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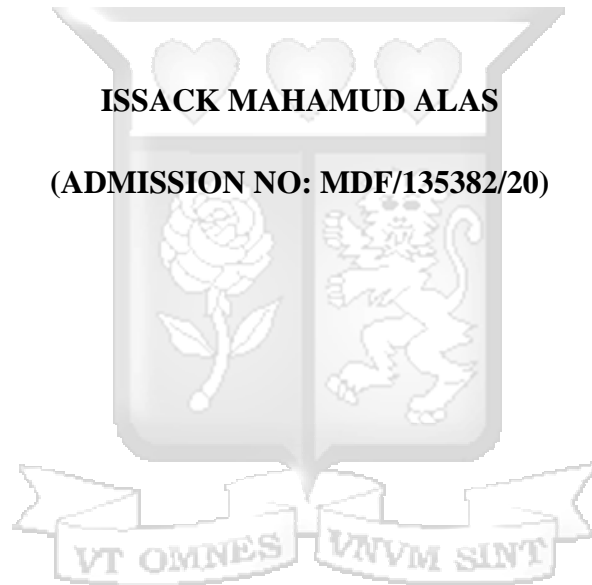
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**FACTORS AFFECTING THE IMPLEMENTATION OF MULTILATERAL
INFRASTRUCTURE DEVELOPMENT PROJECTS IN KENYA**

ISSACK MAHAMUD ALAS

(ADMISSION NO: MDF/135382/20)



**A DISSERTATION SUBMITTED IN FULFILMENT OF THE REQUIREMENTS OF
MSC. DEVELOPMENT FINANCE OF STRATHMORE UNIVERSITY BUSINESS
SCHOOL**

JUNE, 2023

DECLARATION

Declaration

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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ABSTRACT

Across the world, population growth derives increasing requirements for infrastructural developments. The implementation to completion and appropriate use of these projects is as critical as the need for them in the first instance. Despite this, Kenya has been witnessing poor implementation of multilateral infrastructure development projects. The study sought to establish the factors affecting the implementation of multilateral infrastructure development projects in Kenya. The specific objectives were to; examine the effect of strategic choice of implementing partner, determine the effect of community stakeholder engagement and assess the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development. This study was guided by three theories namely; agency theory, stakeholder theory and theory of conditionality. The study adopted mixed methods research design. The main philosophical underpinning of this study was the pragmatism. This study focused on 192 people that have a relationship with or are affected by infrastructural portfolio projects under NEDI and LAPSET. The research instrument that was used for the survey was a structured questionnaire supplemented by interview guides. Quantitative data was analyzed using descriptive statistics. Qualitative data was analyzed based on the content matter of the responses. Descriptive statistics involved use of absolute and relative (percentage) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Quantitative data was presented in tables and graphs and explanation was presented in prose. The study also used inferential statistics to establish the relationship between the factors affecting the implementation of multilateral infrastructure development in Kenya. Specifically, the study use chi- square to establish this relationship between the independent variables and the dependent variable. The study results established test statistics are in the significant levels meaning that there exists a significant connection between strategic choice of implementing partner and implementation of multilateral infrastructure development projects reviewed in this study. From the study test statistics all the factors of community stakeholder engagement considered have an influence that is significant on implementation of multilateral infrastructure development projects reviewed. The study test statistics are in the significant levels which means conditions laid out by the financier have a significant influence with the implementation of multilateral infrastructure development projects reviewed in this study. The study concludes that components of strategic choice of implementing affect the implementation of multilateral infrastructure development in Kenya. On the aspects of community stakeholder engagement they all affect the implementation of multilateral infrastructure development in Kenya. The study concludes that the conditions laid out by the financier have an effect on the implementation of multilateral infrastructure development in Kenya since the project is guided by planning conditions, the project having in place effective compliance conditions and financial conditions are being taken into considerations for any project task. The study recommends that it is essential to establish the specific characteristics strategic choice of implementing partner like partnership in terms of cooperation, customer ownership issues, and intellectual property sharing if implementation of multilateral infrastructure development in Kenya is to be a success. It crucial to establish other important elements associated with community stakeholder engagement that can improve on the implementation of multilateral infrastructure development in Kenya. The study recommends that when negotiating with lenders it is important to put more emphasis on the form of security, covenant to the lenders and other aspects which allow lenders additional rights and powers in the event of non-compliance of the conditions laid out occurrence.

ABBREVIATIONS

AfDB's	African Development Bank's
CBR	California Bearing Ratio
FIDIC	International federation for Consulting Engineers
IMF	International Monetary Fund
LAPSET	Lamu Port-South Sudan-Ethiopia-Transport
LATF	Local Authorities Transfer Fund
MDGs	Millennium Development Goals
NEDI	North and North Eastern Development Initiative
NGOs	Non-governmental Organizations
PIC	Public Infrastructure and Construction projects
PFI	Private Finance Initiatives
PPP	Public sector and Private Partners
USAID	United States Agency for International Development

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Infrastructure can be a vector of change in addressing some of the most systemic development challenges of today's world: social stability, rapid urbanization, climate change adaptation and mitigation and natural disasters. Without an infrastructure that supports inclusive growth, countries will find it hard to meet basic needs (The World Bank, 2014). Infrastructure as a transformative agent has been responsible for more than half of recent improvements in growth with potential to contribute even more in the near future. Key infrastructure investments have been identified as a priority for greater economic activity, social transformation, enhanced efficiency and increased competitiveness of the continent. With governments across the continent committing billions of dollars to infrastructure, there are, however, conditions that private partners require from governments before committing themselves to projects with the lengthy payback periods that are attached to infrastructure assets. For example, in Kenya, the implementers of multilaterally financed projects want a guarantee of long-term policy stability and revenue certainty as well as institutional capacity within government to make projects happen (Deloitte, 2020).

Globally, implementation of multilateral infrastructure projects commences with the sourcing of funds due to the capital-intensive nature of the projects. In most cases, funding comes from international organizations or the governments within which the road is to be constructed. Prior to implementation of the multilateral infrastructure projects, a standard guide for executing the projects is set out by the stakeholders. Different continental regions have varying approaches from which standards used for construction are pre-determined. For instance, the European Norms are widely used in setting out standards for design of highways and bridges, Indian Standards form a benchmark for construction in India, and American Standards are used in the United States (Schoon, 2000). International practice on implementation of infrastructure projects require that different elements be designed based on the specific standards as a basis of uniformity and guide to practicing engineers. The standards used in a prevailing region will form the special conditions used to develop contracts and agreement with contractors executing the multilateral infrastructure projects (Great Britain Department of Transport, 2004).

In Europe, International federation for Consulting Engineers (FIDIC) or the red book forms the basis for contract supervision and management. The contract outlines the module of operation and implementation procedure for the civil and structural works involved in a multilateral infrastructure project. International procedures for implementation of road projects include; planning, procurement, traffic survey, material investigation, geotechnical reporting, hydrology survey, engineering survey, release of preliminary drawings, setting out, construction, monitoring and evaluation, and post review of completed road projects (Politis, 2009). In each process, there exists limiting factors that will influence the overall performance and implementation of the road infrastructure project. The Transportation Research Board in Europe outlines the necessity for carrying out project needs assessment as a prerequisite to informing the design engineer and stakeholders on the resources and activities in a project (Ceran & Newman, 1992). For instance, overseas Road Note 29 and Road Note 31 details that baseline surveys carried out will offer economic indicators to benchmark the economic status of the people prior to implementation of the road project (Look, 2014). Similarly, Europe's Transport Roads and Research Laboratory outlines minimum specification of materials to be used in road construction while taking into consideration the design methodology (Albalate, 2014).

In America implementation of road projects must ensure that gravel materials used in the design methodology exceeds a California Bearing Ratio of 160% (Hicks, 2007). The California Bearing Ratio (CBR) is a standard used to measure the strength of gravel used in construction of base layer of roads. In Europe, British Standards require that the gravel used in the design methodology should have an unconfined compressive strength of more than 1600 (KN/M²) Kilo Newton per square meter (Baker, 1975). Roads that have failed to meet the minimum design criteria have proved unsustainable and weak in withstanding loading from motor vehicles. For instance, Appalachia section I-81 in Virginia, United States failed from the bottom to top surfaces causing cracking on the road pavement because it could not withstand heavy loading (Fisher & Smith, 2007).

In Africa, infrastructure development is seen as the key to bridging the existing economic gap in the continent. According to a report by Ernest & Young on implementation of infrastructure projects stakeholders from the private sector invested \$12.8 billion into infrastructure projects (Ernest & Young, 2014). Implementation of road infrastructure projects varies depending on the

regions in Africa. Unlike, the global scenario, implementation of multilateral infrastructure projects in Africa is guided by the financing entities. Owing to the capital-intensive nature of the projects and the need to develop infrastructure, funding comes from different avenues including African governments, multilateral and bilateral agencies, or through Official Development Assistance (Ernest & Young, 2014). The funding agencies often dictate the mode of execution and implementation of the infrastructure projects. For instance, the National Transport Authority will dictate the design methodology if the funding comes from the government. For instance, Tunisia borrowed € 300 million meant for upgrading of its highways and motorways from the European Investment Bank (World Bank, 2015).

Failing to take into consideration materials requirements and conducting adequate planning leads to pavement cracking and deterioration. According to Awoyinfa (2012) most roads in Nigeria fail because implementation does not adhere to construction standards; hence, leading to defective designs. The significant factors affecting implementation of infrastructure projects in Africa often touch on delayed payments. Most multilateral infrastructure projects are an exception using contract, which begs the need for timely payment in order to ensure the projects are completed on schedule. Cash flow issues affect contractors' performance and quality of work because they compromise on the designs and fail to conduct an effective needs assessment. The shortcut measures adopted by contractors appear as cost cutting tools, but they lead to defective designs and non-adherence to stipulated construction standards. The ultimate effect is delay on implementation of infrastructure projects. Furthermore, the need for tracking of costs by lending and national multilateral infrastructure agencies in Africa is emphasized as part of the planning process in an attempt to ensure that citizens acquire value for money, sustainable and durable roads (Mubila *et al.*, 2014).

In Kenya and the sub-Saharan Africa at large, infrastructure projects are faced with obstacles ranging from delayed take-offs, implementation and completion that is hindering fundamental changes which could advance progress with a large-scale impact at the national and global level; both economically and financially (Allen *et al.*, 2019). Currently, Kenya, financed by multilateral organizations, is undertaking key integrated and transformative infrastructure investments and is also among the top 5 recipients of external financing in Africa with World Bank and African Development Bank appearing to be the Major financing source. This research seeks to explore

the contributions of implementing partner choice, community engagement and financier conditionality in resulting to the obstacles given above and as a result to the success or failure of these multilaterally financed projects that are in the sectors of water and sanitation, climate change, transport and energy provision.

The World Bank in its Kenya Public Expenditure Review called for the cancellation of incomplete infrastructure projects worth US\$10.1 billion. The 53 projects are dormant because of diverse factors including litigation, way leave challenges, acquisition of land and donor funding hitches the report said (World Bank Group, 2020). Since the adoption of the 2030 Agenda for sustainable development, interest in building effective development partnerships has grown in both the international development discipline and practitioner community. Responding to this trend, many scholars and policy-makers highlight participatory development cooperation among state actors and non-state actors as a means of achieving development goals (Shinm et al, 2017). Despite this emphasis, however, there are no empirical studies that have examined whether the choice of implementing partner have any meaningful relationship with project outcomes. That is; does the type of implementing partner matter in partnership project outcomes?

Shinm et al, (2017) argued that implementing partnerships with host country governmental agencies tend to produce a less successful outcome compared to partnerships with non-state actors, and on average only attain moderate level outcomes. Projects implemented by non-state actors, on the other hand, are likely to result in higher level project outcomes. Recent studies suggest that community opposition and protest, on all manner of public matters and policy issues, is on the rise (Carothers & Youngs 2015). Where community protests result in the temporary or even permanent closure of major infrastructure, such as mines or gas fields, studies estimate costs of up to US\$20 million per week (Davis & Franks 2014). The costs to communities in opposition are also high but less simple to quantify. Many of those who oppose projects do so in their own time, as volunteers working on behalf of other locals (Mati *et al.*, 2016). A relevant literature interrogates the relationships between projects and a “social License to operate” the level of acceptance of a policy or project by an affected community (Bice & Moffat 2014). Governments investing in major infrastructure projects appear increasingly interested in a social license, with certain policy instruments highlighting the securing of such a license from communities as vital to project implementation (Bice *et al.*, 2017).

Implementation of infrastructure projects in Kenya faces the problem of funding mostly caused due to inadequate planning. Okero (2011) attributes the increasing number of uncompleted infrastructure projects financed through Local Authorities Transfer Fund (LATF) to inadequate technical capacity, minimal community participation, political interference, delayed payments, poor monitoring and evaluation techniques. The aspect of project needs assessment and its consideration in the Kenyan context is vital, but often lacking in implementation of infrastructure projects. Makajuma (2011) advocates that an eminent need to involve the community during prioritization of projects and to shun political interference is some of the aspects that would improve efforts to carrying out project needs assessment. For instance, infrastructure projects executed in Mombasa County did not have the initiative of the community; hence, they lacked grassroots ownership. The society dissociated itself with the projects and considered them align since they were not involved from inception (Okero, 2011). Therefore, implementation of the infrastructure projects did not address the immediate needs of the community, which prompts the society to remain discontented with the implementing authority's decision.

Delayed payments to contactors implementing road infrastructure projects influenced performance on implementation due to cash flow related problems. While the issue on delayed payment is partly associated with the delay of funds from national government and deficit in revenue collection, poor planning as cited by Ouko (2015) remain central in accounting for the increased number of uncompleted and abandoned road projects. While these studies have covered factors influencing the implementation of multilateral infrastructure development projects in Kenya, there are still gaps on context, concept as well as methodologies used. The current study therefore seeks to establish the critical factors for the implementation of multilateral infrastructure development projects in Kenya.

1.1.1 Strategic Choice of Implementing Partner

One of the key determinant factors for smooth undertaking and successful completion of multilateral projects is the expertise of the implementing partner and how the partner best utilizes resources and complies with laid down procedures and agreements. So far, only a handful of studies have examined whether project partnerships have any meaningful relationship with project outcomes. Some examples of theoretical and empirical research show antecedent

conditions that host countries promote ownership and sustainability of projects, leading to an increase in overall success of project outcomes (Burnside & Dollar, 2004).

Non-state actors from within the host country; NGOs and private sector entities or from an international society can serve as implementing partners and are able to contribute towards achieving high levels of success in development projects through not only their skills and experience, but also through their quality of governance. So much so, when making decisions, planning and implementing projects, and sharing information, non-state actors act with more transparency, allowing for progress to be monitored more easily (Mitlin et al, 2007).

The involvement and active participation of non-state actors such as International non-governmental organizations or other private sector actors, on the other hand, can contribute to better outcomes of development projects by increasing transparency, providing expertise in the field of international development, and building up responsible ownership through partnerships. The partnership among these actors can increase the transparency over the project. As these non-state actors can act as a monitoring group, there is less chance that the project funding will be wasted. In addition, they have better monitoring systems, so there is less chance of corruption in comparison to host governments (Mitlin et al, 2007).

Along with being more transparent, non-state actors are more experienced and better equipped to implement development projects than host governments and are thus more effective and efficient (Edwards & Hulme, 1996). Controversy remains over the participatory effects of non-state agencies as implementing partners. Some regard non-state implementers as a panacea for many of the pitfalls that plague development projects, as they are more transparent, participatory, accountable, democratic, cost-effective, and better at targeting planned outputs of a project. In this study project implementing partner will be measured by ministries taking part, National Government Agencies, County government agencies and NGO acting as project implementing partners.

1.1.2 Community Stakeholder Engagement

The major challenge affecting large infrastructure developments is lack of understanding of the various interest groups, the motivation behind their actions and their potential influence during

the project life cycle (Miller & Olleros, 2001). Bakker (2010) asserts that organization approaches see projects as social systems; where by behavior (not just decision-making) through social interactions are highly influenced by the context in which they are embedded. Projects are temporary and unique (Yang, 2014) and these characteristics require additional effort to generate trust between the project stakeholders (Yang, 2014). Consequently, project managers need to be attuned to the cultural, organizational and social environments surrounding projects (Grabher, 2002).

While project managers have mainly focused on technical skills and rigid procedures, and the political and social issues around megaprojects have been overlooked and stakeholders poorly managed (Flyvbjerg, 2013). Unpopularity and local opposition is a common threat for megaprojects whereby secondary and external groups try to influence the implementation of development projects (Boholm, 1998). Governments investing in major infrastructure projects appear increasingly interested in a social license, with certain policy instruments highlighting the securing of such a license from communities as vital to project implementation (Bice et al. 2017).

Numerous social assessment frameworks have previously been developed internationally to address the unintended consequences of different development projects (Vanclay & Imperiale, 2016). The local community has been recognized as an important class of stakeholder able to impact projects outcomes through long standing protests (Hillman & Keim, 2001). The concept of community has been left constantly unclear and undefined. A unique solution of solving this dilemma was given by (Dunham & Freeman, 2006) whereby the authors raised ‘the problem of community’ as indicative of the definitional problems within stakeholder theory, enabling any number of entities to claim this role due to broad interpretation. ‘Community’ is regarded as a catch-all for interests that do not fit into any of the primary stakeholder concerns (Dunham & Freeman, 2006). In the study community engagement will be looked at using indicators such as planning participating, awareness of the communities, implementation participation and the impact of the community.

1.1.3 Conditions laid Out by the Financier

Conditionality refers to the practice of financing projects contingent on the implementation of specific policies or requirement and is largely targeted at market liberalization as well as transparency improvements. Conditionality can be required by multilateral financing institutions/ organizations, such as the IMF and World Bank, bilateral aid organizations, such as USAID, or private lenders. Whereas private lenders are exclusively interested in conditions that narrowly secure the repayment of the loan, official lenders (both bilateral and multilateral) operate in pursuit of a much wider range of goals, such as international monetary cooperation, the pursuit of specific economic interests, enhancing global security, or fighting AIDS in Africa. Unlike private conditionality, therefore, official conditionality is prone to mission creep, or expansion beyond its original mandate (Babb & Buira, 2005).

The IMF is most famous for “ex-ante” conditionality, in which governments receive loans in exchange for promises of future behavior. Disbursements are “phased” into periodic installments, or “tranches”, and can be cut off in cases of noncompliance. To determine whether the promises are being kept, the lender monitors the behavior of borrowers through reviews, in which IMF staff members periodically meet with Finance Ministry officials to scrutinize recent government accounts. To avoid the complicated monitoring problems of ex ante conditionality, the IMF and other lenders may opt instead for “ex post” conditionality in which conditions must be fulfilled first, before any resources are disbursed (Kilby, 2005).

The World Bank has the fundamental interest to use conditionality as an instrument to ensure the effectiveness of its projects (Hernandez, 2017). Still another instrument for ensuring compliance is known as “cross conditionality,” in which compliance is rewarded by money from more than one lender and non-compliance is similarly punished by multiple lenders cutting off access to funds. For example, since the 1980s, many borrowers from the World Bank have had to sign off on “Policy Framework Papers” developed jointly with the IMF, and hence have had to adhere to the conditions imposed by both organizations (Wade, 2007). Information on conditionality at the project level on aid from new donors is not publicly available. Arab donors limit advice on policy matters to situations where they are asked for guidance and do not explicitly link access to credit to reform targets (Rouis, 2010). Democracy and governance issues are not part of the Arab

aid dialogue, but the execution of projects is closely monitored to prevent corruption (Villanger, 2007). It may all be agreed upon that conditionalities are donor instruments or attempts to reach particular goals or aimed at certain objectives that may lead to project failures in case compliance is not achieved. In relation to project financier conditions variable in this study the indicators will include planning conditions, compliance conditions, financial and non-financial conditions.

1.1.4 Multilateral Infrastructure development projects in Kenya

According to Republic of Kenya (2017) multilateral infrastructure development projects contribute significantly in the Kenyan economy through linkages with other sectors of the economy. Chingiro and Mbulawa (2016) suggest that there is a bidirectional flow of causality between infrastructure expenditure and economic growth in Kenya. This argument was also echoed by Mburu (2013) and Mugambi (2016) that development expenditure in transport specifically road transport has significant and positive impact in the growth of Kenya's economy. The need for multilateral infrastructure development projects in Kenya was initiated in the early years of economic planning. For example, the Sessional Paper No. 10 of 1965 among other strategic objectives provided a premise for infrastructure development to fuel rapid industrialization and make Kenya a market economy. This was implemented in the successive economic development plans in 1970s which emphasized on gross capital formation among other goals (United Nations Economic and Social Council, 1970). National Development Plans in the 1980s, aimed at expanding Kenya's economy through multilateral infrastructure development in various sectors of the economy (Republic of Kenya, 1990). The Economic Recovery Strategy for Wealth and Employment Creation 2003-2007, championed for need to revitalize infrastructure in order to achieve economic and social development (Njoro, 2016). The most recent, The Kenya Vision 2030 which aims at transforming Kenya into an industrialized middle-income economy by the year 2030 puts emphasis on infrastructural development as one of the enablers and macro foundations in achieving socio-economic transformation (Republic of Kenya, 2008).

The Government of Kenya has committed large amounts of its resources toward the development of multilateral infrastructure across the country (Kenya Economic Report, 2017). The government has demonstrated its commitment to developing infrastructure in these sub-

sectors not only through policies such as the Road Act 2007, the Energy Act 2007 and the Information and Communication Act 1998 that seek to enhance efficiency and effectiveness of the sub sectors' operations, but also through the amount of money it has channeled as development expenditure in these subsectors. As key enablers of the then Economic Recovery Strategy in 2003 and the Vision 2030, multilateral infrastructure development was and has remained a top priority of the Kenyan Government. Large amounts of the Government's resources were and are still channeled to development of the three sub-sectors transport, energy and information, communication and technology infrastructure. For example, the total infrastructure development expenditure channeled to transport, energy and information communication and technology increased from 3,759 million Kenya shillings in 2003 to 67,345 million Kenya shillings by the end of the implementation of the Economic Recovery Strategy in 2007.

In this study the projects under North and North Eastern Development Initiative (NEDI) and Lamu Port, South Sudan, Ethiopia Transport (LAPSET) that range from energy Access, Climate Smart Agriculture, Water and Sanitation, Development response to Displacement impacts Project and Transport Improvement. NEDI and LAPSET will be the focus of this study because they are capital intensive and upon completion they will increase productivity of livestock systems, promote integrated soil fertility and sustainable land and they will open up 70% of the Kenya for economic activities as well as connecting her to her neighbors Ethiopia and South Sudan for Trade.

1.1.5 LAPSSET and NEDI Projects

The Lamu Port South- Sudan, Ethiopia Transport (LAPSSET) Corridor Program is a regional multi modal infrastructure program integrating roads, railway and pipeline components in Kenya, South Sudan and Ethiopia (Copeland & Kvelland, 2013). The program is the single largest project of its nature in Eastern Africa and is intended to provide seamless connectivity, enhance trade and logistics within the region by providing an alternative and strategic corridor to serve the landlocked neighboring countries of Ethiopia and South Sudan (Letai & Tiampati, 2015). The Sh900 million Isiolo Phase Two water project has been completed and handed over to the county government. The project started in 2011 and was implemented by the Northern Water Services Board. It was funded by the national government and the African Development

Bank. The project would supply 6,500 cubic metres of water per day to 60,000 people in Isiolo. It would provide water for the various Vision 2030 flagship projects such as the airport, abattoir, resort city, refinery and Lapsset projects (Goldsmith, 2013). Apart from the trunk infrastructure, it is designed to encompass other investment and economic activities such as International Airports, Resort cities, Special Economic Zones, Industrial parks, and mineral exploration to generate and harness the economic and business activities for the corridor to bolster the viability of the investment and overall program sustainability.

The Government of Kenya, with the support of the World Bank, launched a \$1 billion North and Northeastern Development Initiative (NEDI) to increase investments in transformative and integrated infrastructure and sustainable livelihoods to the region. NEDI sought to spearhead by both the national and county governments. Its success will depend largely on strong collaboration between the stakeholders: the two levels of government, the private sector, civil society organizations and development partners. NEDI sought to benefit 10 counties: Garissa, Isiolo, Lamu, Mandera, Marsabit, Samburu, Tana River, Turkana, Wajir and West Pokot. It has six new projects in energy, road transport, water and sanitation, agriculture, social protection, and a program that will support communities hosting refugees (World Bank, 2018).

The LAPSSET and NEDI projects have transformative potential for the neglected north of Kenya and for East African regional integration. A major challenge is safeguarding the environment, and the rights and livelihoods of those whose lands the projects will cross. Each element of the projects carries a significant economic and social cost. Engagement with communities whose livelihoods may be disrupted by LAPSSET and NEDI is necessary to avoid the projects becoming a white elephant. Engagement with county governments is also a key factor (Ministry of Finance, 2021).

1.2 Statement of the Problem

Across the world, population growth derives increasing requirements for infrastructural developments. The implementation to completion and appropriate use of these projects is as critical as the need for them in the first instance. Despite this, Kenya has been witnessing poor implementation of multilateral infrastructure development projects. An examination of post-world-war planning history reveals that there have been many more failures than successes in the implementation of multilateral infrastructure projects especially in the developing countries (World Bank, 2010). It is at implementation stage that most projects fail, and this has given concern to governments as well as the citizens. Implementation of development projects being the most crucial of all the stages of policy is not devoid of certain factors that influence it, some of these factors are: wrong priority; shortfalls in resource availability, inadequate assessment of targets, wrong scheduling of time for project completion, inadequate project identification, formulation and design, faulty conceptualization of policy, among others. As noted by Kaliba, Muya and Mumba (2009), the difficulties of administration rather than the nature of the project, have been the main troubles with public projects implementation. As a matter of fact, there is an abundance of project failure, resulting from inability to or poor performance in terms of fulfilling or effectuating policy purposes or intentions.

The rise of a 'New Partnership Framework' has strengthened the role and participation of non-government actors in international development projects and spawned a series of partnership initiatives globally (UN ESCAP, 2018). More recently, there have been attempts to conceptualize the term, 'Comprehensive Partnership,' in development and aid practice (Eyben & Savage, 2012). This new partnership framework features participatory development cooperation with state actors and non-state actors to achieve successful development goals. Despite this emphasis, no empirical studies have examined whether the choice of implementing partner have any meaningful relationship with project outcomes. That is; does the type of implementing partner matter in partnership project outcomes? This study seeks to explore the contributions of implementing partner choice in resulting to the success or failure of multilaterally financed projects.

Conditionality has been required by multilateral organizations, including the International monetary fund (IMF) and World Bank, bilateral aid organizations, such as United states Agency for International Development (USAID) or private lenders which sort of agent is responsible for imposing loan conditions can be extremely significant. Unlike private conditionality, official conditionality is prone to mission creep, or expansion beyond its original mandate (Buira, 2005). The wide range of conditions might therefore hinder the delivery and implementation of infrastructure projects for which the financing is obtained. It is on these backdrops that this research sought to investigate the critical factors for the implementation of multilateral infrastructure projects in Kenya.

1.3 Research Objectives

1.3.1 General Objectives

The study sought to establish the factors affecting the implementation of multilateral infrastructure development projects in Kenya.

1.3.2 Specific Objectives

To address the general objective, the study answered the following specific objectives:

- i. To examine the effect of choice of strategic implementing partner in the implementation of multilateral infrastructure development in Kenya.
- ii. To determine the effect of community stakeholder engagement on the implementation of multilateral infrastructure development in Kenya.
- iii. To assess the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya.

1.4 Research Questions

The study answered the following questions:

- i. What is the influence of the choice of partnership on the implementation of multilaterally financed infrastructure development in Kenya?
- ii. What is the influence of community engagement on the implementation of multilateral infrastructure development in Kenya?

iii. What is the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya?

1.5 Scope of the Study

The scope for the study was Kenya, East Africa. Currently, Kenya, financed by multilateral organizations, is undertaking key integrated and transformative infrastructure investments aimed at opening up the rural county sides, ease movement of people and goods as well as fostering regional trading and integration. Kenya is also among the top 5 recipients of external financing in Africa with World Bank and African Development Bank appearing to be the major financing source for water and sanitation, climate change, transport, and energy provision. Under consideration in this study were two key infrastructural portfolio projects under NEDI (North and North eastern development initiative) and LAPSET; each with six projects under it. The projects range from energy Access, Climate Smart Agriculture, Water and Sanitation, Transport Improvement and development of resort cities. This study looked at the progress of the projects between periods of 2019 to 2023.

1.6 Significance of the Study

The study could be beneficial to the following: Policy makers need to be critical of achievement of set infrastructure targets and develop a learning curve in on-going projects for the purpose of improvement. They also need to have in place institutions that promote long-term thinking that considers future risks and uncertainties faced by infrastructure projects, cost-benefit analysis as well as establish implementation plans in order to avoid stalling and delays. Policy makers need to build capacity to undertake the projects to the required standards and timelines. Partnering with implementing agencies may be essential for coordinating programs and cut down burdens on government. Partnerships have a long way to go due to lack of implementation capacity that will undermine delivery of projects. This has forced multilateral finance institutions to include appropriate technical expertise in supervision missions or adequately participate in coordination which has resulted in increase in costs. It is critical for the financing institutions to have the perfect choice of partner in implementation of infrastructure projects. The research would be used by academicians and researchers as reference data in conducting new researches and in

testing the validity of other related finding. It would also provide background and overview literature in infrastructure development.



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines various sections of literature that are relevant to the study. The chapter looks at sections such as the theoretical review covering agency theory, stakeholder theory and theory of conditionality. The empirical review captures sections like; strategic choice of implementing partner and implementation of multilateral infrastructure development, community stakeholder engagement and implementation of multilateral infrastructure development and conditions laid out by the financier and implementation of multilateral infrastructure development. In addition, the chapter discusses summary of literature and research gaps. Lastly, the chapter captures the conceptual framework. The literature reviewed was obtained from published scholarly work, journal articles and websites materials.

2.2 Theoretical Review

This study was guided by three theories namely; resource dependency theory, institutional theory and theory of conditionality.

2.2.1 Resource Dependency Theory

Resource dependency theory was developed by Pfeffer and Salancik in 1978, and its main proposition was that success of an organization is usually affected by availability of external resources (Fapohunda and Stephenson, 2010). The theory posits that, the capacity of an organization in terms of resources is a critical determinant of successful implementation of tasks and projects. Proponents of the theory such as Mohammed (2012) argue that it is imperative for an organization to have adequate resources that are necessary for implementation of a project or achievement of set objectives. The researcher identifies some of the resources that are pivotal to achievement of corporate objectives such as finances, competent human resources, materials as well as equipment.

There are however those who criticize the theory such as Fapohunda and Stephenson (2010) who argue that there are organizations that have succeeded even without resources indicating the need to consider other factors such as effectiveness of management, organizational culture and implementation of appropriate strategies. However, even though such critiques are justifiable

given the broad propositions of the theory, it is imperative to note that the having requisite resources need to be coupled with other enablers such as having a supportive working environment and an effective strategy.

The resource dependency theory is very relevant to this study as it provided the theoretical understanding that ability of an organization such as a contractor to perform a project, in this case road construction projects, is influenced by the availability of resources. Some of the identified critical resources that determine successful implementation of include finances, competence of human resources and availability of materials and equipment. The experience of a contractor is also considered as an indicator of capacity in handling road construction projects. Experienced contractors are expected to have critical resources that would help reduce turnaround time for completion of multilateral infrastructure development projects, effective planning and evaluation of projects as well as having competent staff. Similarly, where the Government has the requisite resources in terms of manpower and technical capacity to undertake effective and efficient monitoring and evaluation of multilateral infrastructure development projects, this will contribute to successful completion of such projects. The study explored how resource dependency theory assisted the researcher to understand the relationship association between the implementing partner and financier of a project, and ultimately provide insight so as to improve project outcomes.

2.2.2 Institutional Theory

The institutional theory was developed by William Richard Scott in 1995 and stresses the need for organizations to have processes and procedures that guide achievement of set goals. Researchers who support this theory such as Choge and Muturi (2014) underscore the importance of organizations to act ethically and in observance of its norms, routines and rules. Adoption of fair practices in achievement of the organizational goals will for instance ensure minimal friction with the stakeholders such as the construction workers or the society. However, Brammer, Jackson and Matten (2012) criticize this theory arguing that following the recommendation of the theory does not guarantee success in an activity or project. Therefore, it is imperative not only to have processes and procedures in place, but also to ensure that such processes are geared towards successful completion of tasks.

The theory could be applied by contractors who should use their experience to come up with appropriate procedures for undertaking a project in a manner that will ensure smooth implementation and guarantee success. On the other hand, there is need to understand the processes and procedures that the Government and other stakeholders especially the financiers employs in management of multilateral infrastructure development projects such as during the award of tenders, monitoring and evaluation of projects and in payment of contractors so as to ensure that the projects are delivered successfully. Whereas such processes and procedures are useful, it is important to ensure that they do not create unnecessary bureaucracy and red tape. Accordingly, the theory lays the ground for the testing of how the choice of implementing partner and conditionalities contributed to the implementation of infrastructure development projects.

2.2.3 Theory of Conditionality

Theory of conditionality by Killick (1984) opinions that there are conditions attached to the provision of benefits such as a loan, debt relief or bilateral aid; these conditions are typically imposed by international financial institutions or regional organizations and are intended to improve economic conditions within the recipient country. Since the establishment of a new international economic order at the Bretton Woods conference in 1944, conditionality that is, the linking of the disbursement of a loan to understandings concerning the economic policy which the government of the borrower country intends to pursue has been an important component of the mechanism by which international financial institutions attempt to regulate the behavior of the world economy. Since its foundation the International Monetary Fund (IMF) has attached policy conditions to its stand-by loans, usually involving restriction of public expenditure and domestic credit expansion (Williamson, 1983); more recently, from the early 1980s onward, both the World Bank and bilateral donors have committed an increasing proportion of their resources to 'policy-based loans' which are conditional on policy measures intended to build up the supply side of recipient economies.

Given the increasing reliance by lenders on conditionality as an instrument for increasing the effectiveness of financial transactions and the suspicion that, this may not be an easy thing to do, some analysis of the conditions under which donors and recipients may expect to extract advantage from involvement in such transactions would appear long overdue. Reinsberg *et al.*,

(2019) show that more pervasive IMF conditionality (in the form of so-called structural conditions) might even undermine state capacity, increasing bribery by public officials and reducing states' ability to attract and retain bureaucrats.

The importance of conditionality in justifying IMF-World Bank lending is certainly well placed. Nonetheless, the role for high-conditionality lending is overstated, especially in the case of countries in a deep debt crisis. In practice, the compliance of debtor countries with conditionality is rather weak, and this compliance problem has gotten worse in recent years, since a large stock of debt can itself be an important disincentive to “good behavior.” In other words, the debt overhang itself makes it less likely that conditionality will prove successful (Laeven & Valencia, 2012).

Conditionality is limited in effectiveness not only because of enforcement difficulties, but also because of the complexity of negotiating with a sovereign borrower. In the case of a bond covenant, there is a clear legal responsibility on the borrower to carry out the conditions of the covenant. When a government is the debtor, however, there is likely to be a considerable diffusion of power within the government, to the extent that the individual parts of the government negotiating the conditionality agreement may well lack the authority to implement the agreement (Kentikelenis, Stubbs & King, 2016). This theory was important in this study because it sought to enhance elaboration of the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development.

2.3 Empirical Review

Infrastructure development projects suffer from multiple risks that lead to their success or failure. These risks include risks of completion, operation, finance, environment, contractual and technology as project level factors that affect the project outcomes (Kalidindi & Thomas, 2003). In this section, the researcher reviewed existing literature on the factors affecting the implementation of development infrastructure projects, which helped to understand the various approaches used and factors identified in such research studies.

2.3.1 Strategic Choice of Implementing Partner and Implementation of Multilateral Infrastructure Development

Following the earlier study of PPP infrastructure financing approach, Chou and Pramudawardhani (2015) used mean value, confirmatory factor analysis and dimensional significance to establish a comparison between the categories of PPP driving factors, critical success factors and risk allocation in Taiwan, Singapore, China, Indonesia and the UK, with Indonesia as the baseline. In their study, they found no evidence of similarity in the categories analysed between PPPs in Indonesia and the United Kingdom, although other evidence of similarities were found between Indonesia and countries like China, Singapore and Taiwan. This study was carried out in developed countries while the current study will be in developing countries and more specifically Kenya. Thus there was a gap in context which the current study sought to fill.

Romero (2015) highlighted that PPPs have failed under many circumstances due to the complexity involved in such projects which have led to several renegotiations in the past and even recently. Such renegotiations usually come with significant costs to the public partner. Statistics reveals that on an average, approximately 55 per cent of PPP projects are renegotiated every two years, the resulting consequences are increase in tariffs, which is observed in 62 per cent of the renegotiations. However, the International Monetary Fund (IMF) states that these rework-out often have positive effects on the private partner. Since PPP is a contract between two major stakeholders (Public sector and Private Partners), the additional costs to the public sector, the originator of PPP infrastructure projects cannot be neglected.

Public-private partnership arrangement for the provision of food and healthcare was investigated by Marks (2013) under the subject of institutional challenges in terms of corruption, which includes incapacity to enhance regulations and keep track of compliance and disregarded institutional priorities amongst others. He argued that previous analytical strategy to such forms of PPP projects such as striking commendable balance between risk and return when carrying out ethical evaluation of PPPs disregarded the institutional and ethical impacts and further suggested that future procurement of food and health PPP projects should take into consideration the limitations of parties involved in the contract.

According to Denizer and Kaufmann (2013) the success of development projects actually varies much more within countries than it does between countries. Project-level qualitative factors within a country such as project management and governance quality during the implementation stage can explain variation of project outcomes.

Ng and Wong (2006) for instance extensively discussed the possibility of the use of non-financial PPPs. Under this circumstance, the private partner is solely responsible for the maintenance of the respective infrastructure and subsequently is reimbursed after its performance output is being assessed, which is different from the popular Private Finance Initiatives (PFI) as operated in the UK. Nonetheless the non-financial PPPs can be adjudged as a form of management contract. An example of the use of non-financial PPPs being employed is found in Hong Kong.

Anvuur and Kumaraswamy (2006) gave an example of “catch-22” paradox which restricts local contractors` participation because of their lack of experience. Just like graduate trainees not being hired, they may never have job experience, thus similarly, these local contractors may not have the expected sufficient track record to embark on a PPP project if they are not given the opportunity to participate in the first instance.

Zhang (2005) highlighted the significance of economic workability in achieving successful PPP projects. The discussion on the commercial viability of a nation revolves around some conditions, including continuous demand and relevance of the public goods and services provided by PPP projects, less competition from other resource-demanding projects, considerable measure of profitability to fascinate investors, long-lasting returns that will be appealing enough to investors and lastly, continuous availability of suppliers required for the running of the project. Most of these listed conditions have been met by the British government. PPP projects embarked upon by the UK government are found to have delivered long-run public services to citizens, for example design-build-transfer-operate roads constructed in the early 1990s are still very much in use by the society.

2.3.2 Community Stakeholder Engagement and Implementation of Multilateral Infrastructure Development

Cowell and Devine-Wright, (2018) demonstrate the importance of community empowerment to influencing decisions in project design and implementation processes. They have recognized the primary importance of the local community stakeholder as they provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due to. They concluded that that community engagement is more successful when it prioritizes two-way consultation, rather than unidirectional information campaigns. While the study focused on the community stakeholder engagement and implementation of multilateral infrastructure development it was not carried out in Kenya. At the same time the methodology employed in this study was different from the one the current study used whereby there were three data collection tools thus one questionnaire and two interview guides. Therefore there was a methodological gap.

Xue *et al.*, (2015) discusses the negative impact that the local community can exert on project results. The findings show that local communities, as secondary stakeholders, do not have a formal contractual bond with the project or direct legal authority over the project if they are excluded by project managers, they may engage in a set of actions to advance their claims, with negative consequences to direct operational costs and to the reputation of the focal organization

Also, there is urgency for developing more rational construction programs to minimize the negative impact on citizen's daily lives and in urban development. Therefore, it is necessary for project managers of major programs to better understand and analyze the concerns, needs and moral issues of (local) stakeholders, not only at the inception phase of the project, but throughout its entire life cycle.

Cécile Knai (2015) argues in their study that in ensuring the success of PPP programmes in a community, a required level of community support and understanding must be obtained. The impact of the Britons` awareness and acceptability of PPP projects is not only observed in the increasing number of tenders by private investors but also in the marked participation of voluntary organizations. For instance, in the responsibility deal (RD) of the public health sector,

the number of voluntary partners that have sworn at least one pledge has increased over the years.

Anyaehe (2014) assessed the extent of PPPs in the health sector of Nigeria discussing the limitations to its success. They established that there were many policies and actions that can be put in place towards the implementation of PPP in the health sector. They further suggested that colossal level of awareness would go a long way to achieve more private partnerships in the health sector. Also, an increase in stakeholders` (public and private) involvements and a better structured policy prior to implementation are other helpful recommendations.

According to Marston, Renedo, McGowan and Portela (2013) where there has been collaboration between professionals from various departments, combined with interactive participation with rural people, once again the impacts have been substantial. Findings show that where there is mobilization of the community, strong local groups, committed local staff and collaboration with other departments in multi-disciplinary planning and implementation, then within two years there are clear benefits. These include increases in agricultural productivity, diversification into new enterprises, reductions in resource degradation, improvements in the activities of local groups, and independent replication to neighbouring communities. These improvements have occurred without payment or subsidy, and so are more likely to be sustained.

Saferworld (2012) notes several features of China`s engagement, including the complex mixture of motives underlying its engagement with the communities; its commitment (tempered by pragmatism) to the core principles of non-interference in political affairs and of mutual advantage on business principles; and its tendency to support a top-down model of stability. This increasing involvement, especially in the context of natural resource extraction has the potential to exacerbate local conflict or generate stability. A case in point is Sudan and South Sudan where China`s engagement in oil extraction has had positive as well as negative impacts for local people, with a local perception that the investment has resulted in greater benefits for the North rather than the impoverished local communities in the South.

Greenberg and Zuckerman (2009) note that gender perspectives generally influence perceptions of infrastructure priorities and provide examples from Iraq and Colombia of where World Bank projects failed to take account of gendered needs related to insecurity for women travelling and the potential for promoting gender equality through the employment practices in construction projects. They were of the opinion that community-driven development of local infrastructure often includes formation of user groups who are responsible for some aspects of planning, construction and management. Quotas for women and other vulnerable groups are often stipulated, giving them a potential role in decision-making as well as simply employment. The impact of these is very variable, and greatest success has probably been achieved in the water sector.

On how to reconcile participation in decision-making, and the role of external actors bringing technological expertise to a project a study by Khwaja (2004) comparing community infrastructure projects in northern Pakistan, which found that increased community participation in non-technical decisions improved outcomes in projects, measured by the degree to which the projects were maintained several years after implementation. However, increased community participation in technical decision-making those requiring information or expertise that the community is at a disadvantage to provide actually seemed to be detrimental to project success.

2.3.3 Conditions Laid Out By the Financier and Implementation of Multilateral Infrastructure Development

McLean and Schneider (2014) point out that, the supply of conditions can be considered as the result of a bidding competition between what the World Bank believes is necessary to ensure the success of the project and what it is able to implement conditional on the bargaining power of borrowers in the negotiation process and the intervention of influential shareholders to protect their own interests. World Bank conditions can be either prior actions or benchmarks. Prior actions are critical policy and institutional arrangements that a country agrees to take before the Board approves a loan. In cases where the loan is disbursed in several tranches, some of them may need to be met only after Board approval and satisfied before a specific tranche is released. If they are not fulfilled, the tranche may be released only if the Board agrees to waive the conditions. This study was based on the World Bank as the financier of multilateral

infrastructure development, while this is true it is not the only financier since there are other with equally tough conditions. Therefore, there is a gap in concept since the current study will seek to unravel what conditions others financiers have that are different from those imposed by the World Bank.

According to an evaluation conducted by the Independent Evaluation Group in 2009 (IFC 2009), over the period 2006-2008, 72% of the IFC's projects achieved high outcomes, compared with 63% in the period 2005-2007. Small projects were found to have performed less well than large ones. Project performance was strong in Europe and Central Asia and in Latin America and the Caribbean, and had improved in South Asia. However, it continued to lag in East Asia and the Pacific, the Middle East and North Africa and Sub-Saharan Africa. Significant variations were also identified at the sector level: high development outcomes were achieved in finance, infrastructure, agribusiness, communication and information technologies, health and education; much weaker outcomes were achieved in the non-telecommunications information technology sector as well as in the oil, mining and chemicals sector.

The Annual Evaluation Overview Report for 2009 (EBRD, 2009) suggests that 58% of evaluated projects from the period 1996-2008 were successful or highly successful a decline from a high in 2004. The regional breakdown shows that South Eastern Europe had the highest ratings overall, whereas Central Asia achieved the lowest ratings for overall performance. The development impact of individual projects is assessed against seven dimensions namely; financial performance; economic performance for example job creation, capacity building, technology transfer, demonstration effects among others. There is also the social performance like local community participation to projects, creation of schools and hospitals, among others and environmental performance. Lastly, it can be assessed against governance for example accountability, transparency; contribution to the Investment Facility strategy and contribution to the Millennium Development Goals (MDGs) like projects in the water sector among others.

The African Development Bank's (AfDB's) Annual Portfolio Performance Review reports that 91% of supervised investment operations achieved their development objectives in 2008 (AfDB, 2009). The most successful were undertaken in the North and West African regions, while the highest success rates by sector were reached in infrastructure (93%) and agriculture (92%). The only project undertaken in the finance sector was classified as successful.

Francisco *et al.*, (2008) show that integrating the subsidy dependence index with the output index is a better way to measure the performance and achievement of social objectives of DFIs, and apply this methodology to two country case studies: Honduras and Guatemala. Warner (2007) examine the use of subsidies by DFIs in the private infrastructure sector and find a lack of risk taking by DFIs relative to their high liquidity (prior to the crisis) as well as a lack of transparency in DFIs' operations, in particular in the use of technical assistance. This study seeks to look at the impact of financier conditions on implementation of infrastructure development projects in Kenya

2.4 Summary of Research Gaps

Several studies have been carried out in relation to this topic for example; Cowell and Devine-Wright, (2018) demonstrate the importance of community empowerment to influencing decisions in project design and implementation processes. They have recognized the primary importance of the local community stakeholder as they provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due to. They concluded that that community engagement is more successful when it prioritizes two-way consultation, rather than unidirectional information campaigns. While the study focused on the community stakeholder engagement and implementation of multilateral infrastructure development it was not carried out in Kenya. At the same time the methodology employed in this study was different from the one the current study was using whereby there were three data collection tools thus one questionnaire and two interview guides. Therefore there was a methodological gap.

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2.5 Conceptual Framework

In the current study the conceptual framework illustrates the association between critical factors and the implementation of multilateral infrastructure development projects in Kenya. In this study the independent variables were strategic choice of implementing partner which was measured by number and type of Ministry, National Government Agency, County government agency and NGOs; community stakeholder engagement measured by planning participation, awareness, implementation participation and impact and the conditions laid out by the financier measured by planning conditions, compliance conditions, financial and non-financial conditions while the dependent variable was on the implementation of multilateral infrastructure development in Kenya. Figure 2.1 illustrates this.

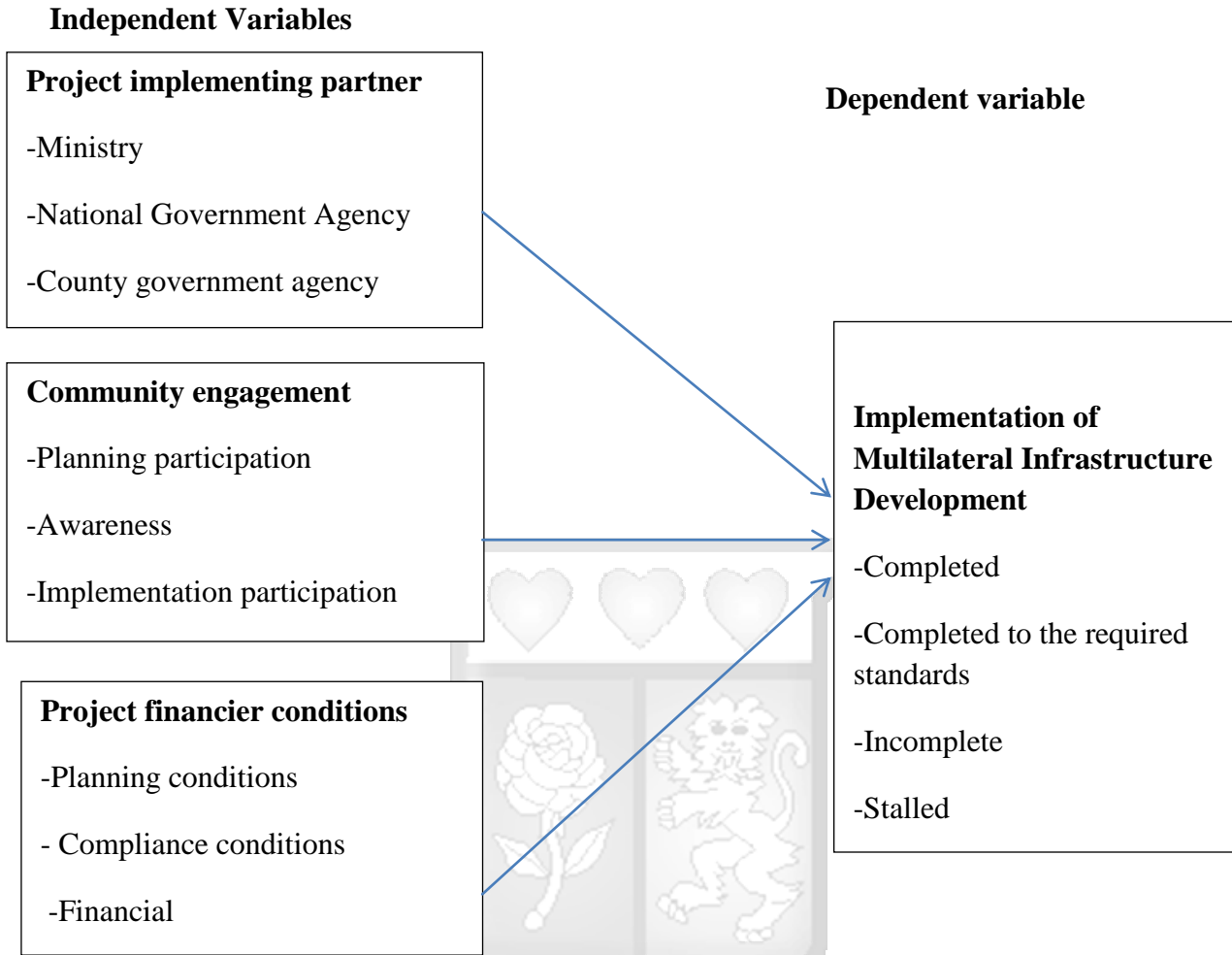


Figure 2.1: Conceptual Framework for the Study

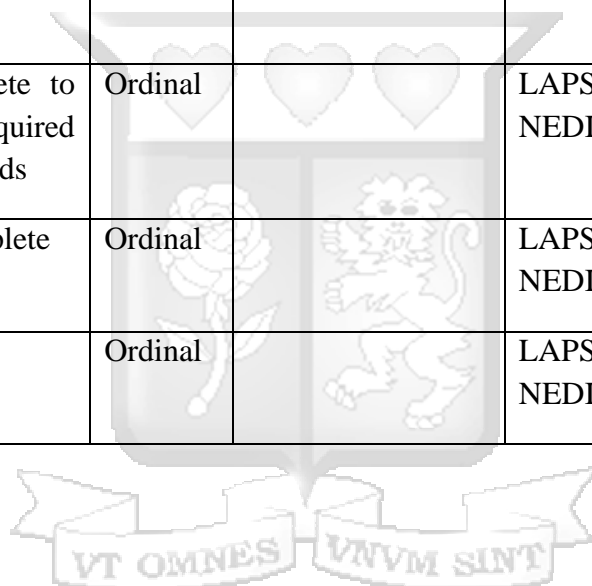
2.5.1 Operationalization of the Study's Variables

Based on the framework outlined in section 2.5, the following independent variables were considered in this study.

Table 2.1 Variable Definitions (Operationalization)

Variable	Specific variable name	Type of variable	Literature source	Data source	Theory supported
		Independent variables			
Implementing partner choice	Ministry	Discrete, Ordinal	(Mitlin, Hickey, & Bebbington, 2007).	LAPSET/ NEDI	Resource dependency theory
	Government Agency	Discrete, Ordinal	(Mitlin, Hickey, & Bebbington, 2007)	LAPSET/ NEDI	Resource dependency theory
	County Government	Discrete, Ordinal	(Mitlin, Hickey, & Bebbington, 2007)	LAPSET/ NEDI	Resource dependency theory
	NGOs	Discrete, Ordinal	(Mitlin, Hickey, & Bebbington, 2007).	LAPSET/ NEDI	Resource dependency theory
Community engagement			Youn et al. (2015)	LAPSET/ NEDI	Institutional theory
	Planning participation	Nominal	Marston, Renedo, McGowan and Portela (2013)	LAPSET/ NEDI	Institutional theory
	Awareness	Nominal	Cécile Knai (2015)	LAPSET/ NEDI	Institutional theory
	Implementation	Nominal	Marston, Renedo, McGowan and	LAPSET/ NEDI	Institutional theory

	participation		Portela (2013)		
	Impact	Nominal	Cécile Knai (2015)	LAPSET/ NEDI	Institutional theory
Financier Conditions	Financial	Nominal	(Hernandez, 2017)	LAPSET/ NEDI	Conditionality theory
	Non- financial	Nominal	(Hernandez, 2017)	LAPSET/ NEDI	Conditionality theory
Implementation of multilateral infrastructure development	Complete	Ordinal		LAPSET/ NEDI	Institutional theory
	Complete to the required standards	Ordinal		LAPSET/ NEDI	Institutional theory
	Incomplete	Ordinal		LAPSET/ NEDI	Institutional theory
	Stalled	Ordinal		LAPSET/ NEDI	Institutional theory



CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter captures sections on research methodology. The sections the chapter covers include the research design, population and sampling, data collection and data analysis. In addition the chapter highlights research quality but covering validity, reliability and objectivity of the research and ethical considerations.

3.1 Research Philosophy

The main philosophical underpinning of this study is the pragmatism. To pragmatists, knowledge claims arise out of actions, situations and consequences rather than antecedent conditions. Pragmatism research philosophy accepts concepts to be relevant only if they support action. Pragmatist recognize that there were many different ways of interpreting the world and undertaking research that no single point of view could ever give the entire picture and that there might be multiple realities (Creswell, 2013).

According to pragmatism research philosophy, research question was the most important determinant of the research philosophy. Pragmatist combined both, positivist and Interpretivism positions within the scope of a single research according to the nature of the research question. On the other hand, pragmatism also allowed the researcher to interact with the research and especially with the respondents. This approach was considered in this study since, as opposed to positivism and Interpretivism research philosophies; pragmatism research philosophy integrates more than one research approaches and research strategies within the same study. Moreover, studies with pragmatism research philosophy could integrate the use of multiple research methods such as qualitative, quantitative and action research methods (Collis & Hussey, 2014).

3.2 Research Design

The study adopted mixed methods research design. Mixed methods' helped the researcher collect and analyze both quantitative and qualitative data in this study. Mixed methods research design was chosen in this study because it draws on potential strengths of both qualitative and quantitative methods, allowing the researcher to explore diverse perspectives and uncover

relationships that exist between the intricate layers of the study multifaceted research questions. This design was also considered in this study since it could be used to gain a better understanding of connections or contradictions between qualitative and quantitative data; it could provide opportunities for participants to have a strong voice and share their experiences across the research process, and they it could facilitate different avenues of exploration that enrich the evidence and enable questions to be answered more deeply.

3.3 Population and Sampling

The target population for this study were projects under North and North Eastern Development Initiative (NEDI) and Lamu Port, South Sudan, Ethiopia Transport (LAPSET) that range from energy Access, Climate Smart Agriculture, Water and Sanitation, Transport Improvement and Development response to Displacement impacts Project. This study focused on 192 people that had a relationship with or were affected by infrastructural portfolio projects under NEDI and LAPSET projects. The target population considered provided data for this study to achieve the study objectives; in this case, 192 people from the NEDI and LAPSET projects. In addition, the study sought information from 12 managers of these projects and 24 community stakeholders will form the unit of analysis in this study making a total of 228. This was as illustrated in Table 3.1.

Table 3.1 Population

Project Type	NEDI	LAPSET	Target Population
Transport Improvement	21	28	49
Water and Sanitation	16	23	39
Development response to Displacement impacts Project.	13	21	34
Climate Smart Agriculture	12	18	30
Energy	9	14	23
Development of resort cities	7	10	17
Project Managers	6	6	12

Community stakeholders	12	12	24
Total	96	132	228

Source: Researcher, (2023)

Since the target population of 192 staff from the infrastructural portfolio projects was a small number, the study used census and attempted to collect information on all eligible elements in the defined population. Census was considered in this study so as provide detailed information on all or most elements in the population, thereby enabling totals for rare population groups or small geographic areas. The distribution among different categories of respondents is shown in Table 3.2.

Table 3.2 Distribution

Project Type	Technical Staff	Employees	Project Managers	Community Stakeholders	Target Population
Transport Improvement	18	29	2	4	53
Water and Sanitation	9	31	2	4	46
Development response to Displacement impacts Project.	7	26	2	4	39
Climate Smart Agriculture	7	22	2	4	36
Energy	6	19	2	4	31
Development of resort cities	7	10	2	4	23
Total	54	137	12	24	228

Source: Researcher, (2023)

3.4 Data Collection Methods

The research instrument that was used for the survey was a structured questionnaire supplemented by interview guides. The data for the study was supplied by the study's target population, and thus, a structured questionnaire and the interview guide were considered as the most effective instruments. An interview guide was administered among project managers and community stakeholders while the questionnaire was administered to employees of infrastructural portfolio projects under NEDI and LAPSET. Questionnaires were appropriate for this study since they collected information that was not directly observable as they inquired about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Mansuri, 2004). A questionnaire was useful in obtaining objective data because participants were not manipulated in any way by the study. An interview guide was considered in this study because it was useful in obtaining detailed information about personal feelings, perceptions and opinions, it allowed more detailed questions to be asked and achieved a high response rate from the small respondent segment comprising of project managers who are 12 in number as well as the 24 community stakeholders (Mansuri, 2004).

3.4.1 Questionnaire for Project Employees

The questionnaire comprised of both open and close-ended questions. The questionnaire had two sections namely A and B. Section A of the questionnaire covered the demographic profile of respondents while section B covered the factors affecting the implementation of multilateral infrastructure development in Kenya. This section thus had questions relating to strategic choice, community stakeholder engagement, conditions laid out by the financier and implementation of multilateral infrastructure development.

The quantitative section of the instrument used both a nominal and a Likert-type scale format to determine each of the variables. A five point Likert-scale ranging from 1 to 5 was used to guide the responses to statement like questions. The Likert - type format was selected as the format yields equal- interval data, a fact that allows for the use of more powerful statistical data to test the stated hypotheses. Collins (2010) observed that questionnaires are very economical in terms of time, energy and finances. Similarly, they yield, quantitative data which are easy to collect and analyze.

3.4.2 Interview Guide for Project Managers and community stakeholders

In interviews, the researcher asked key respondents about the facts of a matter as well as their opinions about events (Wilson, 2010). The interview guide for project managers and community stakeholders collected data on strategic choice, community stakeholder engagement, conditions laid out by the financier and implementation of multilateral infrastructure development. The interview guides was used to collect data on the factors affecting the implementation of multilateral infrastructure development in Kenya. The interview guides had two section namely A and B. Section A of the interview guide had questions on demographic information whereas section B had questions on specific information on study variables.

3.5 Data Analysis

Before processing the responses, the completed questionnaires were managed for completeness and consistency. The study generated both qualitative and quantitative data. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 21.0) and analyzed using descriptive statistics. Qualitative data was analyzed based on the content matter of the responses. Responses with common themes or patterns were grouped together into coherent categories.

Descriptive statistics involved use of absolute and relative (percentage) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Quantitative data was presented in tables and graphs and explanation was presented in prose. The study also used inferential statistics to establish the relationship between the factors affecting the implementation of multilateral infrastructure development in Kenya. Specifically, the study used Logistic regression which is a method of modeling the dependence of a binary response variable that takes values 1 and 0. The Logistic regression gives each predictor a coefficient which measures its independent contribution to variation in the dependent variable. To investigate the factors affecting the implementation of multilateral infrastructure projects in Kenya, the study adopted a binary logit regression model. This regression model was suitable because the dependent variable (implementation of multilateral infrastructure development in Kenya) was a binary variable, that is, completed (Yes) or not completed (No). Binary logistic regression was used in

this study to help calculate the probability of success over the probability of failure; the results of the analysis being in the form of an odds ratio.

The binary logit model is of the general form:

$$P(y_i = 1/x_i) = x_i^3 \beta + \mu \dots\dots\dots(1)$$

Where :

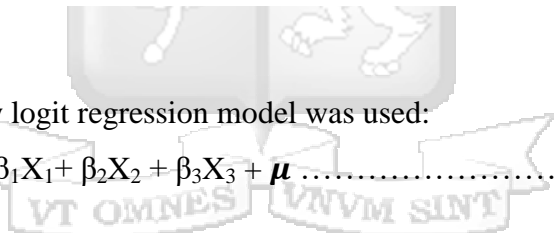
p represents the probability odds,

y_i was a binary variable representing **1** if the respondents indicated project was completed or completed to the required level, and **0** otherwise,

x_i represents the vector of factors that determine the likelihood of project being completed within the set timelines in this case (Strategic choice of implementing partner, Community stakeholder engagement and Conditions laid out by the financier),

β is a vector of parameters that was estimated,

μ_i is the disturbance term, which had a symmetric distribution that was either normal or logistic.



Overall, the following binary logit regression model was used:

$$\Pr (y_i = 0) / \Pr (y_i = 1) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu \dots\dots\dots(2)$$

Where:

Y_i – dependent variable defined by y=1 if the respondents who participate in the study indicate that implementation of multilateral infrastructure projects is complete or complete to the required level, and y=0 otherwise;

X₁- Strategic choice of implementing partner,

X₂- Community stakeholder engagement and

X₃- Conditions laid out by the financier;

μ– was the error term which represents other factors other than the three;

β- Beta Parameters to be estimated.

Model Assumptions:

- (i) The independent variable needed not be normally distributed. It works better where the group sizes are very unequal.
- (ii) Logistic regression does not assume a linear relationship between the dependent and independent variable, but a linear relationship between the logit of the response and explanatory variables.
- (iii) The error term was independent and there was no assumption of a normal distribution.
- (iv) Independent variables do not have strong co-linearity. Mathematically the resulting models are easier to interpret due to its mathematical simplicity.

The method for including variables in the model was done in a stepwise manner going forward, testing for significance of the inclusion of the variable at every stage. The tests were based on the change in likelihood resulting from including the variable. The process of adding more variables stopped when all of the variables available had been included or when it was not possible to make a statistically significant reduction in $-2\log\text{-likelihood}$ (that is, $-2l(\beta)$) using any of the variables not yet included. All the identified variables given above were subjected to step wise regression using STATA.

3.6 Research Quality

The products of research in science were valuable due to its objectivity, validity and reliability. Therefore, to enhance research quality this study focused validity, reliability and objectivity of research as discussed in the section below:

3.6.1 Validity

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform. Validity refers to the goodness, accuracy, relevance and richness of data (Loosemore, 2010). To ensure the validity of the study, the researcher used content validity through expert and supervisor's opinion in checking for consistency, and ruling out ambiguity and contradiction. This was done by checking whether the instrument adequately covers all the content that it should with respect to the study objectives.

3.6.2 Reliability

Reliability is the degree of consistency in the assignment of similar words, phrases or other kinds of data to the same pattern or theme by different researchers (Collis & Hussey, 2009). It also means the degree of consistency that the same researcher assigns similar observations and interpretations at different points in time. The researcher used the Cronbach's Alpha that is widely used to assess internal consistency reliability and was considered applicable for three, four, or five-point Likert scale items. A standard minimum value of 0.7 was considered adequate to guarantee internal consistency (Burke, 2013).

3.6.3 Objectivity of the Research

Objectivity of research measures the extent to which the results could be reproduced when the research was repeated under the same conditions by checking consistency. The study employed randomization to make research subjects as representative of the general population as possible. Objectivity challenges in analyzing and reporting of findings was rectified by ensuring data was recorded correctly, errors in statistical analysis and cultural biases in interpretation were avoided.

3.7 Ethical Considerations

Ethical clearance was an integral aspect of this research. Ethics demands that the methods used must relate specifically to the research questions. During this study, there was no coercion to participate in it. Confidentiality of the information supplied by research subjects and the anonymity of respondents was highly respected. This research was subject to clearance by Strathmore University ethics review board and NACOSTI.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents data analysis of the study in regards to the following objectives; examining the effect of strategic choice of implementing partner in the implementation of multilateral infrastructure development in Kenya, determining the effect of community stakeholder engagement on the implementation of multilateral infrastructure development in Kenya and assessing the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya. The chapter covers sections such as analysis of response rate and descriptive statistics and inferential analysis.

4.2 Response Rate

The study sought information from respondents working with NEDI and LAPSET projects by administering 192 questionnaires to respondents. The study results are as in Table 4.1.

Table 4.1 Response Rate

Response	Frequency	Percent
Returned	156	81.25%
Unreturned	36	18.75%
Total	192	100%

According to the study's findings in Table 4.1, 156 questionnaires were completed and returned for processing. This equates to an 81.25% response rate, which was deemed suitable for further inquiry. According to Kothari and Garg (2014), a response rate of more than 50% is sufficient for a descriptive study, more than 50% is suitable for analysis and publishing, more than 60% is good, more than 70% is very good, and more than 80% is extraordinary. According to these researchers, the study's response rate of 81.25% was exceptional and allowed for further research.

4.3 Descriptive Statistics

The section below provides the descriptive statistics in relation to questions on the factors affecting the implementation of multilateral infrastructure development projects in Kenya. The study sought to find out from the respondents the name of the project. According to the study respondents the project names were generally grouped as either in North and North Eastern Development Initiative (NEDI) and Lamu Port, South Sudan, Ethiopia Transport (LAPSET). Further, the respondents stated that the projects were specific to transport improvement, water and sanitation, development response to displacement impacts projects, climate smart agriculture, energy and development of resort cities.

4.3.1 Completion Status of the Projects

The study sought to find out from the respondents the completion status of the projects under review. The study results are as illustrated in Figure 4.1.

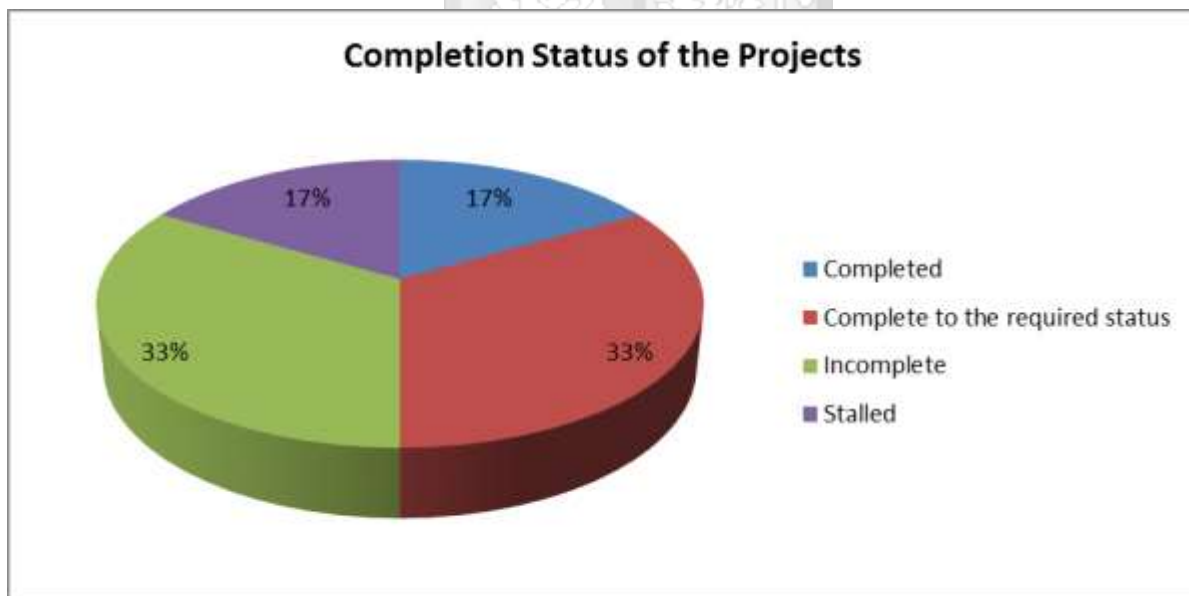


Figure 4.1 Completion Status of the Projects

As shown in Figure 4.1 the study established that 33% of the projects were complete to the required status, 33% were incomplete, 17% apiece were either stalled or completed. From the findings it can be deduced that 50% of the projects were either completed or were complete to

the required status which is a good show in relation to implementation of multilateral infrastructure development projects in Kenya.

4.3.2 Gender of the Respondents

The study wanted to establish the gender of the respondents so as to understand relationship between gender and implementation of multilateral infrastructure development projects in Kenya. The results are as shown in Figure 4.2.

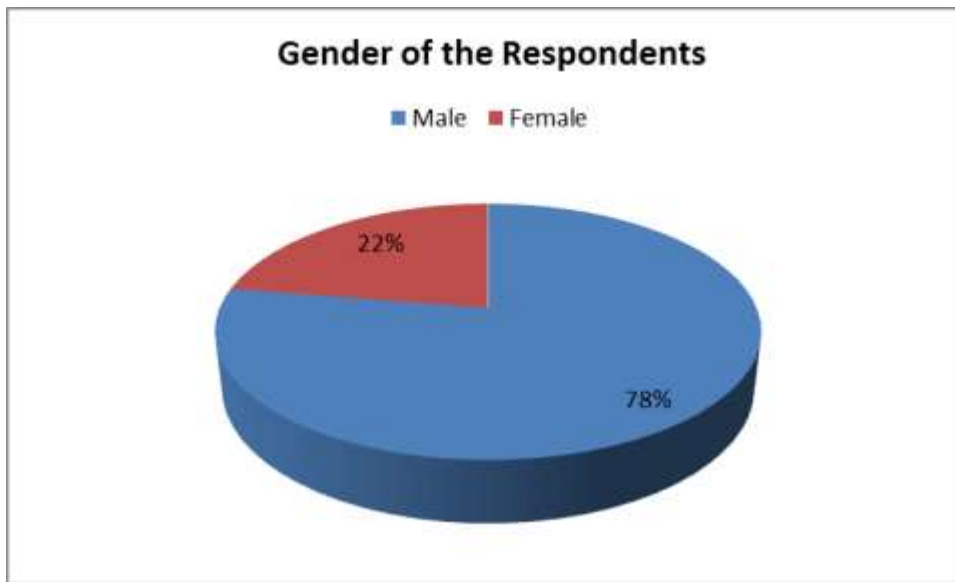


Figure 4.2 Gender of the Respondents

As indicated in Figure 4.2 most of the respondents representing 78% were male whereas 22% of the respondents were female. The study findings deduces that most of those carrying out different duties and responsibilities with the implementation of multilateral infrastructure development projects in Kenya and more specifically NEDI and LAPSET are male.

The researcher wanted to establish gender of the interviewees working with NEDI and LAPSET. From the study finding it was established that most of the participants in the interview were male accounting for 67% of the respondents whereas there was a 33% female respondent. It was deduced to mean that most of the project managers with NEDI and LAPSET that were under review in this study were male.

The interviewer wanted to find out the gender of the participants from the community stakeholder category. The researcher established that most of the respondents were male at 75% whereas 25% were female. The inference of this was male participants were ready to be asked and responded to the questions in relation to the factors affecting the implementation of multilateral infrastructure development projects in Kenya and more specifically projects under NEDI and LAPSET.

4.3.3 Age of the Respondents

The study was interested in finding out from the respondents their age bracket. The study findings are as illustrated in Figure 4.3.

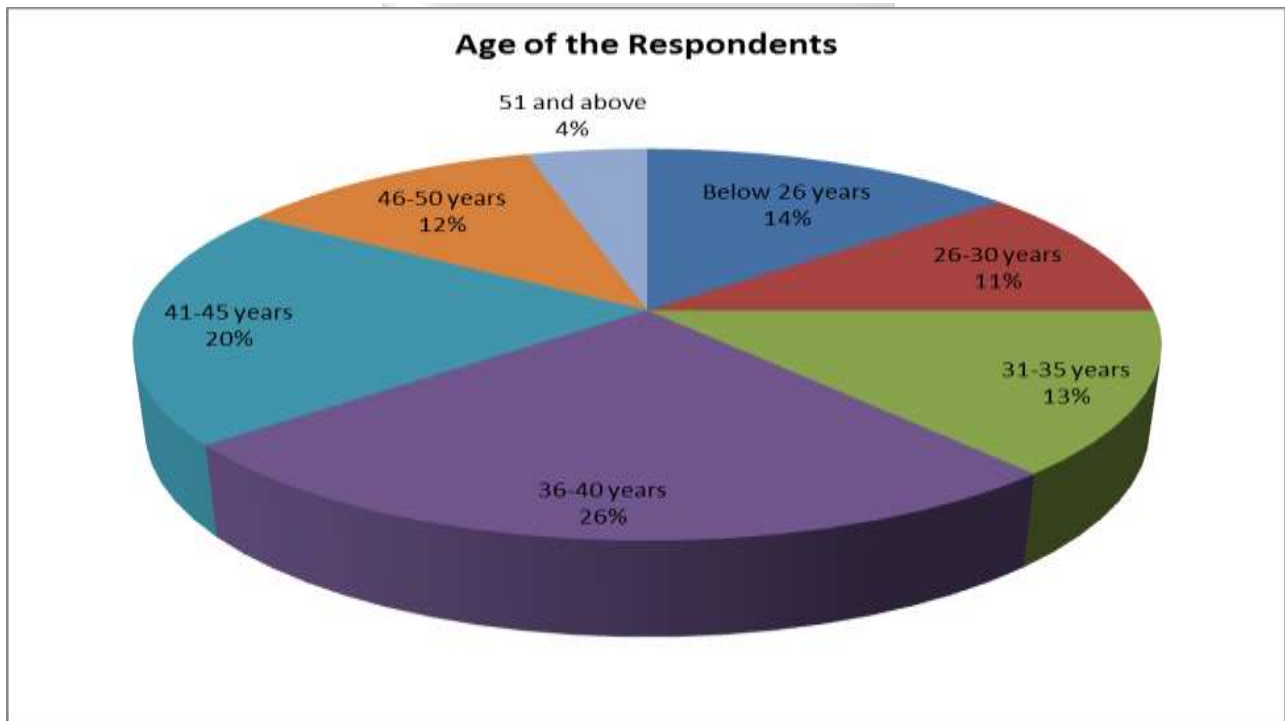


Figure 4.3 Age of the Respondents

The study results as shown in Figure 4.3 indicate that most of the respondents were in 36-40 years age bracket followed by those in 41-45 years age bracket. It was established from the study findings that 14% of the respondents were in the age bracket of 26 years and below whereas 13% of the respondents were 31-35 years age bracket. Further to this the study found out that in the age bracket of 46-50 years were represented by 12% while 11% of the respondents were from the

age bracket of between 26-30 years. The study can deduce that all the age groups that were considered in this study were represented.

In relation to the age bracket the study established that 75% of those who were interviewed were between ages 40-50 years. This was followed by those who were above 50 years representing 25%. It was realized that all the project managers that were interviewed in this study were above 40 years of age meaning they were well placed to provide answers relating to the factors affecting the implementation of multilateral infrastructure development projects in Kenya.

In terms of the age bracket of the interviewees from the community stakeholder category the researcher sought to find out the ages of the participants. The interviewer established that 50% of the participants were between the ages of 20-40 years. It was established that 25% of the interviewees were between the ages of 40-50 years while 25% were people above 50 years. The realization of these findings is that those ready to be engaged on factors affecting the implementation of multilateral infrastructure development projects in Kenya were those below 40 years of age.

4.3.4 Respondents Highest Level of Education

In relation to the highest level of education; the respondents were asked to indicate their level of education. The study findings are as shown in Figure 4.4.

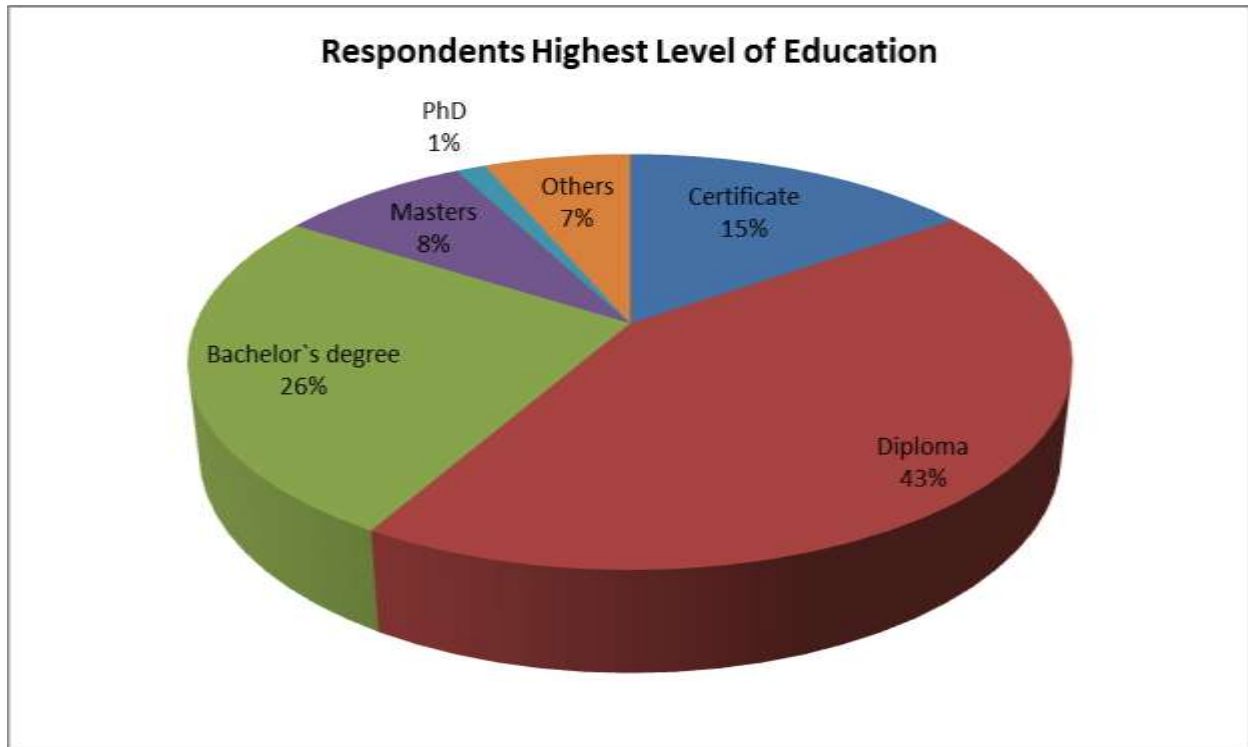


Figure 4.4 Respondents Highest Level of Education

According to the study findings shown in Figure 4.4 majority of the respondents indicated that they had diploma as the highest level of education represented by 43% followed by those with bachelor's degree at 26%. From the study findings it was established that 15% of the had certificates as the highest level of education whereas 8% were holders of a masters degree. It was found that 7% of the respondents had other qualifications as their highest level of education like post graduate diploma while there were PhD holders represented by 1% of the respondents. From these results it can be resolved that those who participated in the study more specifically those working with NEDI and LAPSET have the basic education levels to answer the questions provided appropriately.

The researcher was interested in finding out the highest level of education among the interviewees who were in charge of NEDI and LAPSET under consideration in this study. It was found out that majority of the interviewees had master's degree and above representing 67% while there rest had degrees and a diploma. From these results it was inferred that the interviewees had the relevant knowledge and educational background to participate in the interview and provide the answers asked.

The interviewer was interested in finding out the highest level of education among the interviewees from the community stakeholders. From the interviews carried out it was found that most of the participants at 75% were holders of diplomas and degrees as the highest level of education. The interviewer found out that 25% of those who participated were holders of post graduate qualifications like masters and post graduate diplomas. Further the interviewer established that 25% of the participants did not have any post-secondary education but had the information required in regards to projects under NEDI and LAPSET.

4.3.5 Experience in the the Project

The study sought to find out from the respondents their experience in the projects. The study results are as shown in Figure 4.5.

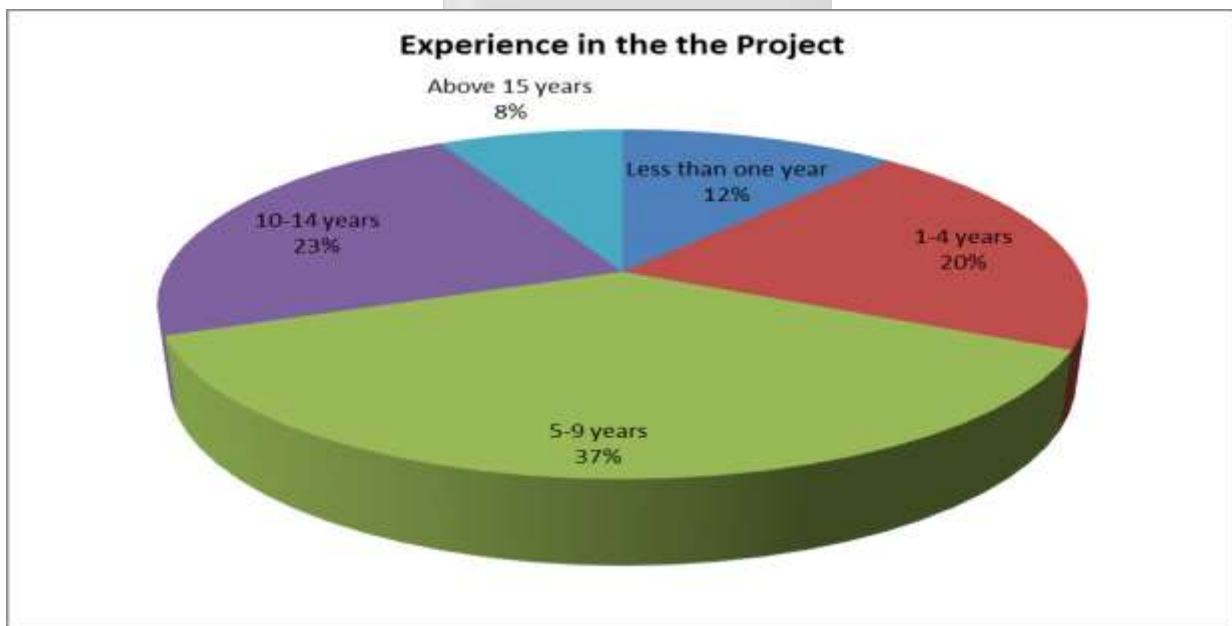


Figure 4.5 Experience in the the Project

The study results are as shown in Figure 4.5 indicating that most of those that responded to had 5-9 years of experience in the project. The results show that 23% of the respondents had 10-14 years of experience in the project while 20% of the respondents had 1-4 years of experience in the project. The findings established that 8% of the respondents had 15 and above years of experience. The results have established that majority of those who

responded had the requisite levels of education to undertake duties and responsibilities in NEDI and LAPSET projects as well as provide the right information required to answer to the study questions.

The project managers were asked about their level of experience in the projects reviewed in this study. From the interview 58% of those who responded had more than five years of experience in the project whereas 42% of the interviewees had less than 5 years of experience in the project considered in this study. It is presumed from these study findings that the responses provided in respect to the factors affecting the implementation of multilateral infrastructure development projects in Kenya are accurate and can be used to draw conclusions in this study since the participants had the experience to understand and provide answers to the interviewer.

In respect to the community stakeholders' level of experience in the project, the interviewer established that 75% of the interviewees understand and have knowledge relating to the projects reviewed under NEDI and LAPSET exceeding three years which was considered enough to be allowed to participate in the interviews. It was established that 33.3% of the interviewees had experience in the project of more than five years whereas 16.7% of the respondents had an experience of three years and below. It was deduced that these participants had the required experience to provide answers to the interview in relation to the factors affecting the implementation of multilateral infrastructure development projects in Kenya.

4.3.6 Factors Affecting the Implementation of Multilateral Infrastructure Development Projects

The study sought information from project managers on the factors affecting the implementation of multilateral infrastructure development projects in Kenya using an interview guide. The following were responses in relation to the questions sought; the respondents stated that the projects in question were from energy access, climate smart agriculture, water and sanitation, transport improvement and development response to displacement impacts project. Some of the

names of the projects included; Off-Grid Solar Access Project for Underserved Counties, Climate Smart Agriculture Project, Water and Sanitation Development Project, North Eastern Transport Improvement Project, Development Response to Displacement Impacts Project, National Safety Net Program Additional Financing which were under North & North Eastern Development Initiative (NEDI). On the other hand the respondents who participated in the study were managers under Lamu Port, South Sudan, Ethiopia Transport (LAPSET) which included; LAPSET Highway, crude oil pipeline, airports, electric power supply, resort cities and product oil refinery.

The study sought to find out from the interviewees the completion status of the projects. The interviewees were of the opinion that the construction of LAPSET's main components (ports, pipelines, roads, railways) is currently ongoing despite the project not meeting its short term success. According to the interviewees the main challenges for these has been insecurity and political instability in Kenya, as are more commercially viable alternative pipeline options through Tanzania or Ethiopia. The interviewee argued that with the projects having been hit by delays and security challenges, it is unclear whether the port, power plant, railway and other facilities from the Lamu port, through to South Sudan and Ethiopia will be completed on time. Projects under NEDI that were the focus of this study are expected to be completed by 2027 but they are currently ongoing with the status considered to be rated as good since the first phase of the NEDI project has been completed.

In regards to the specific information on the study variables the researcher sought to know from the project managers how they would rate the implementation of multilateral infrastructure development in Kenya. Most of the interviewees 67% argued that they would rate the implementation of multilateral infrastructure development in Kenya to satisfactory levels since they met the timelines and budgets set. At the same time 33% of the project managers rated the implementation of multilateral infrastructure development in Kenya poorly arguing that they did not meet the standards, timelines and budgets set. The interviewees further stated that implementation of multilateral infrastructure development in Kenya is poorly carried and in some instances they fail to tackle macro problems like economic, political, institutional, social, and environmental aspects because they affect the prioritization of policies in a country.

The study through the interview guide sought comments from the interviewees in regards to the critical success factors for the implementation of multilateral infrastructure development projects in Kenya. From the interview some of the comments in regard to critical success factors for the implementation of multilateral infrastructure development projects in Kenya was for projects to be successful there need to cover the following areas; social policy for equity and productivity; infrastructure for competitiveness and social welfare; institutions for growth and social welfare; competitive regional and global international integration; and protecting the environment. With this in place there is need for those in charge for the implementation of multilateral infrastructure development projects in Kenya to consider the following as the critical success factors; financial performance; economic performance for example through job creation, capacity building, technology transfer, demonstration effects; social performance such as local community participation to projects, creation of social amenities. Other critical success factors are environmental performance which about environmental management, health and safety standards, of all the stakeholders; governance in respect to accountability, transparency; contribution to the investment facility strategy; and contribution to the Millennium Development Goals (MDGs) for example in projects in the water sector.

In regards to the comments regarding the implementation of multilateral infrastructure development projects in Kenya; most of the interviewees argued that there is disconnect between the government and stakeholders like the private sector players. According to the interviewees' responses in many cases, community stakeholders and the private sector are not well informed about government multilateral infrastructure plans. As much as some governments have disclosed their project pipelines to the public, some of this information is abstract and not sufficient to help the stakeholders and more specifically private sector make informed investment decisions in relation to multilateral infrastructure development projects in Kenya. The interviewees were of the opinion that stakeholder players are not sufficiently consulted in the identification, selection, and prioritization of multilateral infrastructure development projects in Kenya in governments' project pipelines. The government hardly invests resources and time to better understand the interests and reservations of the private sector and, as such, they originate projects that hardly trigger local private sector interest and the communities at large. According to the interviewees project resource allocation had a significant influence on timely completion

of public construction projects and lack of adequate resources led to delays in procuring construction materials.

The interviewees recommendations regarding the implementation of multilateral infrastructure development projects in Kenya was that; the country needs to mobilize the private sector and local currency to finance infrastructure needs, the government need to set up the Regulatory and Institutional Framework for multilateral infrastructure development projects in Kenya to make projects more attractive to private investors and act as a liquidity reserve for contingent liabilities. Further, the interviewees opinioned that the government can do better by speaking with all the stakeholder players in a language they understand better. The government could cluster their multilateral infrastructure projects and publicize them to specific groups that are best suited to participate in those projects. For example, if a government wants to construct affordable houses in the urban areas, these multilateral infrastructure development projects can be well-packaged and presented to pension funds or the savings and credit cooperative societies that are already engaged in similar projects.

According to the interviewees, political goodwill and governance are thought to have a positive and significant influence on the implementation of multilateral infrastructure development projects in Kenya. Therefore, increasing the level of political goodwill and governance, therefore, would lead to enhanced implementation of multilateral infrastructure development projects in Kenya. Hence, there interviewees recommended that it is important to ensure accountability and integrity among multilateral infrastructure development projects parties including politicians, ensure little political influence on the multilateral infrastructure development projects decisions, transparency in the selection of project management committees, setting up effective structures for limiting politicians' influence in the project cycle, ensuring that multilateral infrastructure development project decisions are made in the interest of stakeholders, obtaining consensus among political leaders on projects initiated as well as limiting political patronage in the awarding of multilateral infrastructure development project contracts would go a long way in enhancing the implementation of multilateral infrastructure development projects in Kenya.

Project managers were asked further comment in respect to the factors affecting the implementation of multilateral infrastructure development projects in Kenya. The interviewees argued that the government both at the county level and national level need to diversify the sources of funding for multilateral infrastructure development projects so as to avoid run outs due to overdependence on one source of funding. There is need to contract an external professional to facilitate the monitoring and evaluation of the delivery of multilateral infrastructure development projects in order to ensure objective reports and reviews are made without biasness and cases of coercion to given a contrary view on the implementation of multilateral infrastructure development projects in Kenya. Before thinking of implementing multilateral infrastructure development projects in Kenya the government needs to put in place structures and frameworks to ensure transparency and accountability among all parties involved in the project implementation. The interviewees were of the opinion that there need to be enhanced two-way communication between project managers and residents throughout project cycle and ensuring community representatives have access to financial reports for all projects since this will play a great role in the implementation of projects in the country.

The project managers stated that while NEDI and LAPSET projects bring significant investment, it is not a silver bullet that they will resolve all the issues confronting the regions targeted. One project manager was of the opinion that; *“by improving the severely degraded environment and making sure there is resilience through livelihood initiatives for example those arising from NEDI and LAPSET projects, much more sustainable local economies will be created”*. The interviewees stated for NEDI and LAPSET projects to meet the ultimate objective they must provide the residents with alternative avenues to sustainable livelihoods through targeted interventions in different sectors owing to the fact that problems in counties targeted by these projects are complex that can only be solved through socio-economic empowerment and building resilient communities.

In respect to the challenges previously encountered by NEDI and LAPSET project implementation personnel the government needs to commit itself to optimize staff safety and security of their equipment and prescribe a consolidated Security Management Strategy for the subsequent activities under NEDI and LAPSET to eliminate possible constraints to smooth operations. According to the interviewees NEDI and LAPSET success will depend largely on

strong collaboration between the stakeholders: the two levels of government (the national and county governments), the private sector, civil society organizations and development partners.

The study sought to establish from the interviewees from the community the project name that they were stakeholders or privy to so as to find out the factors affecting the implementation of multilateral infrastructure development projects in Kenya. Majority of the interviewees representing 75% of the respondents stated the name of the project to one under NEDI whereas 25% of the respondents went with LAPSET.

In respect to the completion status of the project most of the interviewees from the community stakeholder category 67% of them argued that both NEDI and LAPSET projects under review were fairly implemented even though they were not even 50% complete as indicated in the implementation reports.

The study sought to find out from the interviewees how they would rate the implementation of the project. Most of the interviewee rates the implementation of the project fairly since it is in its initial implementation stages. According to the interviewees they have started witnessing benefits from the project especially NEDI projects which have seen people have access to affordable water sources for themselves and their livestock. The interviewees who rated the project fairly stated that they have seen other benefits of the project which include increased enrollment of children in the local primary school, harvesting of the surface water run-off which has reduced flash floods and the water pan has contributed to building the resilience of the people of Biliq village to climatic shocks. In respect to LAPSET projects the interviewees rated them poorly since a number of projects have stalled as a result of insecurity after suspected al-Shabaab militants attacked residents and even contractors forcing the project implementers to flee leading to suspension of the projects. At the same time the interviewees argued LAPSET projects implementation are rated as poor since there face challenges such as low budgetary allocation, insecurity, lack of investors and a shaky political goodwill which have slowed down their implementation.

In regards to the critical factors for the implementation of the project or projects in Kenya the community stakeholder participants stated that the most important factors include competent and

experienced project terms, how clearly and widely understood the projects goals are, the presence or absence of formally established project managers with necessary skills and authority. The interviewees stated that other critical factors for the implementation of projects in Kenya include; experienced staff, adequate number of staff positions, defined succession or attrition plan, adequate project management tools and systems, strong control over project scope changes. According to the interviewees other critical factors for the implementation of the project or projects in Kenya are; good safety management program and implementation, timely acknowledgement and respond to project issues, submittals, requests for information, change orders, and other unanticipated issues, acknowledging and addressing issues quickly and use of partnering techniques and quickly resolution of disputes.

The community stakeholder participants in the interview were asked comments and recommendations regarding the implementation of multilateral infrastructure development projects in Kenya. In respect to comments they argued that implementation of multilateral infrastructure development projects in Kenya is affected by contractors` competencies, technical capacity, selection criteria and the financial capacity of contractors affects the completion of multilateral infrastructure development projects under study. The interviewee stated that commitment and continuity of lead financier of a project determined its implementation speed and quality. In addition, clear description, testing and external validation of public infrastructure funds determined its potential and that aligning project funding process to economic and environmental benefits enabled smooth implementation. According to the interviewees another cause of delays in multilateral infrastructure development projects was poor management skills from the contractors, delay leading to time overrun, differences in opinion, cost overrun, legal actions negotiations, poor distribution of labor and poor site management.

In terms of recommendations the interviewees stated that the experience of the contractors should be scrutinized, their track records be well understood and proper procedures of testing these contractor`s experience be checked. Equally they recommended that there is need to explore management capability in cost and time performance and management capability. They recommended that the government should ensure adequate resource allocation for all the multilateral infrastructure development projects they are undertaking. The study participants

opinioned that the funding process significantly affected the implementation of the multilateral infrastructure development projects reviewed. Since long-term success and sustainability of the project funding lay with the engagement of project consultants and the direct beneficiaries it is there recommended that funding processes that are considered by stakeholders in the short-term and long-term must ensure effective implementation of the projects.

Community stakeholders were asked by the interviewer comments in respect to the factors affecting the implementation of multilateral infrastructure development projects in Kenya. According to their responses they argued that it is necessary to increase community target participation which is likely to lead to increased implementation of projects in the country. Accordingly, active involvement of local residents in all phases of the projects, their involvement in needs' appraisal through their community leaders, the participation of local residents in project initiation and making the monitoring and evaluation of the projects a collective responsibility of all stakeholders are crucial in enhancing the implementation of projects. Furthermore, involvement of community leaders in the identification of corrective actions for project issues and risks is an important aspect in the implementation of multilateral infrastructure development projects. The interviewees argued that the new investments in the north and northeastern region, which covers over 55% of the country through NEDI and LAPSET projects, will spur growth that will contribute significantly to Kenya's growth with equity.

The interviewees further argued that local communities in most cases took a common approach as regards the project choice thus an indication of the fact that communal interests are the guiding parameter in project choice determination. Local communities are required to be assertive enough to readily participate in public forums to determine the projects to be undertaken as this will enhance the communities' ownership of the programs. They further stated that local communities need to be duly engaged in the decision making processes in the projects carried out to ensure successful implementation. Participation by local communities plays a great role in enhancing social audit capacity in the wake of assuring the delivery of sound programs.

4.3.7 Strategic Choice of Implementing Partner and Implementation of Multilateral Infrastructure Development

The study respondents were asked to rate statements strategic choice of implementing partner and implementation of multilateral infrastructure development. A Likert scale of 1-5 was used where, 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5- strongly agree. The study results are as illustrated in Table 4.2.

Table 4.2 Statements on strategic choice of implementing partner traits

Statements on strategic choice of implementing partner traits	Mean	Standard deviation	Rank
The project implementing partner is the ministry	4.000	0.916	3
The project activities are undertaken by the National Government Agency	4.784	1.101	2
The project tasks are undertaken by the County government agency	3.961	0.937	4
NGO are the project implementing partner	3.589	1.169	5
The project is undertaken by a multi-organizations	4.823	0.932	1

The study findings as shown in Table 4.2 indicate that most of the respondents with a mean of 4.823 and standard deviation of 0.932 agreed that; the project is undertaken by multi-organizations as the statement that most matches' strategic choice of implementing partner traits in the project. The study results show that the statement; the project activities are undertaken by the National Government Agency was ranked second with a mean of 4.784 and standard deviation of 1.101 as matching strategic choice of implementing partner traits in the project. As shown from the study findings, majority of the respondents with a mean 4.00 and standard deviation of 0.916 ranked third the statement that; the project implementing partner is the ministry as the trait in implementation of multilateral infrastructure development that matches strategic choice of implementing partner. From the study findings, it shows that most of respondents neither agreed nor disagreed that the project tasks are undertaken by the County government agency with a mean of 3.961 and standard deviation of 0.934 being a strategic choice of implementing partner trait in the implementation of multilateral infrastructure development ranked at number of four. Further, the study results established that most

respondents neither agreed nor disagreed with a mean of 3.589 and standard deviation of 1.169 that; NGOs are the project implementing partner trait in the implementation of multilateral infrastructure development and was ranked fifth.

According to the respondents some of the challenges they face at the work place in relation to strategic choice of implementing partner of projects included underinvestment which leads to disagreement on revenue and cost sharing, lack of resources, lack of executive sponsorship and commitment. The respondents further stated they faced challenges of over-appropriation which affect the partnership in terms of cooperation, customer ownership issues, intellectual property sharing. The study established that the respondents considered misalignment as another challenge they faced at work in relation to strategic choice of implementing partner of projects. This comes with conflicting goals and incentives, unclear roles and responsibilities, difficulty in communicating the joint value proposition, extension of the internal silo mentality. The respondents further argued that the challenges they faced at the work place in relation to strategic choice of implementing partner of projects were; lack of political goodwill and other interference, water stability and searching of ground water table, decision making taking longer because many people have to be consulted, job related conflicting roles and resource constraints.

The study sought an explanation from the respondents on how strategic choice of implementing partner of projects affects multilateral infrastructure development and with the focus on NEDI and LAPSET projects. According to the respondents implementing partner of projects share the benefits from, risks in and control over joint actions; and make ongoing contributions in strategic area which is problematic in nature. Strategic choice partnerships inevitably involve challenges that have to be resolved efficiently to ensure the longevity and success of the alliance, such as isolating proprietary knowledge, processing multiple knowledge flows, creating adaptive governance and operating global virtual teams. If these challenges are not tackled, the partnerships will more than likely fail, which, has been witnessed among multilateral infrastructure development in Kenya thereby affecting it negatively leading to delays and in some cases projects stalling.

The respondents argued that implementation of multilateral infrastructure development in Kenya can be affected positively or negatively depending on whether the strategic choice of

implementing partner of projects relies on the importance of matching the objectives, values all relevant stakeholders, there is effective governance and the necessity for a strategic partnership which is mutually beneficial. Further, the respondents argued that strategic choice of implementing partner of projects affects multinational infrastructure development since there was a lack of technical know-how among the stakeholders, poor entry and exit strategy of the implementing partners, poor planning which affects the project, projects likely to take a longer time than planned for, delays in funds transfer as well as delays daily operations impacting on both the project and the implementing partner of projects.

The study sought to find out from the interviewees how they would rate strategic choice of implementing partner in relation to the implementation of multilateral infrastructure development project. Most of the interviewees representing 66.6% rated the strategic choice of implementing partner in relation to the implementation of multilateral infrastructure development project as good, 16.7% rate the strategic choice of implementing partner as fair while 16.7% rated the same as very good.

The study sought to know from the interviewees how they rate the strategic choice of implementing partner and conditions laid out by the financier in relation to the implementation of the project. Majority of the interviewee representing 75% rated both strategic choice of implementing partner and conditions laid out by the financier in relation to the implementation of the NEDI and LAPSET projects as good while 25% rated strategic choice of implementing partner and conditions laid out by the financier as fair.

The study focused on six projects under LAPSET thus; crude oil pipeline from Lamu to Addis Ababa, Lamu port, interregional standard gauge Railway, International airports, resort cities and interregional highways. It also covered six projects under NEDI which include; Off-Grid Solar Access Project for Underserved Counties, Climate Smart Agriculture Project, Water and Sanitation Development Project, North Eastern Transport Improvement Project, Development Response to Displacement Impacts Project and National Safety Net Program Additional Financing. The study established that strategic choice of implementing partner has a significant effect on the implementation of multilateral infrastructure development projects in Kenya. This

was the case since first phase of Lamu port is complete and includes facilities for exporting livestock. The Lamu/Garissa highway is under construction, while the section though Isiolo to Lokichar is yet to be funded. It was also established that projects under the national government and its departments are more likely to be completed on time and have a higher completion rates than those being supervised by the county government. The effect of strategic choice of implementing partner in the implementation of multilateral infrastructure development under NEDI in Kenya was there is a likelihood that all projects will be carried out within the set deadlines of 2022-2027 periods since money will be made available by the World Bank. However, despite being the most important project to be undertaken by the Kenya government in Northern Kenya, the civil servants entrusted with the implementation of the six basic NEDI projects are lackluster. The only projects that seem to be moving are the roads.

4.3.8 Community Stakeholder Engagement and Implementation of Multilateral Infrastructure Development

The respondents were required to indicate the extent to which each of the statement match community stakeholder engagement traits in the implementation of multilateral infrastructure development projects. A Likert scale of 1-5 was used where, 1-strongly disagree, 2-disagree, 3- neither agree nor disagree, 4-agree and 5- strongly agree. Table 4.3 illustrates these findings.

Table 4.3 Statements on community stakeholder engagement traits

Statements on community stakeholder engagement traits	Mean	Standard deviation	Rank
The project involves stakeholders in planning participation	3.942	0.968	1
The project creates awareness among all the stakeholders	3.412	1.169	5
All the stakeholders take part in implementation participation	3.706	1.204	2
The project impact is discussed candidly among the stakeholders	3.431	0.985	4
All the stakeholders have a say in the project implementation	3.690	1.239	3

The results in Table 4.3 highlight the responses on statements under community stakeholder engagement traits and implementation of multilateral infrastructure development projects. The findings show that most of the respondents neither agreed nor disagreed with the statement; the project involves stakeholders in planning participation with a mean value of 3.942 and standard deviation of 0.968 and ranked one number. The study results indicate that majority of the respondents stated that they did not agree nor disagree with the statement that; all the stakeholders take part in implementation participation with a mean of 3.706 and standard deviation of 1.204 and was ranked number two. From the findings, it was shown that most respondents neither agreed nor disagreed with the statement; all the stakeholders have a say in the project implementation with a mean of 3.690 and standard deviation of 1.239 ranked at number three. On the other hand, it was established from the findings that; majority of the respondents did not agree nor disagree with the statement that; the project impact is discussed candidly among the stakeholders with a mean of 3.431 and standard deviation of 0.985 and was ranked at number four. The results found out that majority of the respondents with a mean of 3.412 and standard deviation of 1.169 neither agreed nor disagreed with the statement that; the project creates awareness among all the stakeholders ranked fifth.

The study sought from the respondents the challenges of community stakeholder engagement in their project. According to the study results some of the challenges relating to community stakeholders were competing priorities between communities and members of communities, trying to align many different people in the community with divergent views, constraints in resources in some communities leading to resource competition among members of the community. The study further established from the respondents that in some cases there were breakdown in communication to achieve the goals of the project and sometimes this lead to project delays. According to the respondents the challenges of community stakeholder engagement in their project were to do with different decision makers in the community like differences in opinion among legislators, citizens and special interest groups.

In respect to the challenges of community stakeholder engagement in the project the respondents opinioned that, there was a lack of proper information dissemination, political interference and obligation, illiteracy of persons/people, poverty and others pandemic like drought and vastness of the project areas. This is in addition to the project areas are sparsely populated, the nomadic

nature of and the target group who keep on moving in search of pasture and water, a lot of time being taken to seek for consensus in issues that has not been agreed on and the risk of running into an illegitimate expenditure in case of making payment outside areas allowed by financing agreement.

The study was interested in finding out from the respondents how community stakeholder engagement affects the implementation of multilateral infrastructure development. According to the study findings the respondents argued that community stakeholder engagement affects the implementation of multilateral infrastructure development for the lack of coordination. This results in duplication of effort, contradiction or inconsistency. As a result of this fragmented approach, there have been gaps in communications with community stakeholders and some have been left out of the planning and knowledge sharing in a project which has a negative effect on implementation of multilateral infrastructure development. The respondents stated that community stakeholder engagement negatively affects the implementation of multilateral infrastructure development since implementers of these projects fail to reach low-income households in the community. Poor community members may not be adequately represented in community organizations dealing with multilateral infrastructure development and are often perceived as being ignorant and apathetic. According to the respondents to reduce these negative effects on implementation of multilateral infrastructure development there is need to reach out to all community members even the low-income community members to ensure they are also included within the stakeholder group of users and beneficiaries.

The study established from the respondents that community stakeholder engagement affect the implementation of multilateral infrastructure development projects because, community stakeholders have multiple priorities, which constrained by time, and limited opportunities and thus community stakeholders are more likely to make time if they perceive the project as relevant to them and there is a clear purpose to the engagement. The respondents argued that people change all the time and this both community stakeholders and project team members are no exception, there is a challenge with findings shared interests and common ground among community stakeholders.

Another explanation provided by the respondents in relation to how community stakeholder engagement effect the implementation of multilateral infrastructure development was that there

was a lack clear understanding of project safeguard issues, community high demands on projects, long process of ESMP and Asia compliance issues, poor project entry strategy leads to litigation, logistical challenges, local politics, delays in implementation due to vigorous procurement process that depends on STEP (online platform) clearance and ESIA-Clearance which involves issues to do with environmental focused and social safeguard requirement needs-clearance by the financier before projects can be allowed to commence.

On how they rate the community stakeholder engagement in relation to the implementation of multilateral infrastructure development projects, most of the interviewees representing 75% were of the opinion that community stakeholder engagement did not conclusively take into consideration views of the immediate community, private partners, contractors, county and national government officers to ensure that prioritization of multilateral infrastructure development projects in this case NEDI and LAPSET are in line with the needs assessment thus rating fairly. The study found out from the interview responses that 25% rated community stakeholder engagement as being good even though there was a lack of community participation in terms of community needs identification more so their immediate needs and ways that multilateral infrastructure development projects can elevate their social and economic status without prejudice and in an informed manner. Further to this they opined that; multilateral infrastructure development projects need to have grass root ownership and community initiative in the planning process which lack in most instances. Their argument was that community stakeholder engagement in relation to the implementation of multilateral infrastructure development projects can lead to reduction in costs, and project ownership, but it also increase transparency and accountability during prioritization of the multilateral infrastructure development projects.

The interviewer wanted to know whether the community took part in any project planning participation. From the interview it was established that the community did not fully take part in the project planning more on NEDI project. According to the interviewees community engagement is necessary in project planning participation since it is important to involve communities because they understand their priority areas. One of the interviewees argued that *“a thoughtful approach to project planning and design, which includes input from all interested parties throughout the process, builds trust and leads to success”*. Other participants in the

interviewer opined that community taking part in project planning participation goes a long way to help initiate projects that have value chain and sustainability, that's why it's important to identify the priority projects in liaison with the community through project planning participation as soon as possible so as not to be the stumbling block to the release of such funds.

The study sought to find out from the interviewees how they would rate community awareness in relation to the projects. From the interview it was established that majority of the respondents representing 33.3% were of the opinion that they rated community awareness in relation to the project poorly while 41.7% rated community awareness in relation to the project fairly. On the other hand, 25% of the interviewees stated that they rated community awareness in relation to the projects under reviewed as being good. Responses from the interviewees especially those who rated community awareness in relation to the project as poor and fair argued that it is important and necessary for the community to be made aware of projects because this comes with benefits such as cost reduction, resource supplementation and better targeting of the actual needs, especially when they are involved right from the planning phase. They further argued that community awareness comes with a sense of ownership, responsibility, accountability and better use of project resources.

The study sought to find out from the community stakeholders to rate community implementation participation of the project through an interview. The interviewees stated in as much as community implementation participation is important for project success the communities do not have so much of a say in project. Accordingly they rated community implementation participation of the project lowly. They argued that community implementation participation of the project needs to be considered owing to the fact that it allows the poor to have more control over project development and implementation. In addition, community participation in projects aims to reverse the existing power relations so as to create voice for the poor. Meaningful participation of the community in implementation of the project entitles individuals to be involved in the decisions that directly affect them, including the design, implementation and monitoring of interventions.

The interviewer sought to find out from the respondents what they thought was the impact of community stakeholder engagement on the implementation of the project and more specifically

NEDI and LAPSET. The interviewees stated that community stakeholder engagement has a positive impact on implementation of the project since successful implementation of projects eliminates constraints emanating from stakeholders by taking into considerations their views and trying to accommodate their perception in the project. The community participation in prioritizing implementation of projects so that they can own the project, reduces overhead costs, and increase transparency. The participants argued that community stakeholder engagement on the implementation of the project generates a sense of ownership over projects, provides opportunities for learning for the project team as well as communities, builds capacity and enhances responsibility among stakeholders. Community stakeholder engagement on the implementation of the project ensures sharing a common understanding and involvement in the decision-making process of the project.

The interviewees stated that stakeholder engagement on the implementation of the project leads to empowerment and to joint ownership of the project, ensures that the project plans are a reflection of the real needs and priorities of the community, develops an environment of trusts by allowing the voices of the community stakeholders be heard and their issues be known, makes the project accountable to the community stakeholders and enables the voices of the community as stakeholders to be heard and by doing that the level of trust in the relationships increases. Further to this the participants opinioned that community stakeholder engagement on the implementation of the project promotes transparency in the actions of the project and ensures that the project is held accountable for its actions, increases ownership by community stakeholders who feel the project is taking in account their views and motivates them to be part of the project, which ultimately leads to sustainability. It is a key strategy to win support to the project, to gain commitment to the project, and ultimately to increase the chances for sustainability after the project has been completed since it is left with the community stakeholders.

The study established that community stakeholder engagement had an effect on the implementation of multilateral infrastructure development projects in Kenya but it differs from one project to another. The projects that were found to have higher levels of community stakeholder engagement were Lamu port, International airports, crude oil pipeline, resort as well

interregional highways in that order. In respect to NEDI projects higher community stakeholder engagements were witnessed on Climate Smart Agriculture Project, Water and Sanitation Development Project, Development Response to Displacement Impacts Project and Off-Grid Solar Access Project.

4.3.9 Conditions Laid Out by the Financier Implementation of Multilateral Infrastructure Development

The respondents were asked to indicate the extent to which each of the statements match conditions laid out by the financier characteristics of the implementation of multilateral infrastructure development project. A Likert scale of 1-5 was used where, 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5- strongly agree. Table 4.4 illustrates these findings.

Table 4.4 Statements on conditions laid out by the financier characteristics

Statements on conditions laid out by the financier characteristics	Mean	Standard deviation	Rank
The project is guided by planning conditions	4.000	0.917	4
The project has in place effective compliance conditions	4.163	0.968	3
Financial conditions are taken into considerations for any project task	4.476	0.910	1
The project considers non-financial conditions	3.926	0.868	5
The project is focused on all the conditions laid out by the financier	4.359	0.925	2

As shown in Table 4.4 most of the respondents with a mean of 4.476 and standard deviation of 0.910 agreed that financial conditions are taken into considerations for any project task in the implementation of multilateral infrastructure development project ranking at position one. The study established that majority of the respondents stated that they agreed with the statement that; the project is focused on all the conditions laid out by the financier in the implementation of multilateral infrastructure development project with a mean of 4.359 and standard deviation of 0.925 and was ranked second. From the research findings most of the respondents agreed with a

mean of 4.163 and standard deviation of 0.968 that the project has in place effective compliance conditions in the implementation of multilateral infrastructure development project ranking third. The research results on the extent of agreement with the statement stating that the project is guided by planning conditions; most of those who responded agreed with the statement in relation to the implementation of multilateral infrastructure development project with a mean value 4.000 and standard deviation of 0.917 ranked fourth. The results further reveal that most of the respondents neither agreed nor disagreed with the statement that; the project considers non-financial conditions with a mean of 3.926 and standard deviation of 0.868 ranked last among the statement on the conditions laid out by the financier characteristics.

The study sought to find out from the respondents what they thought were the challenges of conditions laid out by the financier in the project. According to the respondents some of the challenges include, the project company being required to covenant to the lenders that it will not change the project plan, project contracts, capital expenditure program or debt program without lender consent. These are the key elements of the project, which the lenders will want to control to restrict changes in their underlying risk profile. In a project financed transaction the lenders will want to ensure that the revenue stream is protected and that the project performs as it is supposed to perform so that the lenders recover their loan and the project company does not default on its loan. The respondents further argued that the challenges of conditions laid out by the financier in the project come in form of security. The lenders to a project financed project will want to put in place as much security for the financing as possible. According to the respondents the lenders can enforce the security to dispose of assets and repay debt where the project fails; on termination, the project assets may generally transferred to the grantor, or to some other private party who will continue to provide services to the grantor and that lenders seek to have trigger events, which allow lenders additional rights and powers in the event of their occurrence.

The study sought an explanation from the respondents on how conditions laid out by the financier affect the implementation of multilateral infrastructure development projects. According the respondents conditions laid out by the financier negatively affect the implementation of multilateral infrastructure development projects. This is so because infrastructure finance is dominated by direct equity investments and bank loans. Boosting

infrastructure finance will require the broadening of the potential group of investors and the tapping of the vast financial resources of capital markets. This, in turn, necessitates a broader mix of financial instruments. The respondents argued that conditions laid out by the financier affect the implementation of multilateral infrastructure development projects since they require complex long-term contracts, hence they make sense for larger projects where potentially large efficiency gains can be expected, they are sensible when private partners bring significant expertise and capacity for innovation, the conditions should be seen as a method to procure infrastructure services over a long period of time and should not focus on construction of infrastructure only.

Further, the respondents' opinion that conditions laid out by the financier affect the implementation of multilateral infrastructure development projects since compensation to private investor is based on performance and quality indicators, responsibility and the associated risks for achieving performance and quality goals do not lie with the operator and that contract parties need to take responsibilities and risk receive an appropriate degree of control of the project in return. From the results another explanation by the respondents on conditions laid out by the financier effect on the implementation of multilateral infrastructure development was that there was a strict adherence of project cooperation agreement, strict budget realignments procedure, risk of allow ability of expenditure and procurement procedures taking longer than expected.

The interviewer wanted to establish the extent to which the participants rate the conditions laid out by the financier affect the implementation of multilateral infrastructure development projects. According to their responses majority representing 75% were of the opinion that the conditions laid out by the financier affected the implementation of multilateral infrastructure development projects to a great extent and in most instances negatively. This was however opposed by 25% of the interviewees who stated that conditions laid out by the financier did not have so much of an effect on the implementation of multilateral infrastructure development projects. According to the interviewees conditions laid out by the financier affect the implementation of multilateral infrastructure development projects because the financiers put more effort on the aspects of the project like; contribution to the structure and extent of markets, market organization, to institutions and policies that support markets, to business behavior, environmental and social performance, environmental change and project and company financial performance, fulfillment

of project objective. Other the conditions laid out by the financier that affect the implementation of multilateral infrastructure development projects that the participants stated were; due diligence, structuring and monitoring of the project, financier`s additionally and financier`s investment performance.

The study results show that conditions laid out by the financier affect the implementation of multilateral infrastructure development project in Kenya and more specially those under LAPSET like; crude oil pipeline from Lamu to Addis Ababa, Lamu port, interregional standard gauge Railway, International airports, resort cities and interregional highways. The same also applied to those under NEDI such as Off-Grid Solar Access Project for Underserved Counties, Climate Smart Agriculture Project, Water and Sanitation Development Project, North Eastern Transport Improvement Project, Development Response to Displacement Impacts Project and National Safety Net Program Additional Financing. The findings further found out that LAPSET corridor has not been prioritized with budgets by national and county governments to enhance socioeconomic development to drive citizen wellbeing and harmony

According to the study findings the conditions relating to LAPSET projects such as crude oil pipeline from Lamu to Addis, interregional standard gauge Railway and interregional highways were; the three governments (Kenya, South Sudan and Ethiopia) commitment, financial commitment and disbursements, land compensation laws and ensuring presence of strong consortium. Others included; availability of joint risk bearing strategies, binding contractual agreements and legal frameworks, identification of environmental adverse effects, linking various project activities impact on the environment. LAPSET projects like; Lamu port, International airports and resort cities faced conditions relating to engagement with county government, engagement with communities whose livelihoods may be disrupted by these LAPSET project and focus on economic and social costs. The implication of these conditions was a challenge concerning land rights, population displacements and pastoral migration routes resulting delayed commencement and completion of the projects.

In respect to all NEDI projects the conditions set by World Bank which was the leading financier were; a strong focus on results by allocating resources to each county based on their improvement coverage and quality of essential PHC services directly linked to the project

objective in the National Safety Net Program Additional Financing project. Another condition was that Kenya and the counties targeted should accelerate its Public Private Partnership (PPP) programme and take steps to improve governance, increase transparency, minimize opportunities for corruption and balance risk between public and private sector players. Others were dissolving any of the project funds without warning, agreement on transitional measures in order to ensure that the funds are used for the intended purposes. The implication of these conditionalities on NEDI project is that World Bank will suspended funding and this will affect their completion set dates if ever they get funding from other sources like Kenya`s national government.

4.4 Inferential Statistics

The following section covers inferential statistics in respect to the factors affecting the implementation of multilateral infrastructure development projects in Kenya. The inferential statistics are specifically on the effect of strategic choice of implementing partner, community stakeholder engagement and the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya. Chi-square test of independence was used to determine whether there is a statistically significant relationship between categorical elements of the study variables. For a Chi-square test, a p-value that is less than or equal to 0.05 significance level indicates there is sufficient evidence to conclude that the observed distribution is not the same as the expected distribution. Wald test was used to determine whether a certain predictor variable is significant or not. It was used to reject the null hypothesis of the corresponding coefficient being zero.

4.4.1 Strategic Choice of Implementing Partner Traits

The section captures information on the effect of strategic choice of implementing partner in the implementation of multilateral infrastructure development in Kenya.

Table 4.5 Chi-Square Tests on the project implementing partner being the ministry

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.311 ^a	2	0.037
Likelihood Ratio	4.395	2	0.036

Linear-by-Linear Association	2.137	1	0.014
N of Valid Cases	156		

As shown in Table 4.5 the Chi-square test with the p value of 0.0366 reflecting on whether there is any relationship between the project implementing partner is the ministry on strategic choice of implementing partner variable and the implementation of multilateral infrastructure development project compared to level of significance of 0.05. The findings show that there is sufficient evidence to conclude that there a relationship between the project implementing partner being the ministry as a strategic choice of implementing partner measure and the implementation of multilateral infrastructure development project.

Table 4.6 Chi-Square Tests on the project activities being undertaken by the National Government Agency

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.077 ^a	2	0.050
Likelihood Ratio	3.127	2	0.050
Linear-by-Linear Association	3.043	1	0.081
N of Valid Cases	156		

From the data in Table 4.6 the Chi-square calculated gave the p value as 0.05 that is equal to the 0.05 level of significance. This chi-square is also equal to the 0.05 confidence level meaning that there is a relationship that is significant between the projects activities undertaken by the National Government Agency as a strategic choice of implementing partner trait and the implementation of multilateral infrastructure development projects under review.

Table 4.7 Chi-Square Tests on the project tasks being undertaken by the County government agency

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.411 ^a	2	0.042
Likelihood Ratio	9.100	2	0.049

Linear-by-Linear Association	4.426	1	0.035
N of Valid Cases	156		

The results shown in Table 4.7 indicate that the Chi-square calculated gave the p value as 0.042 which is below the confidence level of 0.05. From the study findings it can be deduced that there is significant relationship between the project tasks are undertaken by the County government agency as a strategic choice of implementing partner trait and the implementation of multilateral infrastructure development projects reviewed.

Table 4.8 Chi-Square Tests on NGO being the project implementing partner

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.762 ^a	2	0.029
Likelihood Ratio	10.612	2	0.031
Linear-by-Linear Association	3.287	1	0.070
N of Valid Cases	156		

The Chi-square in Table 4.8 shows that the p value is 0.029 which is less the confidence level interval of 0.05 thus; this indicates that the results are statistically significant. This infers that; NGO as the project implementing partner has a noteworthy relationship as a strategic choice of implementing partner feature with the implementation of multilateral infrastructure development projects reviewed in this study.

Table 4.9 Chi-Square Tests on the project being undertaken by a multi-organization

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.916 ^a	2	0.005
Likelihood Ratio	14.917	2	0.05
Linear-by-Linear Association	3.004	1	0.083
N of Valid Cases	156		

The findings as illustrated in Table 4.9 established the calculated Chi-square p value as 0.005 which well below the confidence level of significance of 0.05. These results indicate that there is a significant relationship between these variables. The conclusion drawn from this is that project undertaken by a multi-organization as a strategic choice of implementing partner attribute has an influence on the implementation of multilateral infrastructure development projects reviewed in this study.

The P-value of components of strategic choice of implementing partner aspects show that the project implementing partner is the ministry has a significance value of is 0.0366, projects activities undertaken by the National Government Agency has a significance value of 0.050 and the project tasks are undertaken by the County government agency with a significance value of 0.042. The results further indicate that NGOs as the project implementing partner has a value of 0.029 whereas that project undertaken by a multi-organization has significance value of 0.005. These study test statistics are in the significant levels meaning that there exists a significant connection between strategic choice of implementing partner and implementation of multilateral infrastructure development projects reviewed in this study. The study conducted a Wald test in order to construct confidence intervals that have correct coverage probability with strength and direction of relationship between pairs of variables, among the strategic choice of implementing partner factors, and the results are shown in Table 4.10.

Table 4.10 Wald Test of variables within strategic choice of implementing partner influence on implementation of multilateral infrastructure development projects

	Variables	B	S.E	Wald	Df	Sig.	Exp(B)
	The project implementing partner is the ministry	0.113	0.114	0.975	1	0.032	1.119
	The project activities are undertaken by the National Government Agency	0.131	0.102	1.645	1	0.02	1.139
Step 1(a)	The project tasks are undertaken by the County government agency	0.012	0.142	0.007	1	0.035	1.012
	NGO are the project implementing partner	-0.143	0.107	1.78	1	0.018	0.867

	The project is undertaken by a multi-organizations	0.153	0.156	0.955	1	0.032	1.165
	Constant	-1.015	.346	8.617	1	0.003	0.362

The significance p-values of Wald test as illustrated in Table 4.10: the project implementing partner is the ministry 0.032, the project activities are undertaken by the National Government Agency, 0.02, the project tasks are undertaken by the County government agency 0.035, NGO are the project implementing partner with a value of 0.018 and the project is undertaken by a multi-organizations with a value of 0.032. The P-Values from the study results indicate that the five characteristics of strategic choice of implementing partner have considerable influence on implementation of multilateral infrastructure development projects reviewed in this study. In respect of their strength, the project tasks are undertaken by the County government agency has more influence compared to the other factors looked at in this study because the findings in terms of both the Wald test and the significance values move towards zero, which are a Wald of 0.007 while the significant value is 0.035. Therefore, these study findings validate the rejection of all the null hypotheses under this section.

In conclusion all predictor variables looked at in this study were found to have considerable influence on implementation of multilateral infrastructure development projects reviewed.

4.4.2 Community Stakeholder Engagement Features

The following part was on the effect of community stakeholder engagement on the implementation of multilateral infrastructure development in Kenya.

Table 4.11 Chi-Square Tests on the project involving stakeholders in planning participation

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.840 ^a	2	0.021
Likelihood Ratio	5.127	2	0.030
Linear-by-Linear Association	4.043	1	0.081
N of Valid Cases	156		

From the study results in Table 4.11, the p-value of Chi- square was 0.021 meaning there is a significant relationship between the project involving stakeholders in planning participation as a feature in community stakeholder engagement variable and implementation of multilateral infrastructure development projects reviewed.

Table 4.12 Chi-Square Tests on the project creating awareness among all the stakeholders

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.836 ^a	2	0.0145
Likelihood Ratio	6.621	2	0.0157
Linear-by-Linear Association	0.248	1	0.0619
N of Valid Cases	156		

The Chi-square in Table 4.12 shows that the p value is 0.0145 which is less the confidence level interval of 0.05 thus; this indicates that the results are statistically significant. This means that; the project creating awareness among all the stakeholders has a notable relationship as a community stakeholder engagement attribute with the implementation of multilateral infrastructure development projects in this study.

Table 4.13 Chi-Square Tests on all the stakeholders taking part in implementation participation

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.305 ^a	2	0.008
Likelihood Ratio	7.880	2	0.096
Linear-by-Linear Association	6.369	1	0.124
N of Valid Cases	156		

As shown in Table 4.13 the Chi-square p value is 0.008 which is below the confidence level interval of 0.05 therefore; this indicates that the results are statistically significant. This deduces that; all the stakeholders taking part in implementation participation has an important association as a community stakeholder engagement trait with the implementation of multilateral infrastructure development projects in this study.

Table 4.14 Chi-Square Tests on the project impact being discussed candidly among the stakeholders

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.531 ^a	2	0.045
Likelihood Ratio	6.322	2	0.023
Linear-by-Linear Association	5.761	1	0.127
N of Valid Cases	156		

The Chi-square in Table 4.14 indicates that the p value is 0.045 which is less the confidence level interval of 0.05. With these results it is inferred that that there is a statistically significant among the variables. The project impact is discussed candidly among the stakeholders has a significant influence as community stakeholder engagement characteristic on the implementation of multilateral infrastructure development projects reviewed in this study.

Table 4.15 Chi-Square Tests on all the stakeholders having a say in the project implementation

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.127 ^a	2	0.033
Likelihood Ratio	4.842	2	0.039
Linear-by-Linear Association	3.024	1	0.076
N of Valid Cases	156		

The study results as shown in the Chi-square in Table 4.15 indicate that the p value is 0.033 which is below the confidence significance level interval of 0.05 consequently; this indicates that the results are statistically significant. This infers that; all the stakeholders having a say in the project implementation has a significant relationship as a community stakeholder engagement attribute on the implementation of multilateral infrastructure development projects in this study.

The P-value of aspects of community stakeholder engagement show the project involving stakeholders in planning participation has a significance value of 0.021, the project creating awareness among all the stakeholders with a significant value of 0.0145 and all the stakeholders taking part in implementation participation has a significant value of 0.008. At the same time the study findings established the project impact is discussed candidly among the stakeholders is significant at 0.045 whereas all the stakeholders having a say in the project implementation has a significant relationship at 0.033. From the study test statistics all the factors of community stakeholder engagement considered have an influence that is significant on implementation of multilateral infrastructure development projects reviewed.

The Wald test was used in the study to build confidence intervals with accurate coverage probability on strength and direction of association between pairs of variables, among the community stakeholder engagement traits, and the findings are displayed in Table 4.16.

Table 4.16 Wald Test of variables within community stakeholder engagement influence on implementation of multilateral infrastructure development projects

	Variables	B	S.E	Wald	Df	Sig.	Exp(B)
	The project involves stakeholders in planning participation	0.131	0.087	3.983	1	0.046	0.841
	The project creates awareness among all the stakeholders	0.57	0.106	0.288	1	0.049	1.058
Step 1(a)	All the stakeholders take part in implementation participation	-0.174	0.087	3.983	1	0.046	0.841
	The project impact is discussed candidly among the stakeholders	0.233	0.102	5.241	1	0.022	1.262
	All the stakeholders have a say	-0.064	0.110	0.343	1	0.045	0.938

	in the project implementation						
	Constant	-0.973	0.378	6.606	1	0.010	0.38

The significance p-values of Wald test as illustrated in Table 4.16 were as follows: the project involves stakeholders in planning participation 0.046, the project creates awareness among all the stakeholders at 0.049, all the stakeholders take part in implementation participation at 0.046, the project impact is discussed candidly among the stakeholders with a value of 0.022 and all the stakeholders have a say in the project implementation with a significance value of 0.045. The P-Values from the study findings show that the five characteristics of community stakeholder engagement have substantial influence on implementation of multilateral infrastructure development projects in this study. In respect of their strength, the project creates awareness among all the stakeholders has more influence compared to the other features considered at in this study because the results in terms of both the Wald test and the significance values move towards zero, which are a Wald of 0.288 while the significant value is 0.049.

The study concludes that any change in the project involves stakeholders in planning participation, the project creates awareness among all the stakeholders, all the stakeholders take part in implementation participation, the project impact is discussed candidly among the stakeholders and all the stakeholders have a say in the project implementation will lead to change in the implementation of multilateral infrastructure development projects reviewed. As a result, there is notable relationship between project involves stakeholders in planning participation, the project creates awareness among all the stakeholders, all the stakeholders take part in implementation participation, the project impact is discussed candidly among the stakeholders and all the stakeholders have a say in the project implementation and implementation of multilateral infrastructure development projects reviewed in this study. In conclusion all community stakeholder engagement predictor variables looked at in this study were found to have considerable influence on implementation of multilateral infrastructure development projects reviewed.

The study findings were in tandem with the result of Cowell and Devine-Wright, (2018) who demonstrated that the importance of community empowerment to influencing decisions in project design and implementation processes. They have recognized the primary importance of

the local community stakeholder as they provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due to. They concluded that that community engagement is more successful when it prioritizes two-way consultation, rather than unidirectional information campaigns. On the other hand the study findings were in disagreement with those of Xue *et al.*, (2015) discussing the negative impact that the local community can exert on project results. The findings show that local communities, as secondary stakeholders, do not have a formal contractual bond with the project or direct legal authority over the project if they are excluded by project managers, they may engage in a set of actions to advance their claims, with negative consequences to direct operational costs and to the reputation of the focal organization.

4.4.3 Conditions Laid Out by the Financier characteristics

This section sought to assess the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya.

Table 4.17 Chi-Square Tests on the project being guided by planning conditions

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.422 ^a	2	0.023
Likelihood Ratio	6.141	2	0.029
Linear-by-Linear Association	5.378	1	0.093
N of Valid Cases	156		

As shown in Table 4.17 the Chi-square test with the p value of 0.023 reflecting on whether there is any relationship between the project is guided by planning conditions as conditions laid out by the financier and the implementation of multilateral infrastructure development project compared to level of significance of 0.05. The findings show that there is adequate proof to conclude that there a relationship between projects being guided by planning conditions as a condition laid out by the financier and the implementation of multilateral infrastructure development projects reviewed in this study.

Table 4.18 Chi-Square Tests on the project having in place effective compliance conditions

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.067 ^a	2	0.046
Likelihood Ratio	4.174	2	0.059
Linear-by-Linear Association	3.058	1	0.079
N of Valid Cases	156		

From the statistics in Table 4.18 the Chi-square gave the p value as 0.046 that less than the 0.05 confidence level of significance. This chi-square being less than 0.05 confidence level means that there is a relationship that is significant between the project having in place effective compliance conditions as conditions laid out by the financier feature and the implementation of multilateral infrastructure development projects under review.

Table 4.19 Chi-Square Tests on financial conditions being taken into considerations for any project task

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.541 ^a	2	0.041
Likelihood Ratio	8.186	2	0.051
Linear-by-Linear Association	7.528	1	0.048
N of Valid Cases	156		

The results shown in Table 4.19 indicate that the Chi-square gave the p value as 0.041 which is below the confidence significant level of 0.05. From the study results it can be inferred that there is considerable relationship between financial conditions being taken into considerations for any project task as conditions laid out by the financier trait and the implementation of multilateral infrastructure development projects reviewed in this study.

Table 4.20 Chi-Square Tests on the project considering non-financial conditions

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.531 ^a	2	0.034
Likelihood Ratio	5.215	2	0.041
Linear-by-Linear Association	4.782	1	0.063
N of Valid Cases	156		

The Chi-square in Table 4.20 shows that the p value is 0.034 which is less the confidence level interval of 0.05 as a result; this indicates that the variables reviewed are statistically significant. This infers that; the project considering non-financial conditions has a notable relationship as a conditions laid out by the financier characteristic with the implementation of multilateral infrastructure development projects reviewed.

Table 4.21 Chi-Square Tests on the project focusing on all the conditions laid out by the financier

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.916 ^a	2	0.015
Likelihood Ratio	10.917	2	0.08
Linear-by-Linear Association	9.004	1	0.123
N of Valid Cases	156		

The findings as illustrated in Table 4.21 established the Chi-square p value to be 0.015 which is below the confidence level of significance of 0.05. These results indicate that there is a significant relationship between variables reviewed. The conclusion drawn from this is that the project focusing on all the conditions laid out by the financier has an influence on the implementation of multilateral infrastructure development projects reviewed in this study.

The P-value of components reviewed in this study on the conditions laid out by the financier show that the project is guided by planning conditions with as significant value of 0.023, the

project having in place effective compliance conditions which has a significant value of 0.046 and financial conditions being taken into considerations for any project task with a significant value of 0.041. Further to this the study found out that the project considers non-financial conditions has a value of 0.034 while the project focuses on all the conditions laid out which has a significant value of 0.015. These study test statistics are in the significant levels which means conditions laid out by the financier have a significant influence with the implementation of multilateral infrastructure development projects reviewed in this study.

The Wald test was employed in the study to establish confidence intervals with accurate coverage probability, strength and direction of association between pairs of variables, among the strategic choice of adopting partner components, and the results are shown in Table 4.22.

Table 4.22 Wald Test of variables within conditions laid out by the financier influence on implementation of multilateral infrastructure development projects

	Variables	B	S.E	Wald	Df	Sig.	Exp(B)
	The project is guided by planning conditions	0.152	0.140	1.185	1	0.028	1.164
	The project has in place effective compliance conditions	0.263	0.117	5.074	1	0.024	1.300
Step 1(a)	Financial conditions are taken into considerations for any project task	-0.0147	0.124	1.419	1	0.023	0.863
	The project considers non-financial conditions	-0.214	0.129	2.780	1	0.010	0.807
	The project focuses on all the conditions laid out by the financier	0.110	0.134	0.674	1	0.041	1.116
	Constant	-0.975	0.310	9.875	1	0.002	0.377

The significance p-values of Wald test as highlighted in Table 4.22 were as follows: the project is guided by planning conditions 0.028, the project has in place effective compliance conditions at 0.024, financial conditions are taken into considerations for any project task at 0.023, the

project considers non-financial conditions with a value of 0.010 and the project is focuses on all the conditions laid out by the financier with a significance value of 0.041. The P-Values from the study findings show that the five traits on conditions laid out by the financier have significant influence on implementation of multilateral infrastructure development projects reviewed in this study. In regards of their strength, the project focuses on all the conditions laid out by the financier has more influence compared to the other features considered at in this study because the results in terms of both the Wald test and the significance values move towards zero, which are a Wald of 0.674 while the significant value is 0.041. Accordingly, Wald test statistic decree to zero as the distance between the parameter estimate and the null value increases.

The study concluded that any change in the project is guided by planning conditions, the project has in place effective compliance conditions, financial conditions are taken into considerations for any project task, the project considers non-financial conditions and the project is focuses on all the conditions laid out by the financier will lead to change in the implementation of multilateral infrastructure development projects reviewed. As a result, there is noteworthy relationship between the project is guided by planning conditions, the project has in place effective compliance conditions, financial conditions are taken into considerations for any project task, the project considers non-financial conditions and the project is focuses on all the conditions laid out by the financier and implementation of multilateral infrastructure development projects. In conclusion all conditions laid out by the financier predictor traits considered in this study were found to have significant influence on implementation of multilateral infrastructure development projects reviewed.

The current study findings agree with the result of McLean and Schneider (2014) who pointed out that, the supply of conditions can be considered as the result of a bidding competition between what the World Bank believes is necessary to ensure the success of the project and what it is able to implement conditional on the bargaining power of borrowers in the negotiation process and the intervention of influential shareholders to protect their own interests. World Bank conditions can be either prior actions or benchmarks. Prior actions are critical policy and institutional arrangements that a country agrees to take before the Board approves a loan. In cases where the loan is disbursed in several tranches, some of them may need to be met only

after Board approval and satisfied before a specific tranche is released. If they are not fulfilled, the tranche may be released only if the Board agrees to waive the conditions.

Due to the behaviour of the variables in influencing implementation of multilateral infrastructure development projects the study tested the joint influence of strategic choice of implementing partner, community stakeholder engagement, conditions laid out by the financier using regression as illustrated in Table 4.23.

Table 4.23 Binary Logistic Regression Model Variables

Variables	B	Std. Error	Wald	Df	Sig.	Exp(B)	95% Confidence interval for Exp (B)	
							Lower Bound	Upper Bound
Intercept	0.252	0.511	1.231	1	0.039	0.842	0.303	4.319
Strategic choice of implementing partner	-0.259	0.536	0.234	1	0.042	0.771	0.270	2.207
Community stakeholder engagement	0.470	0.588	0.639	1	0.042	1.600	0.505	5.063
Conditions laid out by the financier	0.683	0.522	1.716	1	0.019	1.980	0.712	5.503

As shown in Table 4.23 the interaction between strategic choice of implementing partner, community stakeholder engagement, conditions laid out by the financier and implementation of multilateral infrastructure development projects is illustrated. The study results ranks the variables' influence on the implementation of multilateral infrastructure development projects reviewed from the highest to the least as revealed the Wald Chi test. From the study results it was established that strategic choice of implementing partner has a significance value of 0.042 and a Wald value of 0.234, community stakeholder engagement had a Wald of 0.639 and a significance value of 0.042 while conditions laid out by the financier had a significance value of

0.019 and Wald of 1.716. As shown through the P-values values presented in the Table 4.30 they exhibited values that were below the required significance levels of 0.05. Consequently, there is sufficient evidence to conclude that strategic choice of implementing partner, community stakeholder engagement, conditions laid out by the financier influence implementation of multilateral infrastructure development projects reviewed in this study.

This study used the binary logistic regression to assess the odds of the probability of project implementation was completed divided by the probability of project implementation not completed. To identify which independent variables are statistically significant and are to be included in the final model, the study used the Wald's test. The equation below gives the change in log of odds given one unit change in the independent variables reviewed in this study. The estimated binary logit regression model was;

$$\text{Log} \{p/(1-p)\} = 0.842 + 0.771 (\text{Strategic choice}) + 0.470 (\text{Community stakeholder engagement}) + 0.683 (\text{Conditions laid out})$$

From the model, the estimated coefficient of strategic choice of implementing partner was 0.771. This means that one unit change in strategic choice of implementing partner will result in a change of 0.771 in log of odds ratio in respect to the implementation of multilateral infrastructure development projects in Kenya. At the same time it was established from the model the estimated coefficient of community stakeholder engagement was 1.600 meaning that one unit change in community stakeholder engagement sees a change of 1.600 in log of odds ratio in relation to the implementation of multilateral infrastructure development projects in Kenya. Further, the study findings in the model show that one unit change in conditions laid out by the financier leads to 1.980 in log of odds ratio in regards to the implementation of multilateral infrastructure development projects in Kenya.

Using the 5% significance level the binary logistic regression model is considered appropriate. After testing the significance of the model, both simultaneously and partially, the results obtained are that the variables strategic choice of implementing partner, community stakeholder engagement and conditions laid out by the financier have a significant effect on the implementation of multilateral infrastructure development projects in Kenya.

CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The general objective of the study was to establish the factors affecting the implementation of multilateral infrastructure development projects in Kenya. Consequently, this study offered answers to the research questions in chapter one based on the comparative analysis of the objectives. Descriptive statistics, inferential analysis, and content analysis all topics covered in this chapter are used to answer the study questions. On the basis of the research questions, the discussions on the study's findings are arranged. Through the variables that were examined in this investigation, the conclusions of the study are summarized in this chapter. After that, conclusions are drawn, followed by suggestions for future research and policy recommendations.

5.2 Discussion of the Findings

The research questions are the focal point of the explanation of the analysis's findings. This section is guided by the following research questions; how does the choice of partnership affect the implementation of multilaterally financed infrastructure development in Kenya, what is the influence of community engagement on the implementation of multilateral infrastructure development in Kenya and what is the influence of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya?

5.2.1 Effect of strategic choice of implementing partner in the implementation of multilateral infrastructure development in Kenya

This study sought to examine the effect of strategic choice of implementing partner in the implementation of multilateral infrastructure development in Kenya. The significance p-values of Wald test show that the project implementing partner is the ministry, the project activities are undertaken by the National Government Agency, the project tasks are undertaken by the County government agency, NGO are the project implementing partner and the project is undertaken by a multi-organizations were all significant. The P-Values from the study results indicate that the five characteristics of strategic choice of implementing partner have considerable influence on implementation of multilateral infrastructure development projects reviewed in this study. In respect of their strength, the project tasks are undertaken by the County government agency has

more influence compared to the other factors looked at in this study because the findings in terms of both the Wald test and the significance values move towards zero.

5.2.2 Effect of community stakeholder engagement on the implementation of multilateral infrastructure development in Kenya

In determining the effect of community stakeholder engagement on the implementation of multilateral infrastructure development in Kenya it was revealed from the study findings that the significance p-values of Wald test of: the project involves stakeholders in planning participation, the project creates awareness among all the stakeholders, all the stakeholders take part in implementation participation, the project impact is discussed candidly among the stakeholders and all the stakeholders have a say in the project implementation were all significant. The P-Values from the study findings show that the five characteristics of community stakeholder engagement have substantial influence on implementation of multilateral infrastructure development projects in this study. In respect of their strength, the project creates awareness among all the stakeholders has more influence compared to the other features considered at in this study because the results in terms of both the Wald test and the significance values move towards zero.

The study findings were in tandem with the result of Cowell and Devine-Wright, (2018) who demonstrated that the importance of community empowerment to influencing decisions in project design and implementation processes. They have recognized the primary importance of the local community stakeholder as they provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due to.

5.2.3 Effect of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya

In relation to the effect of the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya, the study results revealed that the significance p-values of Wald test of: the project is guided by planning conditions, the project has in place effective compliance conditions, financial conditions are taken into considerations for any project task, the project considers non-financial conditions and the project is focuses on all the conditions laid out by the financier were all significant. The P-Values from the study findings

show that the five traits on conditions laid out by the financier have significant influence on implementation of multilateral infrastructure development projects reviewed in this study. In regards of their strength, the project focuses on all the conditions laid out by the financier has more influence compared to the other features considered at in this study because the results in terms of both the Wald test and the significance values move towards zero.

The current study findings agree with the result of McLean and Schneider (2014) who pointed out that, the supply of conditions can be considered as the result of a bidding competition between what the World Bank believes is necessary to ensure the success of the project and what it is able to implement conditional on the bargaining power of borrowers in the negotiation process and the intervention of influential shareholders to protect their own interests. World Bank conditions can be either prior actions or benchmarks. Prior actions are critical policy and institutional arrangements that a country agrees to take before the Board approves a loan. In cases where the loan is disbursed in several tranches, some of them may need to be met only after Board approval and satisfied before a specific tranche is released. If they are not fulfilled, the tranche may be released only if the Board agrees to waive the conditions.

5.3 Conclusion

The study concludes that components of strategic choice of implementing affect the implementation of multilateral infrastructure development in Kenya. Thus, the project implementing partner is the ministry, projects activities are undertaken by the National Government Agency, the project tasks are undertaken by the County government agency, NGOs act as the project implementing partner and that project is undertaken by a multi-organization.

In conclusion, on the aspects of community stakeholder engagement; the project involves stakeholders in planning participation, the project creates awareness among all the stakeholders; all the stakeholders take part in implementation participation, the project impact is discussed candidly among the stakeholders and that all the stakeholders have a say in the project implementation all this have an influence on the implementation of multilateral infrastructure development in Kenya.

The study concludes that the conditions laid out by the financier have an effect on the implementation of multilateral infrastructure development in Kenya since the project is guided

by planning conditions, the project having in place effective compliance conditions and financial conditions are being taken into considerations for any project task. In addition the project considers non-financial conditions and that the project focuses on all the conditions laid out.

5.4 Recommendations

It is evident from the study results that the variables reviewed in this study thus strategic choice of implementing partner, community stakeholder engagement and the conditions laid out by the financier affect the implementation of multilateral infrastructure development projects in Kenya.

5.4.1 Strategic choice of implementing partner and implementation of multilateral infrastructure development in Kenya

The study recommends that all stakeholders need to be incorporated in the planning participation, they need to have a say in the project implementation, the project impact should be discussed candidly among the stakeholders and that stakeholder's awareness in respect the project is not only necessary but important.

5.4.2 Community stakeholder engagement and implementation of multilateral infrastructure development in Kenya

Since community stakeholder engagement have an effect on the implementation of multilateral infrastructure development projects in Kenya, it is recommended that the project activities should be undertaken by either National Government Agency, a ministry or County government agency working together and separately but in tandem with other strategic partners.

5.4.3 The conditions laid out by the financier and implementation of multilateral infrastructure development in Kenya

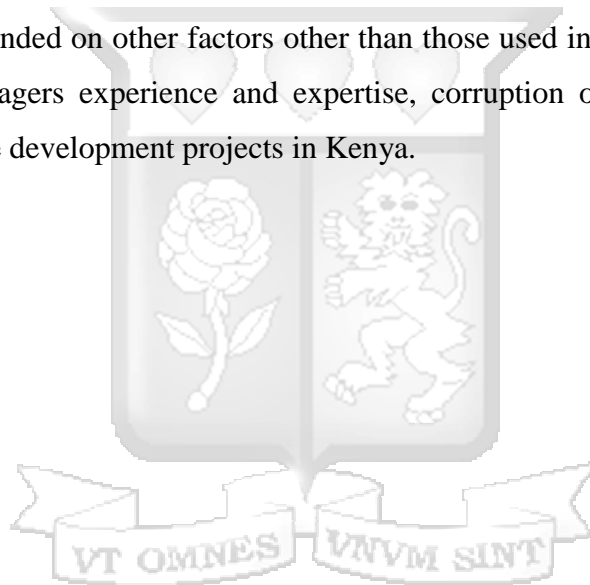
Owing to that the conditions laid out by the financier on the implementation of multilateral infrastructure development in Kenya, the study recommends that when negotiating with lenders it is important to put more emphasis on the form of security, covenant to the lenders and other aspects which allow lenders additional rights and powers in the event of non-compliance of the conditions laid out occurrence.

5.5 Contribution to Knowledge

This study aided in highlighting the usage of the binary logit model as a valuable approach of analyzing data pertaining to the implementation of multilateral infrastructure development initiatives in Kenya, such as NEDI and LAPSET. It has been demonstrated that, unlike the majority of previous studies that used multiple regression analysis, the usage of panel data analysis technique is also reliable.

5.6 Recommendation for Further Study

Similar studies should be conducted on factors affecting the implementation of infrastructure development projects in other regions in Kenya for comparison of the research findings. Further studies are also recommended on other factors other than those used in this study like; the effect of security, project managers experience and expertise, corruption on the implementation of multilateral infrastructure development projects in Kenya.



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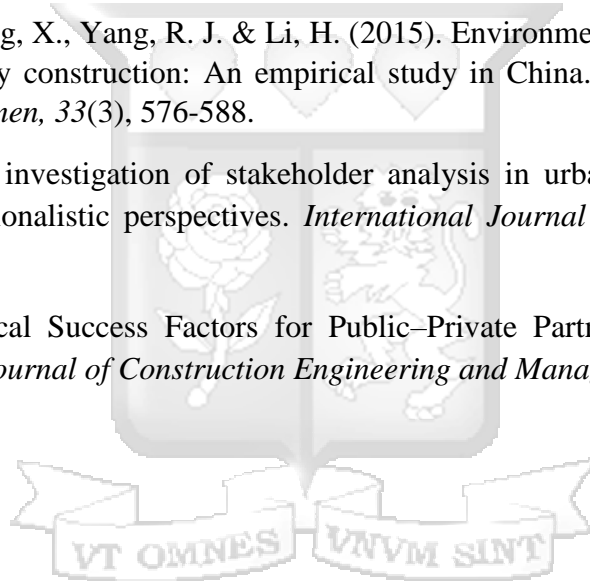
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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES OF PROJECTS

This questionnaire aims to collect data from employees of projects under NEDI and LAPSET with the goal of establishing “**the factors affecting the implementation of multilateral infrastructure development projects in Kenya**”. This is purely an academic research for my Msc. Development Finance course at Strathmore University Business School. The results will hence not be traceable to you or any individual person. I therefore urge you to freely answer the questions as honestly as possible. Kindly follow the instructions given at the beginning of each section.

SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS

Please fill in the information below by ticking appropriately.

1. What is name of the project?

.....

2. What is the completion status of the project?

Completed

Complete to the required status

Incomplete

Stalled

3. Please indicate your gender.

Male

Female

4. What is your age bracket?

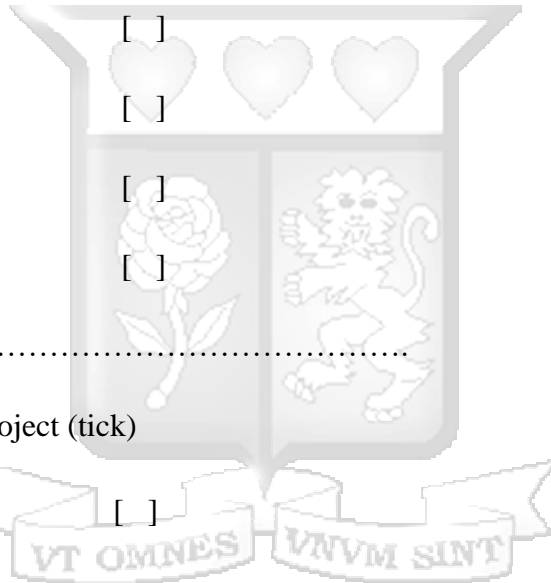
Below 26 years.

26-30 years.

- 31-35 years
- 36-40 years
- 41-45 years
- 46-50 years
- 51-above year

5. What is your highest level of education?

- Certificate
- Diploma
- Bachelor’s degree
- Masters
- PhD
- Other (specify)



6. Experience in the Project (tick)

- Less than one year
- 1 – 4 years
- 5 – 9 years
- 10 – 14 years
- Above 15 years

SECTION B: FACTORS AFFECTING THE IMPLEMENTATION OF MULTILATERAL INFRASTRUCTURE DEVELOPMENT PROJECTS

The following statements relate to effect of strategic choice of implementing partner in the implementation of multilateral infrastructure development. Kindly indicate the extent to which each of the statement match strategic choice of implementing partner traits in the project.

1. Strategic Choice of Implementing Partner

a) The following statements relate to strategic choice of implementing partner of projects. Kindly indicate the extent to which each of the statement match strategic choice of implementing partner traits in the project where 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5- strongly agree. Please (√) as appropriate.

	Statement	1	2	3	4	5
a	The project implementing partner is the ministry					
b	The project activities are undertaken by the National Government Agency					
c	The project tasks are undertaken by the County government agency					
d	NGO are the project implementing partner					
e	The project is undertaken by a multi-organizations					

b) What are the challenges you face at the work place in relation to strategic choice of implementing partner of projects?

.....

.....

.....

c) Kindly explain how strategic choice of implementing partner of projects affects multilateral infrastructure development

.....

.....

.....

.....

2. Community Stakeholder Engagement

a) The following statements relate to community stakeholder engagement of projects. Kindly indicate the extent to which each of the statement match community stakeholder engagement

traits in the project where 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5- strongly agree. Please (√) as appropriate.

	Statement	1	2	3	4	5
a	The project involves stakeholders in planning participation					
b	The project creates awareness among all the stakeholders					
c	All the stakeholders take part in implementation participation					
d	The project impact is discussed candidly among the stakeholders					
e	All the stakeholders have a say in the project implementation					

b) What are the challenges of community stakeholder engagement in your project?

.....

c) Kindly explain how community stakeholder engagement affect the implementation of multilateral infrastructure development

.....

3. Conditions laid Out by the Financier

a) The following statements relate to conditions laid out by the financier of projects. Kindly indicate the extent to which each of the statement match conditions laid out by the financier characteristics of the project where 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree and 5- strongly agree. Please (√) as appropriate

	Statement	1	2	3	4	5
A	The project is guided by planning conditions					
B	The project has in place effective compliance conditions					
C	Financial conditions are taken into					

	considerations for any project task					
D	The project considers non-financial conditions					
E	The project is focuses on all the conditions laid out by the financier					

b) What are the challenges of conditions laid out by the financier in the project?

.....

.....

.....

c) Kindly explain how conditions laid out by the financier affect the implementation of multilateral infrastructure development

.....

.....

.....

END OF THE QUESTIONNAIRE

Thank You for Participating in the Research



APPENDIX II: INTERVIEW GUIDE FOR PROJECT MANAGERS

Introduction

The purpose of this interview guide is to collect information on the “**the factors affecting the implementation of multilateral infrastructure development projects in Kenya**”. The information collected will be used for academic purposes only and it is expected that the findings from this study will make significant contribution towards enhancing implementation of multilateral infrastructure development projects in Kenya.

SECTION A: Demographic information

1. What is the project name?
2. What is the completion status of the project?
3. What is your gender?
4. What is your age bracket?
5. What is your highest level of education?
6. What is your level of experience in the project?

SECTION B: Specific Information on study variables

1. How would you rate the implementation of multilateral infrastructure development in Kenya?
2. How would you rate the strategic choice of implementing partner in relation to the implementation of multilateral infrastructure development?
3. How would you rate the community stakeholder engagement in relation to the implementation of multilateral infrastructure development?
4. To what extent do the conditions laid out by the financier affect the implementation of multilateral infrastructure development?
5. What are your comments in regards to the critical success factors for the implementation of multilateral infrastructure development projects in Kenya
6. What are your comments and recommendations regarding the implementation of multilateral infrastructure development projects in Kenya?
7. Any other comment on this topic

Thank you for taking your time to participate

APPENDIX III: INTERVIEW GUIDE FOR COMMUNITY STAKEHOLDERS

Introduction

The purpose of this interview guide is to collect information on the **“the factors affecting the implementation of multilateral infrastructure development projects in Kenya”**. You are requested to provide information in relation to **“the effect of community stakeholder engagement on the implementation of multilateral infrastructure development”**. The information collected will be used for academic purposes only and it is expected that the findings from this study will make significant contribution towards enhancing implementation of multilateral infrastructure development projects in Kenya.

SECTION A: Demographic information

1. What is the project name?
2. What is the completion status of the project?
3. What is your gender?
4. What is your age bracket?
5. What is your highest level of education?
6. What is your level of experience in the project?

SECTION B: Specific Information on study variables

1. How would you rate the implementation of the project?
2. How did the community take part in project planning participation if it did?
3. How would you rate community awareness in relation to this project?
4. How would you rate community implementation participation of the project?
5. What do you think is the impact of community stakeholder engagement on the implementation of the project?
6. How would you rate the strategic choice of implementing partner and conditions laid out by the financier in relation to the implementation of the project?
7. What comments would share in regards to the critical factors for the implementation of the project or projects in Kenya?

8. What are your comments and recommendations regarding the implementation of multilateral infrastructure development projects in Kenya?
9. Any other comment on this topic?

Thank you for taking your time to participate



APPENDIX IV: ETHICAL CLEARANCE CERTIFICATE



24th April 2023

Mr Alas Issack,
issack.alas@strathmore.edu

Dear Mr Alas,

RE: Factors Affecting the Implementation of Multilateral Infrastructure Development Projects in Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** research proposal. Your application reference number is **SU-ISERC1705/23**. The approval period is from **24th April 2023 to 23rd April 2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, and MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise, that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,


A handwritten signature in blue ink, appearing to read "Ben Ngoye".

for: **Dr Ben Ngoye,**
Secretary; SU-ISERC


Cc: Mr Ambrose Rachier,
Chairperson; SU-ISERC



APPENDIX V: NACOSTI PERMIT


REPUBLIC OF KENYA
 National Commission for Science, Technology and Innovation
Ref No: 921476
RESEARCH LICENSE

This is to Certify that Mr., ISSACK ALAS of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: FACTORS AFFECTING THE IMPLEMENTATION OF MULTILATERAL INFRASTRUCTURE DEVELOPMENT PROJECTS IN KENYA for the period ending : 04/May/2024.
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