regression, correlation and the information generated was presented in form of graphs, charts and tables. Set of data was described using percentage, mean standard deviation and

coefficient of variation and presented using tables, charts and graphs. Fraenkel&Wallen (2008) argue that regression is the working out of a statistical relationship between one or more variables. The researcher used a multiple regression analysis to show the effect and influence of the independent variables on the dependent variable.

The relationships are as follows;

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y = Represents the dependent variable, Implementation of MwangazaMitaani projects in Kenya
α= Constant
$\beta_1, \beta_2, \beta_3, \beta_4$ = Partial regression coefficient
X_1 = Technology Capacity
X_2 = Management Commitment
X_3 = Training
X_4= Financing
ε= error term or stochastic term

4. Data Analysis, Results and Discussion

4.1. Introduction

4.2. Response Rate
The study targeted 4,980 residents of Likoni Constituency Mombasa County, Kenya. From the study, 3,591 out of the 4,980 sample respondents filled-in and returned the questionnaires making a response rate of 72.12% as per Table 3 below.

	Frequency	Percentage
Respondent	3,591	72.12
Non-respondent	1,389	27.88
Total	**4,980**	**100**

Table 3: Questionnaire Return Rate

According to (Mugenda & Mugenda, 2008) 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; therefore, this response rate was adequate for analysis and reporting.

4.2.1. Data Validity
The researcher asked experts, three academicians, to assess the scales' content validity. Accordingly, the researcher made changes on the first draft in terms of eliminating, adding or rewording some of the items included in that draft.

4.2.2. Reliability Analysis
Prior to the actual study, the researcher carried out a pilot study to pre-test the validity and reliability of data collected using the questionnaire. The pilot study allowed for pre-testing of the research instrument. The results on reliability of the research instruments are presented in Table 4 below.

Scale	Cronbach's Alpha	Number of Items
Technological Capacity	0.799	5
Management Commitment	0.706	5
Training	0.777	5
Financing	0.897	5

Table 4

The overall Cronbach's alpha for the three categories which is 0.787. The findings of the pilot study show that all the three scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Mugenda & Mugenda, 2008).

4.3. Background Information
The background information was gathered based on the position held, level of education and business experience.

4.3.1. Position Held in the Business
The study sought to establish the position held by respondents. The results revealed that 54.6% were owners, 29.1% were employees and 16.3% were running partnership business with a mean score of 1.62 and a standard deviation of 0.750 as shown in Figure 2 below. This shows that majority of respondents were owners.
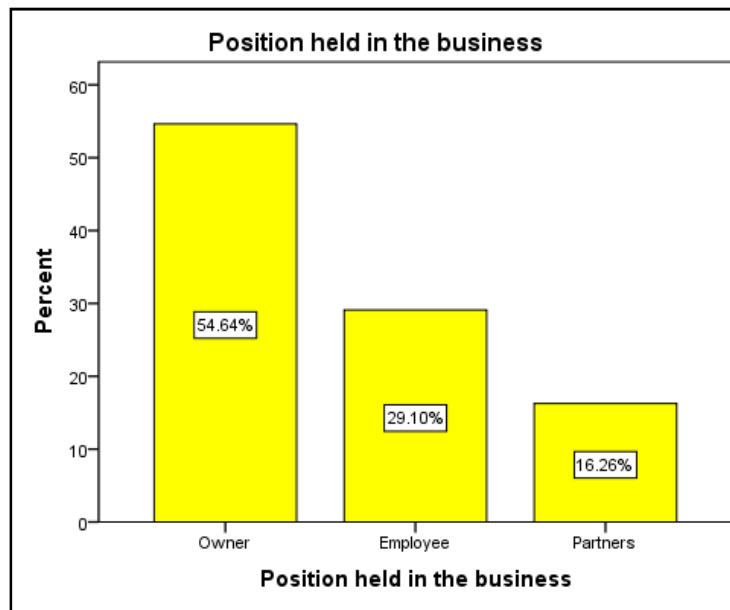
Figure 2: Position held in the business

4.3.2. Level of Education

The study sought to establish the education level of respondents. The results of the study revealed that respondents who hold PhD and master's degree were 5.5%, bachelor's degree were 20.2% and respondents with other forms of educational qualification were 68.8% with a mean score of 3.52 and a standard deviation of 0.831 as shown in Figure 3 below. This shows that the majority of respondents were those who hold other forms of educational qualification.
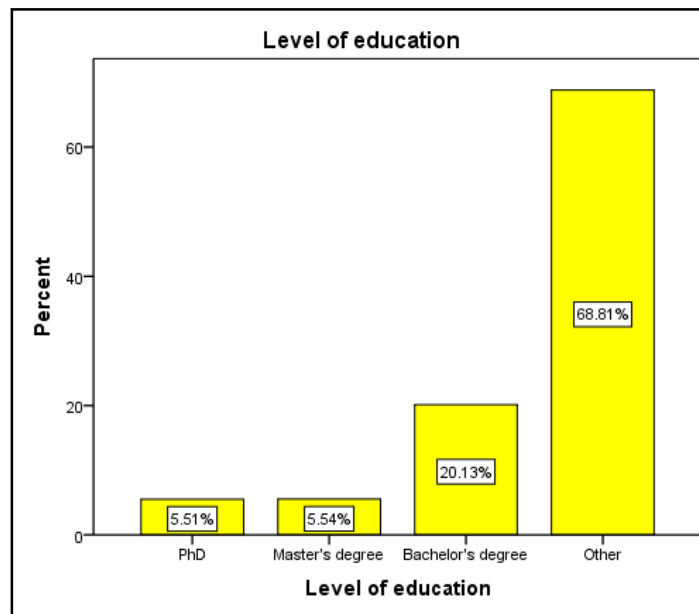
Figure 3: Level of Education

4.3.3. Business Experience

The study sought to establish the business experience of respondents. The study results revealed that respondents who have between 0-5 years of business experience were 43.4%, between 6-10 years were 30.5%, between 11-15 years were 13.7% and over 15 years were 12.4% with a mean score of 1.95 and a standard deviation of 1.032 as shown in Figure 4 below. This shows that the majority of respondents have business experience of between 0-5 years.
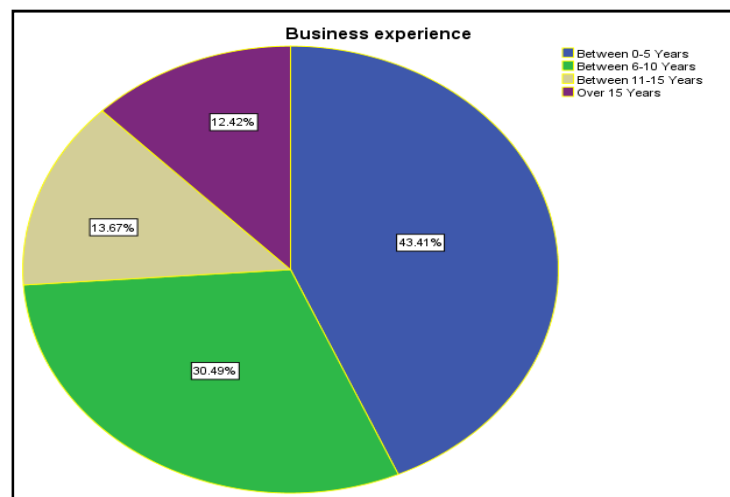
Figure 4: Business Experience

4.4. Analysis of Objectives

In the research analysis the researcher used a tool rating scale of 5 to 1; where 5 was the highest and 1 the lowest. Opinions given by the respondents were rated as follows, 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1= Strongly Disagree. The analysis for mean, standard deviation and coefficient of variation were based on this rating scale.

4.4.1. Technological Capacity

Descriptive Statistics			
Technological Capacity	**N**	**Mean**	**Std. Deviation**
B1. Increased efficiencies and effectiveness use of the monitoring systems	3591	4.19	.805
B2. The system is easy to use	3591	4.38	.915
B3. There is use of modern system to curb theft cases	3591	4.22	.956
B4. The system has added competitive advantage	3591	4.17	.791
B5. IT project management systems has helped realized significant reduction in costs	3591	3.90	1.178
Valid N (listwise)	3591		

Table 5: Technological Capacity

Findings in Table 5 above shows the statistics on the importance of technology capacity in the Likoni Constituency Mombasa County which played a critical role. The findings show that the technology being used in implementing the project is easy use to use with a mean of 4.30 which indicates that many of the respondents agree with the technology capacity in the Constituency.

The findings also indicate that there is increased efficiency and effectiveness use of the monitoring system with a mean of 4.22 which positively has curbed the cases of vandalism and stealing of the gadgets at night. It also indicates that the government has invested much resources to enhance the faster completion of the project thus at the end increasing the economy growth development of the country at large.

It is therefore evident that the government is firmly committed to the development and implementation of this project through provision of quality technology to its residents, creating & sustaining, clear visions, goals, and set of high standards.

4.4.2. Management Commitment

Descriptive Statistics			
Management Commitment	**N**	**Mean**	**Std. Deviation**
C1. Business owner management is adequately needed	3591	4.09	.705
C2. Business owner support is expressed in supporting the policies and rules put in place	3591	3.38	1.015
C3. Business owners should be transparent and accountable to all the funds provided	3591	4.62	.556
C4. Business owner support should ensure adequate policies, guidelines and procedures in managing the project	3591	4.17	.691
C5. Business owner support have the duty to provide good leadership and corporate governance	3591	3.99	1.197
Valid N (listwise)	3591		

Table 6: Management Commitment

Findings in Table 6 above shows the statistics on management commitment to implementation of Mwanga Mitaani Project in Likoni Constituency Mombasa County as it indicates a mean of 4.62 and 4.17 which is between strongly agree and agree that the management is committed. It is strongly evident that the government, County government and other key stakeholders are committed in completing the Mwangaza Mitaani Project to serve the needs of the Likoni residents.

Most of the respondents agreed that business owner support should ensure adequate policies, guidelines and procedures in managing the project as shown by a mean of 4.17.

Most of the respondents also agreed to the fact that business owner management is adequately needed as the business owners should put in policies, regulations and rules which makes the business to make high turnover and maintain long term customer.

4.4.3. Training

Descriptive Statistics			
Training	N	Mean	Std. Deviation
D1. Training programs have helped inculcate the sense of performance of the project	3591	4.35	.505
D2. The business owners should offer short and long term training to the employees doing the project on the ground	3591	3.38	1.015
D3. Training programs enhance morale and high performance to the projects being implemented	3591	3.22	1.756
D4. The residents should be trained on how to participate in initiating the projects	3591	3.17	1.091
D5. Training is seen as high tool booster to the success of the projects being implemented	3591	3.80	1.118
Valid N (listwise)	3591		

Table 7: Training

From the findings indicated in the Table 7 most of the respondents agreed that training programs have helped inculcate the sense of performance of the project base on competitive value and economic importance the project has with a mean of 4.35 being obtained. These results are consistent with the findings obtained on the question whether management commitment works to develop best training programs that enhance performance and thus improving on their skills to work on the project.

Also from the findings training is seen as high tool booster to the success of the project being implemented with a mean of 3.80 being obtained. The findings are a clear indication that most of the respondents have agreed with the aspect of training as the best tool to increase performance and productivity.

The results also conquer with the findings on the question that business owner should offer long-term and short term training to employees doing the project on the ground which enhance high performance to the assigned task and duties.

4.4.4. Financing

Descriptive Statistics			
Financing	N	Mean	Std. Deviation
E1. The projects are funded by government, donors and other interested stakeholders	3591	3.19	1.305
E2. The business owner's funds should be accounted and audited to ensure no misuse of any funds	3591	4.18	.515
E3. Proper budget and planning for all the funds to be used should be put in place	3591	3.22	1.156
E4. The business owners and other stakeholders involved in handling the funds are accountable for every single shilling spending	3591	3.17	1.791
E5. The business owners should put in place bodies and firms for auditing the funds used in project management	3591	3.99	1.008
Valid N (listwise)	3591		

Table 8: Financing

The study sought to find out whether financing is a determinant of implementation of Mwangaza Mitaani project in Likoni Constituency. Table 8 summarizes respondents level of agreement on how financing is a determinant of successful implementation of Mwangaza Mitaani project in Likoni Constituency. Most of the respondents agreed that the business owner funds should be accounted and audited to ensure no misuse of any funds as shown by a mean of 4.18. Most of the respondents agreed that business owners should put in place bodies and firms for auditing the funds used in project management to enhance mismanagement and misappropriation of funds thus funds being used for the intended purpose. Proper management and control of funds enhance increased performance and productivity.

4.4.5. Implementation of Projects in Kenya

Descriptive Statistics			
	N	Mean	Std. Deviation
F1. Successful implementation of the projects depends on good management structure and support	3591	2.19	1.805
F2. Successful implementation of the projects depends on the best technology systems used	3591	1.38	1.715
F3. Successful implementation of the project relies on the best trained employees, residents or workers working on the project	3591	3.22	1.156
F4. Successful implementation of the projects depends on the best plans and budget put in place	3591	4.17	.691
F5. Successful implementation of the project depends on the funds or resources invested on the projects	3591	4.30	.878
Valid N (listwise)	3591		

Table 9: Implementation of projects in Kenya

The study sought to investigate determinants of implementation of Mwangaza Mitaani projects in Likoni Constituency. Table 9 summarizes respondents level of agreement on the determinants of implementation of Mwangaza Mitaani project in Likoni Constituency and how it has changed the economic development of the county. Most of the respondents agreed that implementation of project depends on the funds or resources invested on that particular project as shown by a mean of 4.30.
Most of the respondents also agreed to the fact that implementation of projects depends on best plans and proper budget put in place obtained by a mean of 4.17. Proper planning and budgeting is one strategy platform that the government have kept in place to enhance accomplishment of the projects started.

4.5. Correlation Analysis
To establish the relationship between the independent variables and the dependent variable the study conducted correlation analysis which involved coefficient of correlation and coefficient of determination.

4.5.1. Coefficient of Correlation
In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation (r). This is as shown in Table 10 below. According to the findings, it was clear that there was a positive correlation between technological capacity and implementation of projects in Kenya shown by a correlation figure of 0.766; Management commitment and implementation of projects in Kenya by a correlation figure of 0.555; Training and implementation of projects in Kenya shown by a correlation figure of 0.781; Financing and implementation of projects in Kenya shown by a correlation figure of 0.643. This showed that there was a strong positive correlation highest being noted in training and lowest in management commitment with a positive correlation.

	Project implementation	Technological capacity	Management commitment	Training	Financing
Project implementation	1				
Technological Capacity	.766	1			
Management commitment	.555	.365	1		
Training	.781	.694	.541	1	
Financing	.643	.744	.431	.809	1

Table 10: Pearson's Correlations

4.5.2. Coefficient of Determination (R2)
Table 11 showed that the coefficient of determination was 0.646. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Project implementation) that is explained by all independent variables. From the findings this meant that 64.6% of project implementation is attributed to combination of the four independent factors investigated in this study**.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804[a]	.646	.65	.190

Table 11: Coefficient of Determination (R^2)

4.5.3. ANOVA
 The study used ANOVA to establish the significance of the regression model. The significance value is 0.022 which was less than 0.05 thus the model is statistically significance in predicting how technological capacity, management commitment, training and financing affect successful project implementation in Kenya. This therefore means that the regression model had a confidence level of above 95% hence high reliability of the results obtained.

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	36.822	4	9.206	54.109	.022[b]
Residual	2.065	3,586	.036		
Total	38.887	3,590			

Table 12: Anova

4.5.4. Multiple Regression
The researcher conducted a multiple regression analysis as shown in Table 13 so as to determine the relationship between investment decision making and the four variables investigated in this study.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.251	.214		1.169	.247
Technological capacity	.465	.132	.474	3.530	.001
Management commitment	.144	.155	.172	.934	.004
Training	.062	.097	.070	.645	.022
Financing	.344	.139	.279	2.485	.016
a. Dependent Variable: Successful project implementation					

Table 13: Multiple Regression Analysis

The regression equation was:
$Y = 0.251 + 0.465X_1 + 0.144X_2 + 0.062X_3 + 0.344X_4$
Where
   → Y: the dependent variable (Project implementation).
   → X_1: Technological capacity.
   → X_2: Management commitment.
   → X_3: Training.
   → X_4: Financing.
The regression equation above has established that taking all factors into account (project implementation as a result of technological capacity, management commitment, training and financing) constant at zero project implementation among residents of Likoni will be 0.251. The findings presented also shows that taking all other independent variables at zero, a unit increase in technological capacity will lead to a 0.465 increase in the scores of project implementation among residents of Likoni; a unit increase in management commitment will lead to a 0.144 increase in project implementation among residents of Likoni, a unit increase in training will lead to a 0.062 increase in the scores of project implementation among residents of Likoni; and a unit increase in financing will lead to a 0.344 scores of project implementation among residents of Likoni.
This therefore implies that all the four variables have a positive relationship with project implementation.

5. Summary, Conclusion and Recommendation

5.1. Introduction
This chapter summarizes the findings in line with the objectives, draws conclusions and makes the necessary recommendations. Areas of further study that may enrich the study are also suggested.

5.2. Summary of Findings
The general objective of this study was to determine the determinants of implementation of Mwangaza Mitaani projects in Likoni Constituency. This study determined how technology capacity, management commitment, training and financing are determinants of implementation of Mwangaza Mitaani projects in Likoni Constituency.
From the 4,980 questionnaires administered, 3,591 of them representing were returned and analyzed for mean, standard deviation and coefficient of correlation. The study reveals that majority of the respondents were business owners with the position held in the business obtaining a mean of 54.60%. Most of the respondents were those who have business experience of 0-5 years whereas those with other forms of education qualification a mean of 68.8% were the majority with education level indicating that there are sufficient

skills that are required in implementation of the Mwangaza Mitaani Project in Likoni Constituency for better completion and sustainability of the projects.

The researcher sought to determine how technology capacity is a determinant of implementation of Mwangaza Mitaani project in Likoni Constituency. The results above showed that government had invested much in technology capacity to enhance faster completion of projects with efficiency and sustainability to large extend. The results showed that use of modern monitoring system and gadgets to curb theft and vandalism cases.

The researcher sought to determine how management commitment is a determinant of implementation of Mwangaza Mitaani Projects in Likoni Constituency. The results above showed that business owners have supported much in ensuring adequate policies, guidelines and procedures in managing the project. The results also show that management commitment is enhanced through providing good leadership and corporate governance in implementing the projects.

The researcher sought to determine how training is a determinant of implementation of Mwangaza Mitaani projects in Likoni Constituency. The results above showed that management commitment is indicated through best training programs established that enhance performance and thus improving on their skills to work on the project. Training is seen as a high tool booster to the success of the project being implemented with a mean of 3.80 being obtained.

The researcher sought to determine how financing is a determinant of implementation of Mwangaza Mitaani Projects in Likoni Constituency. The results above showed that financing is a vital indicator to enhance success of the project. The funds should be audited and accounted well to ensure proper management of the funds. Proper mechanism has been put in place to curb theft and misappropriation of the funds.

The correlation analysis indicates the coefficient of correlation, r equal to 0.788, 0.781, 0.643 and 0.555 for training, technology capacity, financing and management commitment respectively. This indicates a very strong positive relationship between the independent variables, training, technological capacity, financing and management commitment and dependent variable banks financial performance.

5.3. Conclusion
From the study findings, the study concluded that all the independent variables studied have significant effect on implementation of Mwangaza Mitaani projects at Likoni Constituency as indicated by the strong coefficient of correlation and a P- value which is less than 0.05. The overall effect of analyzed factors was very high as indicated by the coefficient of determination.

The overall P-value of 0.00 which is less than 0.05 (5%) is an indication relevance of the studied variables, significant at the calculated 95% level of significance. This implies that the studied independent variables technology capacity, management commitment, training and financing have a significant effect on implementation of Mwangaza Mitaani projects at Likoni Constituency.

5.4. Recommendations
The study recommends that:
1. Government, County government and other key players should invest much in technology capacity to enhance best performance in implemented projects.
2. Management should be committed in setting up policies, rules and regulations that will enhance completion and sustainability of the projects.
3. Government and other key players should provide adequate financing to the implemented projects to ensure long-term continuity.

5.5. Areas for further Studies
The general objective for this study was to analyze the determinants of implementation of Mwangaza Mitaani projects in Likoni Constituency. Specifically, this study determined how technology capacity, management commitment, training and financing affects implementation of Mwangaza Mitaani projects in Likoni Constituency.

These determinants are not exhaustive hence further research can be carried out to unearth other determinants of implementation of Mwangaza Mitaani projects in Likoni Constituency. Secondly, further studies need to be carried out to identify project implementation challenges that these implementers in Likoni Constituency face and how best these challenges can be addressed to enhance high sustainability and quick completion of the projects.

7. List of Acronyms
- GHC   : Greenhouse Gas
- KNBS : Kenya National Bureau of Statistics
- KPLC : Kenya Power and Lighting Company
- MBO : Management by Objective

8. Definition of Terms
- ➢ A project This is a temporary in that it has a defined beginning and end in time and therefore defined scope and resources (Cooper, 2010)
- ➢ Duration Is the number of calendar periods it takes from the time the execution of element starts to the moment it is completed (Donaldson, 2010).
- ➢ Management This is simply the act of getting people together to accomplish desired goals. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization a group of one or more people or entities or effort for the purpose of accomplishing a goal (Peter Schuh, 2009).
- ➢ Project implementation It is defined as the phase that involves putting the project plan into action. (Diamond, 2009).
- ➢ Project Management- The act of overseeing all activities and tasks needed to maintain a desired level of excellence. (Bwire,2012).

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APPENDIX 1: LETTER OF INTRODUCTION

Anisa Mohamed
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Mombasa.
04[th]February, 2016

The Chief Executive Officer
Kenya Power Lighting Company
P.O. Box
Mombasa.

<u>Research Proposal</u>

I am a student of JKUAT Mombasa campus studying for a Master of Science degree specializing in project management. Research proposal is part of the requirement for the award of this degree. I selected MwanagazaMitaani projects in to undertake my study titled "**Determinants of implementation of MwangazaMitaani Projects in Kenya'' A case study of MwangazaMitaani project in Likoni Constituency''**
I therefore, kindly request for your permission to undertake the study in that given project. I assure you that the information given will be purely be used for academic purposes.
Your assistance will be highly appreciated.

Yours faithfully,
Anisa Mohamed

APPENDIX II: QUESTIONNAIRE

I'm a student in JKUAT Mombasa campus. I'm carrying out an academic research proposal study for the partial fulfillment of the requirement for the Award of the degree of Master of Science in project management. I kindly request you to accurately fill in the information requested as per instructions given. The information provided will be held in confidence and will be used for academic purposes only.

1. Section A: Background Information

A1. Business designation (Optional) …………………………..

A2. What type of business do you do in the area? ………………………………

A3. What is your position in that business?
Owner   ( )
Employee   ( )
Partners   ( )

A4. What is your education level attained?
  PHD   (   )
  Masters   (   )
  Bachelors   (   )
  Other   (   )

A5. How long have worked in the business?
  0 -5   Years   ( )
  6 – 10   Years   ( )
  11- 15 Years   ( )
 Over 15 Years   ( )

2. Section B: Technological Capacity

To what extent do you agree with this statement? Please indicate your agreement or otherwise with the following statements using the following Likert scale.1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= strongly agree.

	Description	1	2	3	4	5
B1	Increased efficiencies and effectiveness use of the monitoring systems					
B2	The system is easy to use					
B3	There is use of modern system to curb theft cases					
B4	The system has added competitive advantage					
B5	IT project management systems has helped realized significant reduction in costs					

3.   Section C: Management Commitment

To what extent do you agree with this statement? Please indicate your agreement or otherwise with the following statements using the following Likert scale.

1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= strongly agree.

	Description	1	2	3	4	5
C1	Business owner management is adequately needed					
C2	Business owner support is expressed in supporting the policies and rules put in place					
C3	Business owners should be transparent & accountable to all the funds provided					
C4	Business owners support should ensure adequate policies, guidelines and procedures in managing the project					
C5	Business owners support have the duty to provide good leadership and corporate governance					

4.   Section D: Training

To what extent do you agree with this statement? Please indicate your agreement or otherwise with the following statements using the following Likert scale.

1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= strongly agree.

	Description	1	2	3	4	5
D1	Training programs have help inculcating the sense of performance of the projects					
D2	The business owners should offer short and long term training to the employees doing the project on the ground					
D3	Training programs enhance morale and high performance to the projects being implemented					
D4	The residents should be trained on how to participate in initiating the projects					
D5	Training is seen as high tool booster to the success of the projects being implemented.					

5.   Section E: Financing

To what extent do you agree with this statement? Please indicate your agreement or otherwise with the following statements using the following Likert scale.

1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= strongly agree.

	Description	1	2	3	4	5
E1	The projects are funded by government, donor and other interested stakeholders					
E2	The business owner's funds should be accounted and audited to ensure no misuse of any funds.					
E3	Proper budget and planning for all the funds to be used should be put in place					
E4	The business owners and other stakeholders involved in handling the funds are accountable for every single shilling spending					
E5	The business owners should put in place bodies and firms for auditing the funds used in project management					

6.   Section F: Successful Implementation of Projects in Kenya

To what extent do you agree with this statement? Please indicate your agreement or otherwise with the following statements using the following Likert scale.

1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= strongly agree.

	Description	1	2	3	4	5
F1	Successful implementation of the projects depends on good management structure and support					
F2	Successful implementation of the project depends on the best technology systems used					
F3	Successful implementation of the project relies on the best trained employees, residents or workers working on the project					
F4	Successful implementation of the projects depends on the best plans and budget put in place					
F5	Successful implementation of the project depends on the funds or resources invested on the projects.					

APPENDIX III: WORK PLAN

ACTIVITY	DECEMBER 2015	JANUARY 2016	FEBRUARY 2016	MARCH 2016	APRIL 2016	MAY 2016
Assigning Supervisor & topic Selection	■	■				
Proposal Development		■				
Proposal Submission		■				
Proposal Presentation		■	■			
Proposal Correction & supervisor Approval				■		
Data Collection					■	
Data analysis					■	■
Project Presentation					■	■

APPENDIX IV: BUDGET

	DESCRIPTION	AMOUNT(KES)
1	Laptop Computer	48,000/=
2	Printing & Binding	6,000/=
3	Internet	12,000/=
4	Library Services	6,000/=
	TOTAL	**72,000/=**