

THE HUMAN RESOURCE FACTOR IN SUCCESSFUL IMPLEMENTATION OF WORLD BANK FUNDED PROJECTS IN KENYA

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ABSTRACT

Successful implementation of World Bank financed projects in Kenya depends on several critical success factors such as the project preparation cycle, top management support, the project team, procurement and financing structures and effective supervision, monitoring and evaluation. This study focused on the relationship between two human resource factors: namely top management support and project team and their influence on implementation of infrastructure projects. A descriptive survey design was used to collect data from a sample of 115 project managers and key technical employees in the transport sector projects funded by the World Bank in Kenya. Using the Pearson Chi Square to test two hypotheses on the relationship between top management support and between project team and successful implementation of projects, the findings established strong positive significant relationships. These findings showed that top management support through support for the implementation team, convening steering committee meetings, timely release of funds, sorting out implementation bottlenecks and direct involvement during project planning are considered significant for successful implementation of projects. The findings further showed that the project manager is the key person in the project. They bring multi-dimensional skills, which includes interpersonal, technical and administrative. From the findings, the need to keep the project teams highly motivated from both the donor and borrower sides emerged. In conclusion, top management support plays a critical role in the realization of the project success as it must undertake a comprehensive consultation with all project stakeholders. Successful project implementation is linked to the effective and efficient working relations and communication of the project management team throughout the project life cycle. Future research could further examine the interaction effect of the HR factors and other critical success factors such as procurement, financing and logistics.

KEYWORDS

World Bank Funded Projects; Top Management Support; Critical Success Factors; Project Team; Project Personnel; Project Implementation; Project Success; Project Failure

I N T R O D U C T I O N

Large and complex projects involve various risk factors, and their successful implementation depends on effective management of the key risk factors. To ensure success of development projects, the effectiveness of the aid provided by donor countries and agencies, an enhanced understanding of the factors critical for project success becomes fundamental (Belout and Gauvreau, 2004). Donor aid works best when a country's overall policy and expenditure framework is appropriate, its institutions are strong, its private sector is vibrant, and its government and people are strongly committed to reform. The World Bank is uniquely placed to

provide finance, knowledge, connectivity, and capacity building services to its developing member countries (World Bank, 2000).

Research into the causes of project success has led to the identification of what is referred to as Critical Success Factors (CSFs). Researchers have compiled them by studying different types of projects and identifying the CSFs needed for success. However, although the factors that contribute to project success are known, projects continue to fail (PMBOK, 2004; Meredith & Mantel, 2005). Thus it is apparent that continuing work on the nature of specific CSFs is of value. Top Management Support (TMS) and the project team are the two human resource related factors that have been rated as highly critical to project success (Young & Jordan, 2008). This study advances on prior literature by examining the relationship between top management support and project team in project success. The study involved collection of primary data from a cross-section of project players involved in the implementation of World Bank funded transport projects in Kenya. The human resource factors that should be taken into account during the process of identification, design, preparation, approval, implementation and completion of a project were examined. The role of stakeholders, specifically, the influence of top management support and the project team in the implementation of World Bank funded projects in Kenya were examined.

Against this background, this study is guided by two objectives. Firstly, to establish the role of top management support and secondly, the significance of the project team on successful implementation of infrastructure projects of the World Bank in Kenya. The study tested the following two null hypotheses:

- (i) Ho: There no relationship between top management support and successful implementation of the infrastructure projects of the World Bank
- (ii) Ho: There is no relationship between project teams and successful implementation of infrastructure projects of the World Bank

The remainder of this paper is organized into five parts as follows. First, the extant literature is reviewed and then the methodology is described. This is followed by the findings, discussion, conclusions and recommendations for policy, practice and future research.

LITERATURE REVIEW

Top Management Support

Consensus on the definition of Top Management Support (TMS) is still lacking Glaister et al, (2010).). Some authors define it as devoting time in proportion with cost and potential benefits (Young & Jordan, 2008). Others however, define it as the degree to which top management understands the importance of the project function Chen & Moger, S. (2001). However, although the definition is in doubt, there is general agreement that top management support for projects, or indeed for any implementation, is of great importance in distinguishing between ultimate project success or failure (Schultz and Slevin, 1975). Project management is not only dependent on top management for authority, direction, and support, but ultimately the conduit for implementing top management's plans, or goals of the organization (Beck, 1983). Manley (1975) observes that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product.

Sustained management support is related with "sustained management commitment", both at top and middle levels during the implementation, in terms of their own involvement and the willingness to allocate valuable organizational resources Esteves and Pastor (2000). Management support is, therefore, important for accomplishing project goals and objectives and aligning these with strategic business goals. Top management support is needed throughout the implementation phase of a project (Nah et al. 2001) and it must be committed with its own involvement and willingness to allocate valuable resources to the implementation effort Cooper, & Kleinschmidt, (1987). Freedman and Katz, (2007).). According to Cook-Davis, (2002).), "top management needs to constantly monitor the progress of the project and provide direction to the implementation teams". (Nah et al. 2001) also observes that top management has "an overall responsibility for accepting and approving the project initiatives outlined in the information technology strategic plan, including funding and prioritization of projects before they are initiated". In the context of small business, (Toney & Power, 1997) proposed and validated a measure of top management support. Their measure consists of: level of support for the project; frequency of attendance at project meetings; level of involvement in information requirements analysis; and level of involvement in decision-making relating to the project.

Project Team

Some writers on project implementation incorporate the personnel variable in the equation for project team performance and project success. Hammond (1979) has developed a contingency model of the implementation process which includes "people" as a situational variable whose knowledge, skills, goals, and personalities must be considered in assessing the environment of the organization. As the field of research surrounding project management continues to grow, it is becoming more evident that success in the role of project manager cannot be attained with a technical skill set only. Project team managers functioning within a matrix organizational structure and championing large-scale initiatives are in a communication paradigm unparalleled by any other management position. Good interpersonal, or soft skills, are necessary requisites for success. Additionally, research is revealing that leading is preferable to managing a project team, and that the leadership style of the project manager directly impacts the outcome of the project (Gillard, 2009)

Teamwork is crucial to project management. Extensive research as referenced in the PMI, 2004 by Kleim & Anderson, (1996); Rogers (1990); Rossy & Archibalk, (1992) and Todryk, (1990) exists within project management literature describing the value of having a committed and effective project team. The study recommended processes for developing effective and committed teams, and the necessity for continuing active teams reflecting the current and future needs of the project. Research evidence indicates that people management drives project success more than technical issues do (Scot-Young and Samon, 2004). It is the responsibility of the project manager to make sure that the customer is satisfied, that the work scope is completed in a quality manner, within budget and on time. The project manager has the primary responsibility for providing leadership in planning, organizing and controlling the work effort to accomplish the project objective.

A common problem in implementation is that key risk mitigation measures, such as appointment of key staff and establishment of effective internal controls, are not completed until well into project implementation, and sometimes not at all. In higher risk projects Financial Management (FM) specialists need to clearly flag those risk mitigation measures that should be conditions of either appraisal or effectiveness and ensure that the other members of the task team and management are aware of them. This depends, in part, on early involvement of FM specialists in project preparation, so that there is time to implement whatever mitigation measures are required

thus minimizing possible delays to the project while appraisal requirements and conditions for negotiations and effectiveness are met (World Bank GAC, 2009). One of the pitfalls of a Human Resource Management System is the failure to assign project teams for the duration of the project. It is imperative that core project team members stay with the project from inception to completion. Projects require a proportionately adequate number of people to oversee all its different aspects – technical and academic, governance reforms and monitoring and evaluation.

Projects experience staff turnover as a result of promotions, deaths, resignations and transfers due to failure to develop a departmental human resource strategy and lack of recruitment and retention strategy (Mokonyama, 2009). In order to ensure project success, HR strategies can provide solutions to fundamental questions regarding the workforce – what talent mix to acquire and grow, which type of employees to retain for the project’s future requirements, how many women, youth and disabilities to recruit to meet employment equity targets, among others. Ohashi (2010) reported the seriousness of staff turnover in the donor community in Ethiopia. Implementation of development projects was slow and costly because the project offices kept losing key staff and often had difficulty filling vacancies. Staff turnover in projects leads to loss of investments in training and experience.

Effective communication within project teams is one of the key factors for project success. The need for adequate communication channels is extremely important in creating an atmosphere for successful project implementation (Toney & Power, 1997). Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client. Communication refers not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures and status reports. One of the biggest ways to motivate people and to make them more confident of what can be achieved, is through more effective communication (Dvir et al (1998).; Larkin and Larkin, 1996;).

Conceptual Framework

The conceptual framework shown in Figure 1 below is a schematic diagram which illustrates the relationship between the dependant variable, that is successful implementation of infrastructure projects of the World Bank; and the independent variables, top management support and project

team. From this conceptual framework, two hypotheses are derived for testing. These have been stated in the introduction of this paper.

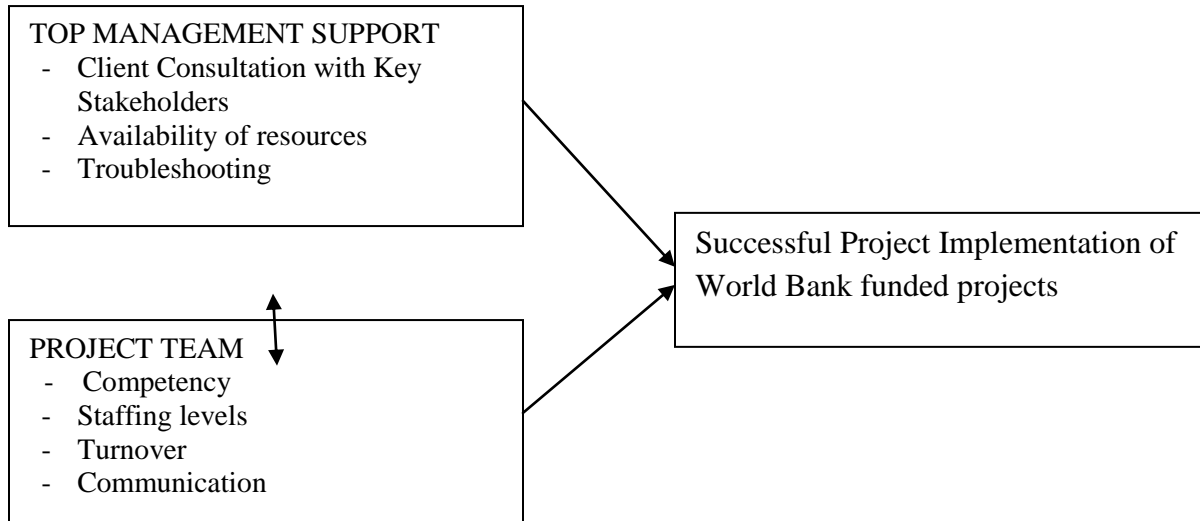


Figure 1: Relationships among top management support, project team and successful project implementation

M E T H O D O L O G Y

A descriptive cross-sectional survey was used to collect data from a sample of the country management team, task team leaders, project implementing units and the Ministry of Finance. From a population of 1150 employees a sample of 115 respondents was selected using stratified random sampling techniques where the population studied was sub divided into strata where simple random sampling method was used. Following suggestions by Mugenda & Mugenda (1999), 10% of the accessible population was selected at random. The sample size for the study was therefore 115. A questionnaire with both open-ended and close-ended questions was used to collect data. Questionnaires were chosen as the main source of primary data because they provided detailed individual feedback which gave a more accurate picture of the implementation of the projects.

The variables were measured using various indicators. Perception of successful project implementation had financial, policy and completion as measures while top management support had consultation with stakeholders, commitment, regular meetings with the project, assistance with extra resources, assistance with procedures and protocols, troubleshooting on behalf of the project team and providing access to technical expertise Trust/freedom in decision-making process. The project team was measured in terms of how it manages contractual issues; project schedules; project budget; delivery of quality; project risks; people and relationships and communications with all key stakeholders

Non- parametric quantitative data collected at the level of nominal and ordinal levels was scrutinized for completeness, accuracy and uniformity then analysed using descriptive and inferential statistics. The Chi-square, a non-parametric statistical technique was used to determine if a distribution of observed frequencies differs from the theoretical expected frequencies. Chi-square statistics use nominal (categorical) or ordinal level data, thus instead of using means and variances, this test uses frequencies. The value of the chi-square statistic is given by $X^2 = \text{Sigma} [(O-E)^2 / E]$ (1); where X^2 is the chi-square statistic, O is the observed frequency and E is the expected frequency. Generally the chi-squared statistic summarizes the discrepancies between the expected number of times each outcome occurs (assuming that the model is true) and the observed number of times each outcome occurs, by summing the squares of the discrepancies, normalized by the expected numbers, over all the categories. The study found the Chi-square to be the most suitable statistical method, because it tested the variables which influence implementation of projects.

F I N D I N G S

Out of 115 questionnaires distributed to the country management team, task team leaders and project implementing team, the Ministry of Finance; fifteen were not administered. The shortfall was because some respondents were away on mission travel or on vacation. The return rate of 87% is above the threshold for a normal distribution for measures of central tendency such as mean, median and mode, and, as such can be used to inform on the population it was drawn from.

Characteristics of the respondents

To have a feel of the nature of the respondents, data was collected on their age, sex, educational level and type of organization, occupational level, years of working experience and the largest project they have ever been involved in.

Table 1 Respondents background information (n=95)

	Characteristic	Frequency (n)	Percentage (%)
1.	Age		
	20-29	13	13.7
	30-39	28	29.5
	40-49	48	50.5
	Above 50	6	6.3
2.	Sex		
	Male	74	77.9
	Female	21	22.1
	3. Education Level		
	Pre-university	6	6.3
	University(undergraduate)	57	60
	Post-graduate	32	33.7
3.	Type of organization		
	Borrower(government	14	14.7
	Project implementing unit	50	52.6
	Consultant	6	6.3
	Donor agency	25	26.3
4.	Occupational level		
	Support/ project coordination	27	28.4
	Task team leader	46	48.4
	Managerial	22	23.3
5.	Working experience		
	Above 2 years	14	14.7
	2-5 years	18	18.9
	6-10 years	21	22.1
	Above 10	42	44.2
6.	Largest project involved		
	\$ 100million	46	51.6
	\$ 100million	11	11.6
	\$ 200million	21	22.1
	\$ 300million	14	14.7

Table 1 demonstrates the socio-demographic characteristics of the respondents. Most of the respondents were male at 78% while females were 22%. Majority of the respondents at 94% were aged below 50 years. Of these, 81% were aged between 30-49 years and 14% of the

between 20-29 years. Only 6% were above 50 years old. In terms of level of education, majority of the respondents 94% were university graduates of whom 34% had postgraduate level of education. However, 6% had pre-university level of education. The respondents drawn from project implementing unit organizations were 53%, donor agency organizations, 26%, government, 15% and consultancy organizations 6%.

Data on the respondents' role in the project showed that 48% were task team leaders, 23% had managerial roles, while 28% carried out project coordination roles. Most of the respondents at 66% had over 6 years working experience of whom 22% had worked between 6-10 years. However, 34% had worked for less than 5 years. Slightly over half, at 52% had been engaged in projects of less than US\$ 100 million. Those who have been involved in projects ranging between US\$ 100 million – 300 million were 34% and only 15% have been involved in large projects of over US\$ 300 million.

From this analysis:

- (a) the infrastructure projects are a male dominated sector;
- (b) project staff have a high education level, consistent with high skill level required for successful implementation of World Bank infrastructure projects
- (c) most of the respondents had a long experience in infrastructure projects of over 5 years;
- (d) the respondents have been involved in multi-million projects indicating that they have a good understanding of implementation of infrastructure projects of the World Bank.

Role of Top Management Support in project implementation

The study sought respondents' views on the effectiveness of top management support with different stakeholders on the successful project implementation. Table 2 illustrates perceptions of different stakeholders.

Table 2: Role of top management in implementation of infrastructure projects (n=95)

	Consultation with stakeholders	1	2	3	4	5	6	7	n/a
1.	Donor organization				1 1.1%	19 20.2%	38 40.0%	35 36.8%	
2.	National government					32 36.4%	31 35.2%	25 28.4%	
3.	Other participating universities				5 5.6%	35 38.9%	20 22.3%	30 33.3%	
4.	Project team				5 6.8%	5 6.8%	26 35.6%	35 47.9%	2 2.7%
5.	Steering committee					25 26.3%	28 29.5%	42 44.2%	
6.	Project coordinator				2 2.7%	17 23.3%	26 35.6%	23 31.5%	5 6.8%
7.	Population at large					17 30.9%	26 47.3%	21 21.8%	

Analysis was done using a 7 – point Likert scale: 1 being not effective at all, 2 slightly effective, 3 moderately effective, 4 neutral 5 effective, 6 high and 7 highly effective. The results show that 37% and 28% of respondents ranked consultations between top management and donor organizations, and national government, as highly effective respectively.

When asked if the top management communicated the goals and objectives of the project to stakeholders, other than members of the project team when their involvement began, 85% said yes. Of the respondents who said no, they stated that the following areas are not clearly communicated: roles and responsibilities, 33%; activity schedule, 20%; short term goals and objectives, 12%; long term goals and objectives, 8% and tactics and work package 18%. However, when asked if all stakeholders understood how the project contributed to the overall goals of the country and why the project was important, 77% said yes and 22% said no.

The respondents were also asked what extra support they would have liked to have had from senior management or senior executive associated with the project, 33% of the respondents mentioned support for implementation team, 42% mentioned to convene steering committee

meetings for project implementation; 15% needed timely release of funds and 15% wanted a remedy for implementation bottlenecks while another 7% thought management should be more directly involved during project planning. However, 9% did not need any extra support from senior management since they had received sufficient support.

The results confirm that top management support to the project management team/personnel is important in determining the success or failure of project implementation. Top management support and commitment needs to be regular, focused, inclusive and proactive through the implementation of the project. The technical decision regarding the project needs to be made with due consultation. Project management and implementation is therefore dependent on the top management support for direction and implementation of set goals.

Test of hypothesis one

To establish if a significant relationship exists between top management support and successful project implementation, the following hypothesis was tested using the Pearson Chi square Test.

H0: There is no relationship between top management support and successful implementation of World bank funded projects

Table 3 shows that 14.56, df=2, p=0.001. In this case the p-value is 0.001. Using the 0.05 significance level, the relationship is statistically significant.

Table 3: Chi-Square Test Results Hypothesis One

	VALUE	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.556 ^a	2	.001
Likelihood Ration	14.016	2	.001
Linear-by-Linear Association	7.549	1	.006
N of Valid Cases	77		

^a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.27.

The null hypothesis (Ho) which states that there no relationship between top management support and perception of successful implementation of the infrastructure projects of the World Bank is rejected.. This means that there is a statistically significant relationship between top management support and successful implementation of World Bank projects.

Project team and perception of successful project implementation

The project team plays a fundamental role in providing leadership in project planning, project organization and controlling of project resources to achieve the project goals and objectives. The successful implementation of the project is linked to the effective and efficient working relations and communication of project management team throughout the life of the project. There is need for specific project team to be responsible for the overall project coordination, thereby ensuring successful project implementation. The respondents were asked various questions on how the project team performed various functions that contributed to the successful implementation of infrastructure projects. Table 4 demonstrates the respondent's perception of successful implementation of the project by the project team. Analysis was done using a 7 point likert to scale, 1-did not perform at all, 2 -slightly performed, 3- moderately performed, 4-neutral, 5- performed well, 6- performed better and 7- performed perfectly.

From the results the respondents indicated that the following functions were performed above average: management project schedule 48%, managing delivery of project quality, 48%, management of project risks, 41%, managing people and relationships, 46% and managing communications with all key stakeholders, including the project team and other government departments, 49%. Another 54 % noted that the project management team managed the project budget perfectly.

Table 4: Rating of the respondent's perception of successful project implementation by the project team (n=95)

Functions	1	2	3	4	5	6	7	n/a
1. Manage contractual issues			1 1.1	-	6 6.7	45 50.6	37 41.6	
2. Manage project schedule			1 1.1	5 5.3	12 12.6	25 26.3	46 48.4	6 6.3
3. Manage project budgets				-	11 11.6	27 28.4	51 53.7	6 6.3
4. Manage delivery of quality				-	6 6.3	37 38.9	46 48.4	6 6.3
5. Manage project risks			1 1.1	7 7.4	12 12.6	25 26.3	39 41.1	11 11.6
6. Manage people and relationships				-	8 8.4	38 40.0	44 46.3	5 5.3
7. Manage communications with key stakeholders			1 1.1	-	13 14.6	31 34.8	44 49.4	
Stakeholders support for Project teams								
8. Regular meetings to address problems		5 5.3%	1 1.1%	2 2.1%	1 1.1%	22 23.2%	64 67.4%	
9. Assistance with extra resources required	17 17.9%	-	-	6 6.3%	8 8.4%	29 30.5%	27 28.4%	8 8.4%
10. Assistance with procedures and protocols	5 5.3%	-	7 7.4%	6 6.3%	6 6.3%	24 25.3%	37 38.9%	10 10.5%
11. Providing access to technical expertise	5 5.3%	-	5 %5.3	7 7.4%	15 5.8%	24 25.3%	53 55.8	10 10.5%
12. Trust/ freedom in decision making process	5 5.3%	-	-	7 7.4%	12 12.6%	16 16.8%	47 49.5%	8 8.4%

From the results, however, it is interesting to note that as much as contract management is a key factor in project implementation, a significant number at 43% indicated that it is not well performed. This signals the need for contractual mechanisms.

Data on ways in which stakeholders supported the project team during implementation of infrastructure projects was also obtained from a 7- point likert scale with 1 denoting no support at all and 7 symbolizing the highest support. The results are presented on Table 5.

Table 5: Significance of the Project team in project implementation (n=95)

Statements:	Frequency	Percentage %
1. Did all project team members fully understand project goals and objectives		
a) Yes	67	70.5
b) No	28	29.5
2. How long did it take all project team members to fully understand the goals/ objectives		
a) Less than one month	10	10.5
b) Between 1-3 month	25	26.3
c) Between 3-6 month	44	46.3
d) Between 6 month-1year	79	83
e) More than 1year	5	5.3
f) Never fully understood	2	2.1
3. Did the Government of Kenya contribute or hinder project success		
a) Contributed	83	87.4
b) Hindered	12	12.6

Most of the respondents at 67% revealed that the stakeholders gave the project team the highest support by holding regular meetings to address implementation problems. In terms of assistance with extra resources required, 31% and 28% stated that the project team was given high and highest support respectively by the stakeholders, while 25% and 39% said that high and highest support respectively was given in regard to assistance with procedures and protocols trouble shooting on behalf of the project team. Fifty six percent indicated that the stakeholders highly provided access to technical expertise. These results, therefore, illustrate that consultations are held with various stakeholders regarding project progress that helps build the support for the team.

The respondents were also asked if all project teams fully understood the project goals and objectives. The responses showed that 71% fully understood, while 29% did not. On how long it took the project team to fully understand the project goals objectives, 93%, indicated that it

took not more than six months. However 7% said that it took more than one year and that all members of the project team never fully understood the project goals and objectives respectively.

Data on the role of the Kenya Government as a donor recipient was sought. Majority of the respondents at 87% acknowledged that the Government contributed highly to the project success while 13% thought the Government hindered success. Those who stated that the Government contributed to project success explained that it did this by ensuring project support from related ministries, put in place good governance frameworks, provided offices, solved project related problems and that the government set up project implementation teams

Test of Hypothesis Two

To test if indeed a relationship exists between the role of the project team and successful implementation of projects funded by the World Bank, the following null hypothesis was tested.

There is no relationship between project team and successful implementation of projects funded by the World Bank

The results from test of this hypothesis are presented in Table 6.

Table 6: Chi-Square Test Results

	VALUE	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.480 ^a	2	.001
Likelihood Ratio	13.681	2	.001
Linear-by-Linear Association	4.018	1	.045
N of Valid Cases	77		

^b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.64.

The Pearson Chi –Square result is 13.48, df=2, p=0.001. The p-value of 0.001 means that, using the 0.05 cut -off point, the relationship is statistically significant. The null hypothesis is rejected and the alternative accepted. From this result, there is a significant relationship between the role of project team and successful implementation of World Bank funded projects.

DISCUSSIONS

The findings presented in this paper indicate the central role of the top management and the project team in successful implementation of the projects and the significant role of a consultative mechanism with other project stakeholders. Consultation between top management

and other stakeholders during the implementation of infrastructure projects was highly effective as revealed by most of the respondents. This is consistent with Esteves and Pastor (2000) and Nah *et al* (2001). Majority of the respondents confirmed that that top management communicated the goals and objectives of the project to stakeholders. The findings further show that extra support required from top management include support to the implementation team, convene steering committee meetings for project implementation, and timely release of funds among others. Although these findings seem to have established positive correlations, other studies point out that top management support, for example in the IT sector is inadequate due to dysfunctional attitudes of boards and top managers and a technology blind spot in IT advisors who have been predisposed to technical and project management solutions and tend to oversimplify top management and organizational issues (Crawford, 2005). It is also noted that the nature and composition of the project team is an important aspect. The findings show that the project teams performed contractual functions perfectly and that they fully understood the project goals and objectives. However, there is an urgent need to keep the project teams highly motivated, from both the donor and borrower side. The problem of motivation has arisen in other studies, for example, Pinto and Slevin (1987) and Clark (1999). Communication is also cited as a key factor among project teams on one hand and stakeholders on the other. This agrees with Young and Jordan (2008). Access to technical expertise to facilitate technical tasks during implementation, and availability to hold regular meetings with the project team, to come up with solutions, was considered crucial to the success of projects.

The results indicate that all teams involved in the project must understand and be dedicated and strongly committed to achieving, maintaining and fulfilling project goals. They must understand the project management process, its purpose and values, and be committed to following the steps and necessary procedures. They should also possess adequate capability, including skill and experience. It emerges also that a good working relationship between client, project team members and stakeholders should be nurtured and maintained. These findings are consistent with those by Ammeter and Dukerich (2002) and Scott et al. (2004).

Conclusions and Recommendations

This paper has explored the important role of two key human resource critical success factors in the successful implementation of World Bank funded projects in Kenya. Based on the findings it can be

observed that top management support and the project team play a critical role in the realization of the project success. Top management must undertake a comprehensive consultation with all project stakeholders. The key function of the top management entails effective communication with the project stakeholders and ensuring that the project has adequate resources to progress to completion. The project team must be competent and possess the technical know-how to enable them perform the critical role of project implementation. It is of importance that the project team communicate effectively to the project clientele for the tasks to be undertaken according to the project specification. The project design must have capacity building as a component for the project team to be effective in undertaking their designated project roles. Since implementation is a critical phase in any project, the project team needs to be committed to the project goals and objectives and effectively consulting with other stakeholders. The project team should also ensure that there are adequate resources in liaison with top management. This will effectively lead to the team getting support of the stakeholders. The recommendations arising from this study are:

1. Adequate support of stakeholders: It was identified that this factor is ‘good to have’ however, it is not an easy task to approach stakeholders as many projects concern sensitive issues, hence the risk of gaining ‘opposition’ from stakeholders is equally high. This is a key factor as it has been noted that project teams become more motivated and such projects are perceived more successful than the ones who do not get public interest or support by project stakeholders. Therefore, it is important to engage key stakeholders up front during project preparation to demonstrate the potential benefits of the proposed project, which could contribute to their support.
2. The successful implementation of the project is linked to the effective and efficient working relations and communication of the project management team/personal from the beginning of the project right to the end of the project, there is need for specific project team responsible for the overall project coordination thereby ensuring successful project implementation.

Suggestions for Further Research

Further research should focus on the role of other critical success factors such as procurement and logistics, financing and project mission, project schedule/plan, technical tasks, monitoring

and feedback and troubleshooting. Use of a larger sample could be useful as it will reduce the element of bias which was a probable limitation in this study. There is need for further research to examine the partnerships between different infrastructure projects implementing agencies and the strategies they utilize to enhance successful project implementation. The understanding of strategies employed by agencies will facilitate the formulation and adoption of integrated and comprehensive strategies for project success. Future studies could also use a qualitative approach to tease out some of the unquantifiable dynamics such as people's attitudes and feelings that cannot be adequately captured in a quantitative study such as this one.

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