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**The Factors Affecting Project Implementation Activities in State  
Corporation: A Case of National Oil of Kenya (NOCK)**

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## **The Factors Affecting Project Implementation Activities in State Corporation: A Case of National Oil of Kenya (NOCK)**

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### **Abstract**

**Purpose:** The purpose of this study is to examine the factors affecting project leadership activities in State Corporation, a case of National Oil Corporation of Kenya (NOCK). Specifically, to analyze the effect of political insurgency, the effect of interest rate and the effect of agency control on project implementation in NOCK.

**Methodology:** Descriptive design was used in order to describe the factors affecting project leadership activities in NOCK. The population targeted for this study was 426 employees of NOCK Nairobi industrial area. Stratified random sampling was used. The researcher picked a sample size of 63 employees. The study used both secondary and primary data collection methods. The researcher pre-tested the questionnaires to ensure reliability and validity of data collected. Data was analyzed quantitatively by describing or summarizing data using descriptive statistics. Qualitative data from in-depth interview was also analyzed.

**Results:** The study discovered that most projects at NOCK are not implemented well and there is problem on political insurgency, interest rate and agency control. The study established that political insurgency affects the project implementation activities due to government control of the corporation. Further, the study revealed NOCK liaises with the Central Bank of Kenya on monetary and fiscal issues but the task team does not implement the findings.

**Unique contribution to theory, practice and policy:** In light of the study findings, NOCK should have a qualified and professional project management manager to spearhead project implementation activities. The Board of Directors of NOCK should fully support project implementation activities by allocating enough funds to the project team and ensure that the decisions are adhered to.

**Keywords:** *interest rate, agency control, political insurgency, project implementation*

## 1.0 INTRODUCTION

Organizational structures for project management should be responsible and accountable for implementation of the project and for timely progress and expenditure reporting that adheres to company policies and guidelines Filicetti (2007). The common approach, introduced over 50 years ago as a technical solution to deliver engineering projects in newly independent developing countries, is to create a “cell” dedicated to implementing the project. A project is a way of organizing resource. It is a group of individuals who are assembled to perform different tasks on a common set of objectives for a defined period of time. Projects need a leader who can define the work objectives and criteria for success and recruit staff from all relevant areas of expertise. The need to organize a project is most apparent when more than two departments contribute resource at the same time.

Once a project is formed the participating departments often find it useful to organize data generated by its staff using project identifiers that have been created for the project. Organizing data by project identifiers is critical if the data is to be shared outside of the department. Project related data should never be discarded.

Mochal (2007), the Project Management Institute distinguishes between a project and a program as follows: “Programs have a larger scope (than projects) and provide more significant benefits”. Some bio/pharmaceutical companies distinguish efforts in discovery from development on the following basis. Typically a single development project focuses on one clinical candidate, and one discovery program begets many clinical candidates. The differences between programs and projects include; Project management is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies (Filicetti, 2007).

The primary challenge of project management is to achieve all of the project goals and objectives while honoring the preconceived constraints. The primary constraints are scope, time, quality and budget. The secondary —and more ambitious— challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

The Ministry of Energy facilitates provision of clean, sustainable, affordable, reliable and secure energy for national development while protecting the environment. - It oversees the development and implementation of Energy Policy; hydropower, geothermal and renewable energy exploration as well as the development, trade and marketing of petroleum products. The Ministry also manages energy regulation, security and conservation along with fossil fuels exploration and development. - The Ministry exercises oversight over eight government parastatals working in the energy sector: Kenya Power & Lighting Company Limited (KPLC), Rural Electrification Programme, Kenya Petroleum Refineries Ltd, Kenya Electricity Generating Company Ltd (Kengen), National Oil Corporation of Kenya (NOCK), Kenya Pipeline Company (KPC) and the Electricity Regulatory Board (ERB) Government of Kenya (2012).

Political insurgency is where parties within the same culture, society or nationality fight against each other for control of political power. Kenya, a middle-sized country of 582,660 square kilometers (47th largest in the world), is located on the eastern coast of Africa. Its port cities served as Muslim trading centers under the control of an Omani dynasty before the country became a colony of Great Britain in the late 19th century. After it achieved independence in 1963, Kenya's early period of democracy devolved into a one-party state by 1969. Although multiparty elections were held beginning in 1992, the ruling party retained power until the opposition National Rainbow Coalition defeated it in 2002. Kenya's first president, Jomo Kenyatta, adopted policies that improved the overall economy and land distribution, while allowing white colonial residents to retain property rights. Particularly after Kenya became a one-party state in 1969, elite members of the president's Kikuyu ethnic group received preferential treatment in the distribution of wealth, land, and offices, and corruption flourished. Under Kenyatta's successor, who took power in 1978, the economy deteriorated. Once one of Africa's economic success stories, Kenya fell into poverty. In 2006, with a growing population of nearly 35 million, Kenya had a nominal GDP of just \$21 billion and a nominal GNI per capita of \$580, ranked 175th in the world. Adjusted for PPP, the GNI per capita was \$1,300 or 185th in the world. While the National Rainbow Coalition in 2002 drove the ruling party from power for the first time since independence, the new government's steps to improve economic performance and decrease corruption became entangled in a political conflict over changes to the constitution aimed at curtailing executive power.

Interest rate is a rate which is charged or paid for the use of money. An interest rate is often expressed as an annual percentage of the principal. It is calculated by dividing the amount of interest by the amount of principal. Interest rates often change as a result of inflation and Federal Reserve Board policies. For example, if a lender (such as a bank) charges a customer \$90 in a year on a loan of \$1000, then the interest rate would be  $90/1000 * 100\% = 9\%$ .

From a consumer's perspective, the interest rate is expressed as annual percentage yield (APY) when the interest is earned, for example, from a savings account or a certificate of deposit. When the interest is paid, for example, for credit card or a loan, the interest rate is expressed as annual percentage rate (APR).

Agency control is the body that controls the parastatals and incorporates National Data Repository (NDR). A National Data Repository (NDR) is a data bank that seeks to preserve and promote a country's natural resources data, particularly data related to the petroleum exploration and production (E&P) sector.

A National Data Repository is normally established by an entity that governs controls and supports the exchange, capture, transference and distribution of E&P information, with the final target to provide the State with the tools and information to assure the growth, govern-ability, control, independence and sovereignty of the industry.

The two fundamental reasons for a country to establish an NDR are to preserve data generated inside the country by the industry, and to promote investments in the country by utilizing data to reduce the exploration, production, and transportation business risks.

## 1.2 Problem Statement

President Uhuru Kenyatta, (2013) admitted that there is a lot of challenges facing parastatals in Kenya. These problems include; budgetary deficit, pressure in implementing new governance structure of devolution, corruption and bad governance of parastatals. *Daily Nation* (April 12, 2013) reported that privatization of parastatals has not reduced corruption, tribalism and nepotism in their operations in the past and there are no indications that it will do so when carried out today. Actually, privatization is in more cases than none not carried out for the common good. It is usually a conspiracy of the ruling class and their cohorts of violating public property to add to their wealth through primitive accumulation in the era of neoliberalism. Weak governance structures such as opaque board nomination processes, fraudulent transactions, poor remuneration and overlapping regulations have led to inefficiencies in the industry (Atieno, 2009). Mhone (2003) found out that the challenges of governance and public administration in Africa can be posed at various levels, namely the following: The grand challenge of how the state, the public sector, and the government bureaucracy can be made a vehicle for promoting democratic governance, consolidating democracy and promoting sustainable human development; The challenge of public sector reform and how such reform can be geared toward achieving the grand long term objectives; The challenge of how the bureaucracy can be made more efficient as a vehicle for promoting governance in the short, medium and long term especially with respect to effective and efficient delivery of outputs and outcomes; And the challenges of governance and development as reflected in organizational and institutional forms of administration and management at the regional and continental and global levels. Due to lack of one comprehensive policy many organizations have adapted tailor made policies as a regulatory framework governing the way parastatals are managed, however some of the policies have not met the objective due to poor leadership. (Directorate of Industrial Training 2005) The research proposal therefore intends to analyze the above factors and how they impact on project leadership at NOCK.

## 1.3 Specific Objectives

- i. To analyze the effect of political insurgency on project leadership activities in NOCK.
- ii. To assess the effect of interest rate on project implementation in NOCK.
- iii. To assess the effect of agency control on project implementation in NOCK.

## 2.0 LITERATURE REVIEW

### 2.1 Theoretical Review

#### Project leadership activities

Project Leadership is a process whereby “one influence project inputs to be converted to project outputs”. May be looked at as: putting in action the activities of the project, putting into practice what was proposed in the project document (i.e. transforming the project proposal into the actual project). Management of the project or executing the project intentions Greenberg, Vining and Weimer, (1996). Leadership problems include; Poor scheduling of projects leading to delays in implementation, Misallocation of funds, Delay and sometimes lack of counterpart funding, Lack of accountability and transparency, Bureaucracy in decision-making, Selfishness/nepotism/favoritism by some project managers. The implementation phase of the

Project Management Process puts the project into action. Project leadership consists of four sub phases: Monitoring & Control, change control, Move to Production, Review Gate (Angelo State University, 2010). Monitoring and Controlling progress of a project's implementation plays a very important role in the successful leadership of a project.

**Tracking of Action Items:** The Project Office uses Action Items (a list of tasks) to track outstanding items needing to be completed. The Action Items list is initially created from the Work Breakdown Structure (WBS). Weekly team meetings are held to review/update listed action items as well as to add additional items as the need arises. This is done to ensure that activities in the critical path are completed on time so that the timeline of the project does not slip. These meetings also serve the purpose of protecting the project from unintentional scope creep.

**Tracking of Issues :** Throughout the project leadership, there will be times when action items turn into irresolvable issues at the project team level. These action items are then escalated into issues to be engaged and resolved by the Project Sponsor and other stakeholders of the specific process in question.

**Status Reports:** The Project Office distributes electronic status reports of all technology-related projects on a bi-weekly basis. These reports are sent to all Project Sponsors, Team Members, and the Technology Steering Committee; primarily to show the health of each of the projects currently being implemented. (Angelo State University, 2010)

Any change within a project that affects the Scope, Timeline, or Budget of the project is subject to the change request process. The Project Manager submits the change request to the Project Sponsor on behalf of the Project Team. Once the change has been approved, it can be added to the scope of the project. As a project moves to completion and the new service or process has been moved into a production environment, there are safeguards that need to be in place to ensure uninterrupted service to the end-users. (Angelo State University, 2010)

Before the project can move into the Close Out phase of the Project Lifecycle, it must pass through the Project Delivery Framework implementation Review Gate. The Review Gate is a series of questions that need to be addressed. Routing and signatures of the Review Gate Document may be required depending upon the Classification Level of the project (see below).

### **Political insurgency**

Political insurgency is where parties within the same culture, society or nationality fight against each other for control of political power. These powers at the end have an effect on governance, integrity and credibility of a given community (Maloba, 2010). Since 2008, there has been a concerted effort by the Government of Rwanda (GoR) to improve the quality of the project aid modality. One of the ways in which this has been implemented is through streamlining Project implementation Units (PIUs) into one single PIU per ministry. This initiative had its teething problems between 2008 and 2010 mainly due to overambitious timeframes and not enough flexibility granted to implementing line ministries. With these lessons taken onboard, the Single Project implementation Units (SPIUs) were re-launched in 2011. Flexibility during the transition Phase is key. The type and number of functions typical of project management are transferred to

the SPIU depending on how comfortable the Development Partner is. This flexibility is much lower for new projects, with the Government of Rwanda insisting on DPs following the Cabinet agreed salary scales. Hence the transition phase will be crucial for the GoR to build the confidence that they can handle project management. The previous analysis also shows that SPIUs are not likely to be “quick wins”, with good project management staff needed to make the aforementioned transitions successful. The success of minis ante shows that it is a good idea to start an SPIU for only a couple of projects and only build a larger SPIU portfolio gradually (GoR, 2011). With frequent drought conditions due to climate changes, Kenya is facing economic, health, and environmental challenges that threaten progress made in these sectors. Corruption and insecurity are the two greatest impediments to Kenya achieving sustained, rapid economic growth, and the United States has urged the government to take effective action against them. Conflict and instability in neighboring Somalia pose serious security and humanitarian challenges for Kenya and the region. The United States provides equipment and training to Kenyan security forces, both civilian and military US Department of State (2012).

Kenya is a republic dominated by a strong presidency. The political system is in flux as contentious debate continues on drafts for a new constitution. The current constitution, heavily indebted to English law, was drawn up at independence. This constitution, although already amended more than 30 times, is widely agreed to be in need of a major overhaul. The constitution to be replaced gives the president wide-ranging powers, provides for no prime minister, and is ill-suited to multiparty politics, despite the 1991 repeal of a section that had formalized the one-party state. Key proposals in the draft constitution call for reducing the powers vested in the office of the president, providing for a prime minister, and ensuring the independence of the judiciary. The final draft that emerges, possibly in 2006, will be subject to a popular referendum. A relatively stable country, Kenya's political status quo is not under significant threat either from its own security forces or from rebel political movements. Kenya's nearest brush with a military coup occurred in 1982 in a brief failed action by air force officers. No local insurgencies of consequence currently exist. Kenya's chief sources of internal unrest are ethnic tensions. Such tensions and flare-ups of inter-ethnic violence frequently arise from competition for productive areas. Serious inter-ethnic disturbances erupted in the Rift Valley after the elections of 1992 and 1998. The 1998 clashes may have displaced 300,000 people. Another key security concern in Kenya is the escalating level of crime, both urban and rural. Urban areas, especially the capital, nicknamed “Nairobi,” are plagued by burglary, armed robbery, and vehicle hijackings. Police complicity in illegal activity is much in evidence. The most prevalent form of serious rural crime is armed livestock rustling. Rustling and brigand activity, often linked to ethnic feuds, have rendered much of the North-Eastern Province and parts of the Coast and Eastern Provinces virtually ungovernable Government of Kenya (2013). The Mau Mau peasant revolt continues to fascinate and even frustrate scholars. There has always been the drive to arrive at the “ultimate explanation” for the revolt. Its enduring appeal, which has in recent years extended beyond scholarly scrutiny to politics, rests on its unwieldy character; its decentralized organization before, during, and after the revolt; the agonizing impossibility of accurately determining its membership, ideological underpinnings, and the extent of British brutality in the execution of the war and the role of Home Guards in this repression; the existence of several centers vying for leadership of its memory in the postcolonial period; the residual tension between the former Home Guards and the Mau Mau guerillas or their

supporters and descendants in the rural areas of Central Province; the political value of Mau Mau to the Kikuyu elite in postcolonial Kenya; the complicated role of Mau Mau in the attainment of political independence (Uhuru) in Kenya; and finally the political and scholarly contest over the memory and position of Mau Mau in Kenya's national history (Maloba, 2010).

### **Interest rate**

Interest rate is a rate which is charged or paid for the use of money. An interest rate is often expressed as an annual percentage of the principal. It is calculated by dividing the amount of interest by the amount of principal. Interest rates often change as a result of inflation and Federal Reserve Board policies. For example, if a lender (such as a bank) charges a customer \$90 in a year on a loan of \$1000, then the interest rate would be  $90/1000 * 100\% = 9\%$ .

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The benchmark interest rate in Kenya was last recorded at 8.50 percent. Kenya Interest Rate averaged 14.88 Percent from 1991 until 2013, reaching an all time high of 84.67 Percent in July of 1993 and a record low of 0.83 Percent in September of 2003. In Kenya, interest rates decisions are taken by The Monetary Policy Committee (MPC) of the The Central Bank of Kenya. The official interest rate since August 2005 is the Central Bank Rate (CBR), which replaced the 91-day Treasury Bill (TB) rate. This page contains - Kenya Interest Rate - actual values, historical data, forecast, chart, statistics, economic calendar and news Central Bank of Kenya (CBK) (2013).

In July of 2013, Kenyan inflation rate accelerated to 6.02 percent, from 4.91 percent in June, as food prices increased due to lower base from last July, when food prices dropped significantly

The Monetary Policy Committee of the Central Bank of Kenya decided on July 9th to leave the central bank rate unchanged at 8.5 percent. Despite inflation and exchange rate stability, the Committee cited risks from the high current account deficit and current instability in the Middle East and North Africa which could affect the price of oil and tea exports. These interest rates keep on changing hence affecting decisions on funds by parastatals management board (CBK, 2013).

### **Agency control**

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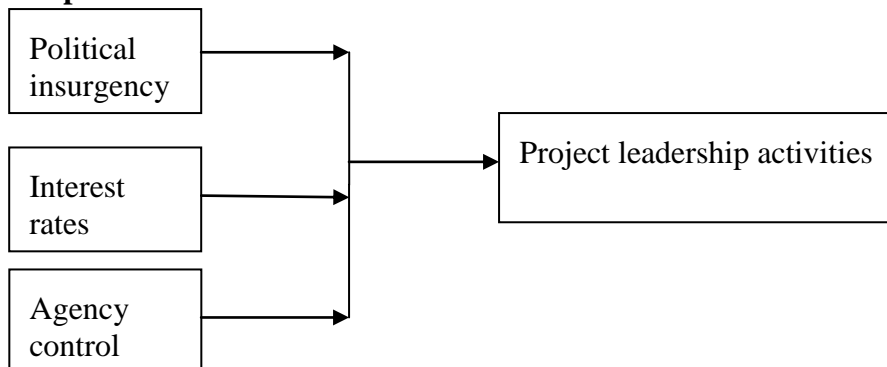
and transportation business risks. Countries take different approaches towards preserving and promoting their natural resources data. The approach varies according to a country's natural resources policies, level of openness, and its attitude towards foreign investment.

NDRs store a vast array of data related to a country's natural resources. This includes wells, well log data, well reports, core samples, seismic surveys, post-stack seismic, field data/tapes, seismic (acquisition/processing) reports, production data, geological maps and reports, license data and geological models. Some NDRs are financed entirely by a country's government. Others are industry-funded. Still some are hybrid systems, funded in part by industry and government. NDRs typically charge fees for data requests and for data loading. The cost differs significantly between countries. In some cases an annual membership is charged to oil companies the objective of any effort in project planning and analysis is to have a project that can be implemented to the benefit and socio-economic uplift of the society. No doubt that in a project cycle, its completion is the most important event, but what must precede this event to actualize it, is the crucial stage of implementation. This consists of a set or series of actions in parallel or sequence - represented by Bar Charts or a Network Diagram - whereby words are transformed into works and the potential of the project becomes a physical fact. The Project Director is appointed, staff of all categories arranged, the detailed designs got prepared, if need be, with the assistance of consultants, contractors pre-qualified and short-listed, tenders floated for civil works, equipment, and their installation, contracts awarded, all in timeliness with the objective of initiating the operations and getting them fully underway for achieving the goals envisaged without any time and cost over-run, in order that the economic benefits accrue according to the promises made in the scheme. For achievement of the stipulated targets and tangible returns, however, it is imperative to entrust the management and supervision of the project during the implementation stage to capable and competent hands of required qualifications, experience and caliber (Aubrey (July 2004)).

It is important to specify whether it is intended that the agent should promote contracts to be concluded by the principal, or whether he/she has the power to conclude contracts directly in the name, and on behalf of, the principal. The choice will be dictated by the kind of product to be distributed: where a product requires mass distribution and a large volume of sales, and if an agent is to keep a deposit. The agent will usually conclude the contracts on behalf of the principal, under the conditions of sale set by the principal. Where products are of higher value and the volume of sales is lower with longer terms for delivery, it is preferable for the principal to conclude the contracts, thus keeping better control over the sales and the risks involved.

Another consideration which must be taken into account is if the agent representing the principal may lead to tax liability of the principal in the country where the agent is acting. In the countries that have adopted the model of the Convention against double taxation, as Italy has, an independent agent does not constitute a stable organization of the principal even if the agent has representation for tax purposes. However, for countries that do not follow the model of the Convention against double taxation, some doubt exists as to whether an independent agent with representation can in fact constitute a stable organization of the principal, thus making the principal liable to tax on the sales promoted by the agent in the country where the agent is acting.

## 2.2 Conceptual framework



**Figure 1: Conceptual framework**

## 3.0 RESEARCH METHODOLOGY

Descriptive design was used in order to describe the factors affecting project leadership activities in NOCK. The population targeted for this study was 426 employees of NOCK Nairobi industrial area. Stratified random sampling was used. The researcher picked a sample size of 63 employees. The study used both secondary and primary data collection methods. The researcher pre-tested the questionnaires to ensure reliability and validity of data collected. Data was analyzed quantitatively by describing or summarizing data using descriptive statistics. Qualitative data from in-depth interview was also analyzed.

## 4.0 RESULTS AND DISCUSSIONS

### 4.1 Response Rate

A sample of sixty (63) questionnaires was administered. The duly completed and returned questionnaires were 54 which represented 85.71% response rate.

**Table 1: Rate of response**

Participant	Planned	Actual	Percentage
Response	63	54	85.71
Non response	0	9	14.29
Total	63	63	100

### 4.2 Demographics

#### 4.2.1 Gender

Out of 54 respondents to the question on gender, 55.6% were male and 24 were female as shown in table 2. This results show that NOCK has more male employees than female ones.

**Table 2: Gender category**

Gender	Frequency	Percentage
Male	30	55.6

Female	24	44.4
Total	54	100

#### 4.2.2 Information on evaluation of project implementation activities

The table 3 shows that 31.5% agreed that NOCK evaluate project implementation activities. However, some respondents say that there is no as others are not sure. This is shown by 50% saying No as 18.5% saying that they are not sure.

**Table 3: Evaluation of project implementation activities**

Response category	Frequency	Percentage
Yes	17	31.5
No	27	50
Not sure	10	18.5
Total	54	100

#### 4.2.3 Information on departmental origin of employees

The results in table 4 indicate that majority of the staff respondents were technicians and this is represented by 38.8%. The engineers are few in the company as 5.6% saying that they are engineers. Customer cares are 9.3%, Clerks are 7.4%, and Meter readers are 31.5% and Artisans 7.4%.

**Table 4 Departmental origin of employees**

Department	Frequency	Percentage
Engineers	3	5.6
Artisans	4	7.4
Clerks	4	7.4
Technicians	21	38.8
Meter readers	17	31.5
Customer care	5	9.3
Total	54	100

### 4.3 Descriptive statistics

#### 4.3.1 Information on the effect of interest rate

Out of 54 respondents to the question effect of interest rate on the company, 44.4% said No and 55.6% said yes as shown in table 5.

**Table 5: The effect of interest rate**

Category	Frequency	Percentage
Yes	30	55.6
No	24	44.4
Total	54	100

### 4.3.2 Information on agency control

From the table, some employees say that the agency control on project implementation is good and this is evidenced by 13% saying that they agree. 44.4% of employees feel that the agent control is not good because they disagreed. This is evidenced by the 37.0% saying that they disagree and 7.4% alleging that they strongly disagree. 42.7% are not sure on how the agent control the company. The corporation should improve in their agency control to cater for 87% of employees.

**Table 6 Agency control**

Category	Frequency	Percentage
Strongly agree	4	7.4
Agree	3	5.6
Not sure	23	42.6
Disagree	20	37.0
Strongly disagree	4	7.4
Total	54	100

### 4.3.3 Information on political environment in the company

The following table shows the response towards political environment in the company. The graph shows that 50% agreed that political environment at NOCK is conducive. However, some respondents allege that the political environment at NOCK is not conducive. This is evidenced by 44.4% alleging that they disagree as 5.6% still are not sure if the political environment at NOCK is conducive.

**Table 7 Political environment in the company**

Response type	Frequency	Percentage
Strongly agree	10	18.5
Agree	17	31.5
Not sure	3	5.6
Disagree	16	29.6
Strongly disagree	8	14.8
Total	54	100

## 4.4 Qualitative data

These are the analysis from the unstructured questionnaires and they gave the respondents an opportunity to freely express their opinions. His data is judgmental in nature and the analysis can be represented as follows.

### 4.4.1 Political insurgency

Most employees at NOCK strongly argued that the company has politics both internal and external in it. However, most employees argued that condoning external politics is a problem due to government interference in the company operations. Minority of those interviewed said that the internal politics is relatively low but tribalism is on the rise. This implies that the projects at NOCK are not implemented well.

#### **4.4.2 Interest rate**

Majority of employees of NOCK argued strongly that the interest rates keep on fluctuating this has greater impact on project implementation activities. Minority of those interviewed said that despite the fact that the company do liaise with the Central Bank of Kenya on monetary and financial policies and interventions, little has been done to mitigate the problem to implement projects. This implies that mechanisms should be put in place by the company to foresee the interest rate patterns.

#### **4.4.3 Agency control**

Most employees of NOCK strongly agreed that the company management lack full powers to make sound decisions. However, some argued that tribalism is rampant on the managers. Minority of those interviewed said that the managers have powers on company decision making. All employees argued strongly that there is a problem in the management due to high frequency of manager's turnover.

#### **4.4.4 Project implementation activities**

Most employees of NOCK strongly argued that the project implementation activities in the company not standard and also does not achieve the expected goals. Minority of those interviewed said that the project implementation activities in the company are standard. This implies that the management of NOCK should device a way of standardizing the project to attain the expected goals and project quality.

### **5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Findings**

The study discovered that most projects at NOCK are not implemented well and there is problem on political insurgency, interest rate and agency control. These factors are key areas on project implementation activities in achieving goals and quality of projects and improving the profit margin.

The study established that political insurgency affects the project implementation activities due to government control of the corporation.

The study revealed NOCK liaises with the Central Bank of Kenya on monetary and fiscal issues but the task team does not implement the findings. This is because the team lacks enough skills and knowledge on monetary and fiscal issues.

The study established that the lack full control of the company and when given chance do not perform due to political phobia.

The study revealed that the effect on project implementation activities is very high as is supported by the fact that the project team is influenced by government decision that are not well conceptualized.

#### **5.2 Conclusions**

It is clear that political insurgency, interest rate and agency control are key pillars that affect project implementation activities in State Corporation. NOCK ensure that the decisions

undergoes the activities in project implementation but has failed to make it meet the current standards of project implementation and achieve the desired goals. However, the project team is not competent, presence of government controls, political insurgency, failure to manage interest rates and global financial crisis leads to poor implementation of project activities.

### 5.3 Recommendations

In light of the study findings and conclusions drawn regarding the factors that affect project implementation activities in State Corporation, the research proposes the following recommendations.

NOCK should have a qualified and professional project management manager to spearhead project implementation activities. The Board of Directors of NOCK should fully support project implementation activities by allocating enough funds to the project team and ensure that the decisions are adhered to.

### 5.4 Areas for Further Studies

A lot should be studied on project implementation activities for the betterment of country

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