FACTORS AFFECTING EFFECTIVE IMPLEMENTATION OF UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECTS IN RIFT VALLEY, KENYA

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ABSTRACT

Project Implementation is a very crucial phase in the project cycle. This is where the work is put into action by the project management team. Statistics show that only 33% of organizations deliver projects that are likely to meet original goals or business objectives, 34% of organizations deliver projects that are likely to achieve stakeholder satisfaction. Other relevant statistics show that the major causes of project failure include; Change in project objectives 35%, Poor communication 30%, undefined project goals 30%, inadequate sponsor support 29%, inexperienced project manager 20%, and procrastination within team13%. This becomes a problem to the organization and the stakeholders involved due to frequent project delays, failure to complete other important tasks, conflict on the part of the stakeholders arising due to sub-standard projects and so much more. The purpose of this study therefore was to establish the factors affecting effective implementation of USAID projects in Rift Valley, Kenya. The objectives of the study were; to establish how project definition affects effective implementation of USAID projects in Rift Valley, to determine how project planning influences effective implementation of USAID projects in Rift valley, to examine stakeholder management influence on effective implementation of USAID projects in Rift Valley and to establish the project team influence on effective implementation of USAID projects in Rift Valley. The target population...
included five USAID implementing partners in Rift Valley. Stratified random sampling technique was used since the population was not homogenous; a sample size of 50% of the target population was chosen to facilitate data collection. Data collection included both primary and secondary. Primary data collection instrument was questionnaires administered to project managers. The collected data was coded and analyzed using the Statistical Program for Social Sciences (SPSS) version 21 because of its ability to analyze data easily and accurately, ANOVA (analysis of variance), multi-regression data analysis methods was applied to analyze the data obtained from the study. The findings presented show that taking all other independent variables at zero, a unit increase in Project planning would lead to a 0.638 increase in effective implementation of USAID projects in Rift Valley and a unit increase in project team would lead to a 0.576 increase in effective implementation of USAID projects in Rift Valley. Further, the findings show that a unit increase in project definition would lead to a 0.605 increase in effective implementation of USAID projects in Rift Valley while a unit increase in stakeholder management would lead to a 0.537 increase in effective implementation of USAID projects in Rift Valley. In terms of magnitude, the findings indicated that project planning has the highest effect on effective implementation of USAID projects in Rift Valley followed by project definition, then project team while stakeholder management had the least effect on effective implementation of USAID projects in Rift Valley. All the variables were significant as their P-values were less than 0.05.

**Keywords:** Factors; affecting; implementation; USAID projects; Rift Valley.
INTRODUCTION

USAID is an independent federal agency that receives overall foreign policy guidance from the Secretary of State. With an official presence in 87 countries and programs in 19 non-presence countries, the Agency accelerates human progress in developing countries by reducing poverty, advancing democracy, empowering women, building market economies, promoting security, responding to crises, and improving the quality of life through investments in health and education. USAID is headed by an Administrator and Deputy Administrator, both appointed by the President and confirmed by the Senate. USAID plans its development and assistance programs in close coordination with the Department of State and collaborates with other U.S. Government agencies, multilateral and bilateral organizations, private companies, academic institutions, and non-governmental organizations (USAID, 2014).

Today, USAID staff work in more than 100 countries around the world with the same overarching goals that President Kennedy outlined 50 years ago – furthering America’s foreign policy interests in expanding democracy and free markets while also extending a helping hand to people struggling to make a better life, recover from a disaster or striving to live in a free and democratic country. It is this caring that stands as a hallmark of the United States around the world. Even as the Agency continues to respond to a record number of humanitarian disasters and ongoing crises, the work to solidify - and build - on progress continues (USAID, 2014).

USAID has implementing partners in Rift Valley who assist in reaching their desired objectives. They include APHIA PLUS NuruyaBonde, NADINEF, FHI 360, CRS, NIDP among others. They implement both Health and OVC projects within Rift Valley. These implementing partners receive funding from USAID. The funding is renewed after every five years which is the project period, at the end of the fifth year depending on the project performance the funding is either renewed or terminated. For instance, APHIAplusNuruyaBonde program is five-year partnership supported by the President’s Emergency Fund for AIDS Relief (PEPFAR) through the USAID that aims improve access to health services in five of the 14 counties in Rift Valley region of Kenya (APHIAplus, 2017).
Statement of the Problem

Effective Implementation of projects is the main problem faced by different organizations including USAID. According to Heagney, (2012), the reason for this failure is consistently found to be inadequate project planning. People adopt a ready-fire-aim approach in an effort to get a job done really fast and end up spending far more time than necessary by reworking errors, recovering from diversions down “blind alleys,” and so on. This problem has been in existence for a very long time. Despite more than a quarter of a century of intensive experience with project investment, international funding institutions and ministries of less developed countries still report serious problems in project execution.

According to KPMG Project Management Survey (2017); only 33% of organizations deliver projects that are likely to meet original goals or business objectives, 34% of organizations deliver projects that are likely to achieve stakeholder satisfaction. Other relevant statistics show that the major causes of project failure include; Change in project objectives 35%, Poor communication 30%, undefined project goals 30%, inadequate sponsor support 29%, inexperienced project manager 20%, and procrastination within team 13%. This becomes a problem to the organization and the stakeholders involved due to frequent project delays, failure to complete other important tasks, conflict on the part of the stakeholders arising due to sub-standard projects and so much more.

Several studies have done around project implementation and failure in organizations. For instance, Awino et al (2011) conducted a study on effects of planned change projects of selected firms in the Kenyan insurance industry. They found that employee involvement always leads to a higher rate of success in the implementation of project change management coupled with higher productivity. Gichoya (2005) looked at the “Factors Affecting the Successful Implementation of ICT Projects in Government”, However, none attempted to analyze the factors affecting effective implementation of USAID projects in Rift Valley. To bridge gap on project definition, project planning, project team and stakeholder’s management this study investigates the factors affecting effective implementation of USAID projects in Rift Valley.
1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to establish factors affecting effective implementation of USAID projects in Rift Valley.

1.3.2 Specific Objectives

1. To establish how project definition affects effective implementation of USAID projects in Rift Valley.
2. To determine how project planning influences effective implementation of USAID projects in Rift Valley.
3. To examine stakeholder management influence on effective implementation of USAID projects in Rift Valley.
4. To establish project team influence on effective implementation of USAID projects in Rift Valley.

Literature Review

This chapter presents a review of literature on factors affecting effective implementation of USAID projects in Rift Valley. This chapter outlines the theories that explain the topic under study. These are relevant theories applicable to the topic under study. It also shows the conceptual framework which maps the relationship of both independent and dependent variables. It also focuses on analysis of relevant empirical evidence of the study, critique, identified research gaps finally a summary of the literature reviewed.

Theoretical Review

Theories are analytical tools for understanding, explaining, and making predictions about a given subject matter (Hawking, 1996). This study was based on Contingency theory, Goal-setting theory, Stakeholder theory and Bruce Tuckman Team Development model which are discussed below;
Contingency Theory

Contingency theory is a class of behavioral theory that claims that there is no best way to organize a firm, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situations. Contingency theory (Johnsen, 2005) states that complex organizations use performance measurement to reduce uncertainty and for legitimacy. Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The appropriate form depends on the kind of task or environment one is dealing with. Management must therefore be concerned, above all else, with achieving alignments and good fits. Different types of organizations are needed in different types of environments. This theory links to research question one: How does project definition affect effective implementation of USAID projects in Rift Valley?

Goal –Setting Theory

Goal setting theory suggests that the individual goals established by an employee play an important role in motivating him/her for superior performance (Locke & Latham, 2006). This theory is based on the assumption that behavior reflects an employee’s conscious goals and intentions. Consequently, the expectation is that employee efforts and performance within an organization will be influenced by involvement in setting goals assigned to or selected by these employees. In the workplace, successful managers use the goal setting theory to clarify expectations, improve performance, and develop employees into stronger workers, which in turn makes the company more productive (Fried & Slowik, 2004).

Goal setting can function as a contract between the employee and employer, creating greater opportunities for accountability and growth (Oracle, 2012). The essential ideal behind goal setting theory in this context is that employees need to be involved in target setting during the performance appraisal process and tie individual goals to company goals using management by objectives hence resulting to increased employee performance (Armstrong, 2010). This theory
links to research question two: To what extent does project planning influence effective implementation of USAID projects in Rift Valley?

**Stakeholder Theory**

The importance of stakeholders from a strategy development and service planning perspective is well acknowledged (Ackermann and Eden, 2011). Still, the role of stakeholders and performance measurement has been little discussed. The issue of who is seen as the end user of the performance measurement information generated has received little attention and yet, particularly in the public sector especially in water projects, is of critical importance.

Applying a stakeholder conception of projects as opposed to the more traditional input-output perspective implies adhering to a belief where all actors are involved with water projects in order to obtain benefits. This differs from the input-output model that illustrates how certain factors contribute input which the black box of an organization converts to benefits for its customers (Donaldson and Preston, 2011).

Stakeholder theory is primarily a management instrument. The attributes power, urgency and legitimacy of claims define projects stakeholders. Power and urgency must be attended to if Managers are to serve the legal and moral interests of legitimate stakeholders. Stakeholder theory thus contains methods for identifying and managing stakeholders. In addition, a substantial amount of work has been done on identifying the relative influence of different stakeholders (Yee-Chin, 2014). This theory links to research question three: How does stakeholder management influence effective implementation of USAID projects in Rift Valley?

**Bruce Tuckman 5 stages of team development Model**

Bruce Tuckman’s (1965) sequential-stage model suggests the typical order of stages in group development. Tuckman’s original four stages of group development are Forming, Storming, Norming, and Performing. The fifth stage of Adjourning was added later based on his review of group development research in the preceding ten years. The first stage, forming, is characterized by group members’ development of bonds, information exchange, and orientation towards each other, and is considered a calm stage in group development.
Following this initial stage is the second stage of Storming. Behavior during this stage includes group members in conflict with solutions being sought for improvement. The third stage of Norming finds the group regulating its behavior. Performing, the fourth stage is marked by emphasis on task performance and productivity. The final stage of Adjourning results in the group’s termination as tasks have been completed.

**Table 2.1: Tuckman’s 5 stages of group development and their characteristics**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Major processes</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forming</td>
<td>Development of attraction bonds; exchange of information; orientation towards others and situation</td>
<td>Tentative interactions; polite discourse; concern over ambiguity; silences</td>
</tr>
<tr>
<td>Storming</td>
<td>Dissatisfaction with others; competition among members; disagreement over procedures; conflict</td>
<td>Ideas are criticized; speakers are interrupted; attendance is poor; hostility</td>
</tr>
<tr>
<td>Norming</td>
<td>Development of group structure; increased cohesiveness and harmony; establishment of roles and relationships</td>
<td>Agreement on rules; consensus seeking; increased supportiveness; “we” feeling</td>
</tr>
<tr>
<td>Performing</td>
<td>Focus on achievement; high task orientation; emphasis on performance and productivity</td>
<td>Decision making; problem solving; increased cooperation; decreased emotionality</td>
</tr>
<tr>
<td>Adjourning</td>
<td>Termination of duties; reduction of dependency; task completion</td>
<td>Regret; increased emotionality; disintegration</td>
</tr>
</tbody>
</table>

Both recurring-phase models and sequential-phase models provide frameworks to observe, track, and better understand group development. Forsythe (1983) notes the disparities between the two
categories are small, and that the movement of groups through stages occurs as common themes occur and re-occur, often following a pattern similar to Bruce Tuckman’s five stages. Tuckman’s model continues to be one of the mostly widely accepted for describing group development stages and provides the framework for group analysis in this study. The model will assist in the understanding research question four; to what extent does the project team influence effective implementation of USAID projects in Rift Valley?

**Conceptual Framework**

Frameworks have been described as the map for a study, giving a rationale for the development of research questions or hypotheses (Fulton & Krainovich-Miller, 2010). LoBiondo-Wood (2010) similarly said that the framework is the design and added that the research question, purpose, literature review and theoretical framework should all complement each other and help with the operationalization of the design.
Independent Variable

- **Project Definition**
  - Objectives
  - Goals
  - Deliverables

- **Project Planning**
  - Design
  - Ease of staffing

- **Stakeholder Management**
  - Decision making
  - Stakeholder participation
  - Consultations

- **The Project Team**
  - Conflict management
  - Teamwork
  - Autonomy
  - Motivation

Dependent Variable

- **Effective Project Implementation**
  - Achievement of goals
  - Timely Project completion
  - Delivery
  - Acceptance

**Summary of Literature Reviewed**

Project definition, project planning, stakeholder management and the project team remain to be critical factors towards achieving effectiveness in project implementation. The project scope needs to be clearly defined at the initial stage to avoid delays in terms of project completion. It also requires proper planning which encompasses; scheduling of activities, work break down structure, resource planning etc. The different stakeholders of the project need to be informed about the project as elaborated by the stakeholder management theory. The project team must work out their differences and ensure they perform to effectively implement the project according Bruce Tuckman five stages of Team Development. USAID projects in Rift Valley therefore are influenced by all the four key factors.
Research Methodology

This study adopted a descriptive research design. According to Cooper and Schindler (2008), a descriptive study is concerned with finding out the what, where and how of a phenomenon. According to Mugenda and Mugenda (2008), the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population. Descriptive research design was chosen because it enabled the researcher to clearly establish the factors affecting effective implementation of USAID projects in Rift Valley.

Target Population

The target population was the five USAID implementing partners in Rift Valley i.e. APHIA PLUS Nuruya Bonde, NADINEF, FHI 360, CRS and NIDP. The targeted individuals included the project managers of the five organizations.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Serial No.</th>
<th>USAID implementing partners</th>
<th>Number of Projects</th>
<th>Project Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>APHIA PLUS NuruyaBonde</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>2</td>
<td>NADINEF</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>FHI 360</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>CRS</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>5</td>
<td>NIDP</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sampling Technique and Sample Size

The research used stratified simple random sampling techniques. According to Seymour (2012), stratified sampling is considered appropriate since it gives all respondents an equal chance of being selected as a study respondent and thus it has no bias and eases generalization of the obtained findings. Kotler (2001) argues that if well chosen, samples of about 10% of a population can often give good reliability.
Stratified random sampling technique was used since population of interest is not homogeneous and could be subdivided into groups or strata to obtain a representative sample. A proportion of 50% indicates a greater level of variability than either 20% or 80%. This is because 20% and 80% indicate that a large majority do not or do, respectively, have the attribute of interest. Because a proportion of 0.5 indicates the maximum variability in a population, it is often used in determining a more conservative sample size, that is, the sample size may be larger than if the true variability of the population attribute were used. From a population of 100, a sample of 50% from the study population generated a sample of 50 respondents which the study sought information from. The selection was as follows;

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>USAID implementing partners</th>
<th>Frequency</th>
<th>Sample ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>APHIA PLUS NuruyaBonde</td>
<td>30</td>
<td>0.5</td>
<td>15</td>
</tr>
<tr>
<td>NADINEF</td>
<td>10</td>
<td>0.5</td>
<td>5</td>
</tr>
<tr>
<td>FHI 360</td>
<td>30</td>
<td>0.5</td>
<td>15</td>
</tr>
<tr>
<td>CRS</td>
<td>20</td>
<td>0.5</td>
<td>10</td>
</tr>
<tr>
<td>NIDP</td>
<td>10</td>
<td>0.5</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
<td></td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Researcher, 2017
3.4 Data Collection Instruments

The primary research data was collected from the project managers of the five USAID implementing partners: APHIAPLUS NuruyaBonde, NADINEF, FHI 360, CRS and NIDP. The targeted individuals included the 50 project managers of the five organizations.

The structured questions were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information (Barbie & Mouton, 2010). A Likert-scale was also used.

3.7 Data Analysis and Presentations

The collected data was coded and analyzed using the Statistical Program for Social Sciences (SPSS) version 21 because of its ability to analyze data easily and accurately. ANOVA (analysis of variance), multi-regression data analysis methods was applied to analyze the data obtained from the study. The findings were presented by use of bar charts, graphs, tables and pie charts. A multivariate regression model was applied to determine the relative importance of each of the four variables with respect to factors to effective implementation of USAID projects in Rift Valley.

Research Findings and Discussion

Response Rate

The data was collected from the five USAID implementing partners in Rift Valley. Out of 50 questionnaires which were issued, 42 were correctly filled and returned thus they formed a response rate of 84%. The response rate was appropriate since according to Kothari (2007) a response rate of more than 70% is appropriate for analysis as shown in Table 4.1. This was a very important profile distribution for this study since the respondents were the right people with adequate information relevant to this study hence best placed to give the appropriate responses. According to Mugenda and Mugenda (2003) a response rate of more than 10% of the sample is adequate for data analysis. Cooper and Schindler (2003) also argues that a response rate...
exceeding 30% of the total sample size provides enough data that can be used to generalize the characteristics of a study problem as expressed by the opinions of few respondents in the target population. This also meets the acceptable response rate, 40%, as suggested by Sekaran (2000).

**Table 4.1: Response Rate**

<table>
<thead>
<tr>
<th>Sample size</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correctly filled</td>
<td>42</td>
<td>84%</td>
</tr>
<tr>
<td>Not returned</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.11 is a summary of regression model whereby the liner regression model fit shows how fit the model equation fits the data. The adjusted $R^2$ was used to establish the predictive power of the study model and it was found to be 0.84 implying that 84% of the variations in implementation of USAID projects are explained by project definition, project planning, stakeholder management, and project team 16% unexplained. Therefore, further studies should be done to establish the other factors (16%) affecting implementation of USAID projects.

The probability value of 0.000 shown in table 4.11 below indicates that the regression relationship was highly significant in predicting how project definition, project planning, stakeholder management, and project team influenced implementation of USAID projects. The $F$ calculated at 5 percent level of significance was 13.366 since $F$ calculated is greater than the $F$ critical (value = 2.87), this shows that the overall model was significant.

The regression findings in table 4.11 below has established that taking all factors into account (project definition, project planning, stakeholder management, and project team) constant at zero implementation of USAID projects in Rift Valley will be 1.329. The findings presented also show that taking all other independent variables at zero, a unit increase in Project planning would lead to a 0.638 increase in implementation of USAID projects in Rift Valley and a unit increase
in project team would lead to a 0.576 increase in the implementation of USAID projects in Rift Valley.

Further, the findings show that a unit increase in project definition would lead to a 0.605 increase in effective implementation of USAID projects in Rift Valley while a unit increase in stakeholder management would lead to a 0.537 increase in the implementation of USAID projects in Rift Valley. In terms of magnitude, the findings indicated that project planning have the highest effect on implementation of USAID projects in Rift Valley followed by project definition, then project team while stakeholder management had the least effect on effective implementation of USAID projects in Rift Valley. All the variables were significant as their P-values were less than 0.05.

The established optimal model for the study was:

\[ Y = 1.329 + 0.638X_1 + 0.576X_2 + 0.605X_3 + 0.537X_4 \]

Table 4.2: Summary of Regression Model Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.853(^a)</td>
<td>0.728</td>
<td>0.840</td>
<td>1.840</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Do</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>172.152</td>
<td>4</td>
<td>43.038</td>
<td>13.366</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>64.4</td>
<td>20</td>
<td>3.220</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>236.552</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.329</td>
<td>0.473</td>
</tr>
<tr>
<td>Project planning</td>
<td>0.638</td>
<td>0.172</td>
</tr>
<tr>
<td>Project team</td>
<td>0.576</td>
<td>0.155</td>
</tr>
<tr>
<td>Project definition</td>
<td>0.605</td>
<td>0.187</td>
</tr>
<tr>
<td>Stakeholder management</td>
<td>0.537</td>
<td>0.159</td>
</tr>
</tbody>
</table>

### Conclusion

The study drew conclusion that implementation of USAID projects forms a critical part of this study were majority of the respondents agreed that goals set for the project have been achieved, that; there should be Project acceptance by the various stakeholders, that; Project achievement should be on deliverables, that, Project was completed on time and that each project deliverable produced should be reviewed for quality and measured against the acceptance criteria.

On project definition the study concludes that project definition is a process which consists of three stages: determining project purposes, translating those purposes into criteria for assessing alternative designs or solutions, and generating alternative design concepts. This research deals with the first process stage: developing a project’s purpose. Project purposes are developed by key project stakeholders who have individual needs and values. Without proper and early understanding of those stakeholder needs and values, design solutions generated and chosen later in the process are not likely to meet those stakeholder requirements.

On project planning the study concludes that Project planning is at the heart of the project life cycle and tells everyone involved where you’re going and how you’re going to get there. The planning phase is when the project plans are documented, the project deliverables and
requirements are defined, and the project schedule is created. It involves creating a set of plans to help guide your team through the implementation and closure phases of the project. The plans created during this phase helped to manage time, cost, quality, changes, risk, and related issues. They also helped to control staff and external suppliers which ensured project was delivered on time, within budget, and within schedule.

In regard to stakeholder management the study concludes that stakeholder management involves project monitoring of resource, taking action to collect errors that project require, identification of deviation in the project influencing project performance to a very great extent. The study concluded that stakeholder management in project implementation control led to cost efficiency, reduction on cost, customer satisfaction, and reduction in timeliness to a great extent.

Finally, the study concludes that on project team the project was undertaken by a competent project team comprised of a project leader with its members, who were specifically selected, trained and possessed the required skills, knowledge and experience to handle the demands of the project. When the project was completed it was later introduced to the clients or end users, the ability of the team members to convince and sell the benefits of the project was important to ensure that the project are readily accepted by the clients.

**Recommendations**

The following recommendations were made based on the findings and conclusions of the study: Since the results showed that the relationship between project definition, project planning, stakeholder management, project team and effective implementation of USAID projects in Rift Valley played a critical role in effective implementation of USAID projects in Rift Valley.

On Project definition the study recommends USAID implementing partners to consider Project definition as the process that understands and formalizes the relationships between the purpose of the organization and the purpose of the physical facility project. The facility needs of the construction client are tightly coupled with the clients’ business case.

On project planning the study recommends that USAID partners that do not implement the tradition of project planning have to suffer a lot in terms of resources, time and money. In such a competitive world, organizations have to do anything that reduces their costs and resources on
any given task. Project Planning is one of the tools from which one organization could use its resources efficiently and minimized costs. It has both tangible and intangible benefits, therefore every USAID organization have to think about it and implement it.

On stakeholder management the study recommends that Stakeholder management in a project must involve an understanding of the behavior of the stakeholders during the life cycle of the project, with the aim of performing actions that meet their expectations. Having identified the key stakeholders, the project management team should establish strategies in order to engage with them.

Finally, regarding project team, the study recommends that project team membership is an important function that leaders of effective teams must be aware of in order to be successful. Effective project teams should have a clear mission and high-performance standards. Everyone on the project team should know what the team is trying to achieve and how well he or she had to perform in order to achieve the team’s mission.

References


