

**FACTORS INFLUENCING IMPLEMENTATION OF DISPENSARY
PROJECTS IN COUNTY GOVERNMENTS IN KENYA: A CASE OF ISIOLO
COUNTY GOVERNMENT**

BY

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DECLARATION

I declare that this is my original work and has not been presented to any other university or institution of learning.

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DEDICATION

This project is dedicated to my wife for her love, support and encouragement during the entire duration of the course. Further dedication is to my parents for their sacrifice in educating me and for teaching me discipline and value of hard work when I least knew the world. To my daughters Amina and Khadija, you are such an inspiration to my life. This project will be a source of motivation for hard work when you become of age.

God bless you all.

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Above all I thank God for giving me wisdom knowledge and understanding.

ACCRONYMS

CBOs	Community Based Organizations
GDP	Gross Domestic Produce
GOK	Government of Kenya
ILO	International Labour Organizations
MFI s	Microfinance Institutions
SPSS	Scientific Package of Social Sciences

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ABSTRACT

Community development projects requires the involvement and participation of local residents in identifying the strategies they wish to use to improve their quality of life. Participation is seen as developmental, educative, and integrative and as a means of protecting freedom. County governments is intended to transform the economic well-being of local communities leading to poverty reduction. In addition, it was hoped that the devolvement of funds in general, would enhance people's participation in decision making processes; promote good governance and promote transparency and accountability. The general objective of the study was to find out the factors influencing the implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government. The key limitation that was experienced is that respondents feared to give information since they did not know why the information is required but the researcher confirmed to them it is purely for academic purposes. The study targeted Isiolo county government in Isiolo County. The study involved all the management employees who included head of department of the county government. This study assumed that all the respondents responded honestly to the questionnaire and that the population identified was a represent the entire country governments in Kenya. This study adopted a descriptive research design. In choosing the members who were to participate, the researcher focused on the management and heads of sections. There were 50 management employees of Isiolo county government and these were the study respondent's. This study adopted a census sample design which allowed to use a sample size of 50 respondents. Data was collected through questionnaire. On data analysis, descriptive statistic which included frequencies and percentages were used. Quantitative data was represented using tables while qualitative data was presented in narrative form. The study concludes that there is no reliable funds to implementation of dispensary projects and that County government does not allocate large amount of funds for implementation of dispensary projects. This study concludes that there is no communication between the county government and the project stakeholders and there is conflict between county governments and the project stakeholders. It can be concluded that they are many stakeholders with different interest's county projects. On the conflict between county government and national government, the conflict has affected the implementation of projects. Due to this, it is concluded that the stakeholder's support and implementation of dispensary projects is not satisfying. It was recommended that the county government should endeavor to improve the life of the community by allocating enough resources to development projects, that the county government should keep up the good spirit of embracing stakeholders support in order to ensure fully implementation of development projects and that the county government should endeavor to maximize their political goodwill for effective implementation of development projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Community development projects requires the involvement and participation of local residents in identifying the strategies they wish to use to improve their quality of life. Participation is seen as developmental, educative, and integrative and as a means of protecting freedom (Robert, 2009). One of the key assumptions of participation is that local residents will be more supportive of the project, and therefore increase the likelihood of its success, if residents have input in the decision-making process. Also, local residents probably have a better knowledge about assets and needs of the community. Finally, public participation is considered the center-piece of the democratic process. One of the distinguishing characteristic of community development is that it involves the creation of local organizations (CBOs) to help build assets.

In the United Kingdom, public organizations offer several advantages for carrying out projects that will benefit the common society which are controlled by local residents (Green and Haines, 2008). Most, if not all, projects go through a life cycle which varies with the size and complexity of the project. The life cycle for medium to large projects will generally follow the pattern which includes conception, feasibility, evaluation, authorization, implementation, completion, operation and termination. In identification one project idea out of several is chosen and defined. Feasibility comprises tests for technical, commercial and financial viability, technical studies and investment appraisal plans are made. Evaluation includes application for funds, stating risks, options. Authorization comprises of funds approvals, permits, conditions and project strategy (Albert, 2007).

In Japan, the implementation of public projects requires the execution of planned activities which converts human and physical resources into a product or service of value to the customers (Cleland 2010). It is should be noted that if the operational systems are not clear then the implementation process will have a rocky path and the project might fail to realize the intended goal or purpose. The way in which the

project is implemented can have a significant impact on whether it will be successful or not. Project implementation is a complex process usually comprising of multiple variables which influence implementation including resources management, the operational systems, the organizational culture and the leadership of the organization.

In the United States of America, projects are designed, planned and implemented in tandem with the sequence displayed by the project cycle Chikati (2009). The Log Frame is the specific planning tool that is used to design, appraise, manage, monitor and evaluate the passage of a project through the project life cycle from policy framework to final evaluation. It presents the objectives-related activities and corresponding assumptions and pre-conditions of the project design of different hierarchical level matrix format Projects are often initiated in the context of a turbulent, unpredictable and dynamic environment. Many projects, therefore, are usually bedeviled by challenges, constraints and risks as they are execution through completion.

In Africa developing countries, despite the significant input of human and financial resources, many fall short of expectation. Many failed to meet the priority needs of target beneficiaries, costs escalated, stated outputs were not achieved or if achieved were not sustained, implementation dates slipped by or adverse outcomes were not anticipated. Projects are influenced by a multiple of factors which can be external or internal to the organization responsible for its management and execution. These include poor project management, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between project activities and project purpose, insufficient attention to external environment during project design, among others. It has also been recognized that projects were likely to succeed when account was taken of socio-economic context in which they operated (Batten, 2011).

African countries public project implementations are affected by the external or macro-economic which relates to high interest rates and prices, tariff barriers, embargoes and shipping restrictions, among other influences, of which the project manager have no control over. Many projects, and indeed most construction projects,

inevitably affect the communities in whose area they are carried out. Conversely, the opposite holds true that the benefitting communities also affect projects being rolled out in their areas. It is vital therefore to inform the residents in the affected areas as early as possible of the intent, purpose and benefits to the community of the project. Some projects cannot be started until after a public inquiry, environmental impact assessment, route survey or lengthy planning procedures. It goes without saying that unless a project is technically sound it will end in failure (Green & Haines 2008).

In South Africa, almost any person or organization with an interest in a project is recognized as a stakeholder. Each project has its own unique set of stakeholders. The type and interest of a stakeholder are of great interest to the project manager since they enable him to use these to the greatest benefit of the project. It is therefore important that he carries out a stakeholder analysis to list, classify and assess the influence of the stakeholders. The view point of every stakeholder should be considered (Ireland, 2007). The effect of the attitudes of the community and its leadership on implementation of projects is vividly captured by Busiinge (2010) in his study of donor aided projects on the Social and Economic Welfare of the Rural Poor.

In Kenya, projects have seemed to have created the impression that nothing can work without money. Ali (2012) in his study noted that some of local leaders complained that people no longer attend their meetings because they did not have the allowances. As a result of this, some of the leaders and community members did not want to attend meetings of project activities and that was affecting the ownership of the projects and the work of local leaders. It was also emerging from interviews with communities that projects often undermined what people know and they participate for formality reasons and not because they believed in the project. The rationale of addressing socio-economic and gender issues in project implementation is the wish to achieve sustainable development. Projects should identify and understand the different roles and entitlements between men and women in the target communities, and the special challenges faced by disadvantaged groups (Chikati, 2009).

In Isiolo County, politics manifests itself in all organizations as opinions and attitudes of the different stakeholders in these organizations. In addition, the stakeholders relied upon by the project may also have their own agenda and preferences for participating in the project. The relationships to the project by these stakeholders can vary from very supportive to antagonistic, but depending on their field of influence, must be considered and managed. However, neither the sponsor nor the project manager has control over external politics such as political turmoil which may disrupt the project (Karanja & Kirimi, 2015).

1.2 Statement of the Problem

There has been a lot of criticism, from various quarters, on the way the County projects are managed and implemented. According to Transparency International (2014), doubts have been raised as to whether the County development fund has met its stated objectives. For instance there is lack of transparency in allocation of funds for development projects, it is not clear how decisions are arrived at on what development projects to be implemented and the formation of project committees that are the center of decision making is characterized by political patronage.

County governments is intended to transform the economic well-being of local communities leading to poverty reduction. In addition, it was hoped that the devolvement of funds in general, would enhance people's participation in decision making processes; promote good governance and promote transparency and accountability. However, most of the county governments developed projects have stalled and therefore are not helping the community in any way in improving their lives. The question being asked here are: Why is that the Isiolo county projects like dispensaries developed projects have stalled? What is the relevancy of these initiated projects in the community? It is against this background that this study sought to examine the factors that influence the implementation of dispensaries development projects in Isiolo County.

1.3 Purpose of the study

The general objective of the study was to find out the factors influencing the implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government.

1.3.1 Specific Objectives

The specific objectives was to;

- 1 To determine the influence of resource allocation on implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government.
- 2 To determine the influence of management skills on implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government.
- 3 To find out the influence of stakeholder support on implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government.
- 4 To establish the influence of politics on implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government.

1.4 Research Questions.

1. To what extent does resource allocation influence implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government?
2. How does management skills influence implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government?
3. To what extent does stakeholder support influence implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government?
4. How does politics influence implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government?

1.5 Significance of the Study

The study would give the county governments an independent evaluation of the implementation of dispensary projects in Isiolo County. The study will also give guidelines on the most effective projects implementation. The results of this study will be very important to other public organization in Kenya that are currently in the

process of implementing their projects. This will be demonstrated by addressing the gaps in projects implementation that exist. The ministry of devolution will find this research useful since there will be recommendations on how projects implementations can help the county government improve their performance. The study will also form a basis for further research by scholars interested in furthering the body of knowledge on projects implementations in Kenya.

1.6 Limitations of the Study

The key limitation that was experienced is that respondents feared to give information since they did not know why the information is required but the researcher confirmed to them it is purely for academic purposes. The researcher also assured the respondents of their confidentiality and they were not required to give their names.

1.7 Delimitation of the Study

The study focused on the factors influencing the implementation of dispensary projects in county governments in Kenya: a case of Isiolo county government. The study targeted Isiolo county government in Isiolo County. The study involved all the management employees who included head of department of the county government.

1.8 Assumptions of the Study

This study assumed that all the respondents responded honestly to the questionnaire and that the population identified was a represent the entire country governments in Kenya. It was assumed that the respondents offered information that addressed the study objectives.

1.9 Definition of Terms

Resources Allocation - this refers to monetary resources, funds and especially those that are used by county government in the implementation of dispensary projects.

Stakeholders Support: this refers to the support that stakeholders which is required to offer to the county projects a better coordination of the activities of in the department in accordance with certain policies and in achievement of defined objectives of the dispensary projects implementation.

Management skills: these are the requisite requirements for the management in order to effectively implement the projects started by the county government. The knowledge on finance and information communication technology is required for this project to be fully implemented.

Politics; this refers to the political influence on the implementation of projects initiated by county government. Politics in the County government plays a role in deciding what is to be done with the money actually available. Since most of the available resources are committed by approval of County assembly.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other related works by different scholars, assessed so as to give a theoretical and empirical foundation to the study. It also discusses the variables in order to give the study a more detailed understanding of how the variables influence the implementation of dispensary projects in county governments.

2.2 Empirical Review

2.2.1 Resource Allocation on Implementation of Projects

According to a study conducted by Muchemi (2009) on project implementation, he found that unreliable and inadequate funds on their own are a major factor hindering the implementation of government funded projects in devolved governments which has led to dissatisfaction on the county heads. Devolved governments need access to finances to enable them to develop and implement their projects. Historically devolved governments has been relying on a single sources which revenue to the government as a source of funds to implement their projects. However, over time their capacity to build up internal sources from revenue became eroded, partly by government policies and partly by poor performance resulting from declining margins.

Mwaura (2013) noted that County government increasingly rely on national government support for finances and from their limited revenues. Although given out for recurrent and development expenditure, these are very often not repaid. Devolved government become trapped in a dependency parasitic relationship with national government which seriously weakened their ability to develop sustainable activities. This dependency also weakened management strategies. Rebuilding's devolved governments as effective member-owned business requires a clear break from this unfortunate historical legacy. Viable devolved government today suffer from this legacy in a number of ways; many private organizations still view devolved governments as inherently not creditworthy. Many devolved governments are

weighted down by the presence on their balance sheets of accumulated debts dating back many years from the previous municipal councils.

Sambu (2014) in a newsletter says that Kenyan devolved government have not catered for the needs of their members. However Devolved government are compounded by governance and financial constraints which leads to delay in financing projects. These issues has tainted the county governments and the public sector. Up to the mid-2013, a fundamental character of the Kenyan devolved government movement was its close association with the state to the point of developing a dependent relationship. This was partly due to historical evolution of this organization in the country. According to development countries recommendation No. 127, the ILO called for government to develop a comprehensive and planned development project in which one central body would be the instrument for implementing a policy of aid and encouragement to public sectors.

Saunders (2009) argued that in Uganda there are cases where government obtains their finances free of interest from the bank. These practices put the government in greater financial strains as they incur large debts by way of interest on the loans. He concludes that it would appear that the crucial factor in the financial difficulties of the government is mismanagement of funds available rather than the inability of the organization to raise money from elsewhere. The Swedish public sector faces a similar problem especially as the number of the organizations belonging to the government is diminishing, owing to the relative decline of the services from other sectors of the economy. The financial problem of the Uganda government is tied up with the general low levels of per-capital income of their citizens.

Although the government is severely handicapped in having ways of raising funds of their own to meet their needs such as project implementation, they are in a privileged position in matters of government financial assistance. The government has started to see the need to diversify in order to survive in a liberalized environment. This is leading to interesting partnership (Saunders 2009).

2.2.2 Stakeholder Support on Implementation of Projects

Chikati (2009) says that involving stakeholders in a participatory analysis and decision making around community and project development issues is an important operational method. Stakeholders may have varied level of interest, involvement, and influence on the project. It is extremely important to identify all the stakeholders and manage them as they can have negative and positive influence on the project. The stakeholders can include customer, end users, sponsor, program manager, portfolio manager, project manager and the project team.

According to Makgoshi&Maliwichi (2010), implementation of government projects fails due to poor stakeholders support. The success of a government project implementation will be measured by support accorded by the stakeholders. The duty of the stakeholders is to oversee, guide and direct public sector movement in terms of human resource. The stakeholders of public organizations comprises of the community and other public organisations and the same stakeholders team with the primary responsibility of ensuring implementation of the projects. Specific stakeholders practices have been found to improve corporate performance;- three dimensional strategy comprise exploration of new horizons, selectivity and drive, making wisdom contagious by empowering independence, interaction and communication among employees, focussing on group performance rather than individual performance, external processes which include benchmarking, systems for feedback both from suppliers and customers and continuous innovation based on internal and external evaluation.

Nicholas (2011) found that stakeholders in a project has an activity which includes to manage, plan, to organize, and to coordinate the project. Success of any project implementation will be based on actions of top stakeholders. He also recommended that members, when electing office bearers, including delegates, should ensure that they elect trustworthy persons. Success and hence performance depends on the calibre of the officials that they elect. Corporate governance seeks to find appropriate mechanisms for governing relationships for constituent groups with the company so as to generate a long term value. It also seeks to reduce conflict of interests among the stakeholders by making sure that right people make the decisions. Corporate

governance is to create and implement internal organisation of the company and define more closely and represent more pressing interests to which the stakeholders should respond and goals towards which they should strive. Therefore it implies that corporate power is exercised in the best interest of the society.

Samuel & Tom (2010) argues that the focus of project implementation has been disrupted by conflict between the levels of government in a country. Corporate governance is the process by which organisations are directed, controlled and held accountable. Corporate governance is at the heart of corporate success and it can have a significant influence on the country's development. Effective corporate governance will ensure long-term strategic objectives and plans are established and that proper stakeholders' structure is in place to achieve those objectives while at the same time making sure that the structure functions to maintain the company's integrity, reputation and accountability to its relevant constituencies. The right systems of checks and balances should be on the basis of merit or any corporate governance system.

According to Ibrahim (2012), a good governance system is one that respect and follow the due process of organizational policies and procedures. It should have checks and balances, and there must be segregation of duties. Good governance does not favor concentration of functions on one individual, it encourages cut off points where each employee respects the limits of his or her authority in the organization. As far as organizational governance is concern, finance and administration are two separate functions, and separation must come into play, else there is no separation or segregation of duties, one person is executing or strongly influencing the functions of human resource and of administration.

2.2.3 Management Skills on Implementation of Projects

Reaching a satisfactory level of project implementation necessarily requires more than just securing funds from diversified sources. It requires as much strengthening government and operational capacities. There exists a causal relationship between project implementation and certain factors associated with government public organization management, leadership, public image, service provision and community

participation. These factors could contribute to, or impede financial viability of given government public organization (Bray, 2010).

According to Bray (2010), there is increasingly awareness of up-to-date information about an organization's operations and finances as a way of ensuring return on their investment. Engaging in evaluation of government activities that outline financial and programmatic outcomes as a result of funding and this support implementation of government projects. Additionally, clearly and consistently communicating evaluation efforts and findings to funders and investors demonstrates accountability. Cultural differences between the leadership and staff of the government public organizations and CBOs and the communities they serve may pose additional challenges for implementation of government projects.

In the study of Mulory (2013) the government having a physical presence in the community as well as a consistent track record of service accountability to its residents the management employees should ensure that community benefits from the programs initiated. The government projects needs well versed management teams in order to establish partnering relationship which will help in developing a implementation strategy that clearly defines the social mission of the project. It is important that management clearly and consistently communicates the mission and services provided by the organization specifically cater to the unique needs of the projects.

It is noteworthy that according to Brar (2010), low capacity staff for government's projects implementation at the sub-national level such as provincial and regional governments is one of the main challenges in the implementation of all government projects in developing countries. This factor according to him is very pertinent to the South African context with its nine provinces and the consequent demand that the duplication of efforts creates for skills and knowledge, of which a shortage already exists. Farello and Morris (2009) further contend that the personnel development issue within government needs prioritization in order to have management that will support development projects of the government. He noted that the education system needs to be aligned with the project management demands of the country and scarce monitoring and evaluation skills need to be attracted and retained particularly within the government.

It is noted that the effective implementation of government projects require personnel with the required knowledge and expertise. Diamond and Khemani (2010) posit that lack of capacity is regarded as one of the primary causes for the delay government projects implementation process in Ghana. On the other hand, the emphasis on capacity building through training was one of the major contributing factors to the success of major government projects in Tanzania. Chene (2009) adds that absence of staff with the requisite project management knowhow and experience cannot be mitigated with ease through training and hiring. The salary structure and terms of employment in the public sector are more often than not unable to compete at par with the private sector. Needless to say, candidates possessing it skills are not incentivized to join the public sector. To aggravate the situation, many trained personnel leave the public service for better job opportunities elsewhere.

For the government projects to be successful, in addition to internal resources, great care should be taken when outsourcing especially in terms of technical assistance during different phases of the project design and implementation since in most cases the management skills is not satisfactory. The external consultant should have extensive experience in the public sector financial management. The consultant should essentially be an expert in design, implementation, management and operation of government accounting, budget and financial management systems especially in a developing country's environment. He or she must have experience in the management and operation of modern computerized financial systems in a government budgeting and accounting environment (Wong, 2010).

In their study, Kirk and Nolan (2010) that management has failed in project implementation and this has led to weak projects governance, technical areas of development, and poor leadership that cannot be entrusted with implementation of projects. Complementary experience in training, management development, human resource management and organizational change in developing countries ought also to be a prerequisite. The consultant, finally, should also have experience in project management and implementation, working in the advisory and training capacity in developing countries.

2.2.4 Politics on Implementation of Dispensary Projects

According to Gordon et al., (2010), most of government projects are politically influenced and this influences their implementation. Expenditure items are normally county governments is dividend according to department to departments and the various activities undertaken within each department. Governments have been accused of incurring expenditures in ways that bear little relationship to their ability to raise the revenues required to finance the expenditure commitment and fail to result in improved or expanded service delivery which is influenced politically. The Local Authority Transfer Fund requirements for publication of information is helping to build local accountability: national publication in the press of county allocations and allocation formula local publishing of available resources as part of the county governments process and local publishing of both the planned and actual use of resources (IEA 2013).

Bozzo (2010) noted that the process which government acquire funds to implement projects is political through informing citizens of the resources available and involving them in prioritization of expenditures, helps to build local accountability for actual resource use, since those who have participated can be expected to demand to know what actually happened to the money. Government also requires, as a condition for part of the transfer to produce abstracts of accounts for auditing. Before this was introduced, hardly any County governments were producing accounts; now, as a result of county conditions, all County government are producing abstracts of accounts and submitting them to the Controller and Auditor-General. However, it remains to be seen whether there is the capacity for these accounts to be properly audited (IEA 2011).

Budgetary control is the process by which performance is evaluated and adjusted to help ensure the realization of pre-determines targets. This process is facilitated by monthly, quarterly or other short interval reports from each departmental head and the treasurer in not politically influenced. These reports should indicate how closely actual performance matches budgetary projections and it should evaluate deviations and their causes as a basis for developing corrective action programs. Is such efforts are to succeed; the reports must be prepared immediately after the end of the reporting

period. This process is therefore depended on the prompt recording of financial transactions and the maintenance of up-to-date accounts. The treasurer in collaboration with the departmental heads is required to report and explain to the appropriate standing committee any variances (Pandey 2009).

Ramanathan (2011) did a study and found that there are factors which are beyond an elected leader's cost may increase or revenues may fall unexpectedly. Inflationary trends, abolition of a revenue source control since costs by central government, natural catastrophes, droughts and diseases are some of the factors affecting the ability of local authority to implementation its budget as planned. If a Council learns that its original budget estimates are no longer tenable, it has to revise them and come up with a supplementary budget. It is important to remember that the budget is only as good as the local manager using it. If the manager ignores the budget, then it serves no useful purpose in improving the performance of a local authority in meeting the needs of its constituents.

It was found by Basel, Williams & Klak (2011) that for government projects to succeed, there is need to have political support. They noted that government leaders identified the interference of local politicians and civic leaders as a major hindrance to projects implementation. Where government public organizations are involved in sensitive issues, such as land disputes, local leaders can threaten government public organizations with de-registration. Politicians are not aware that the board - and potentially the Council are there to protect them from such intimidation. Program evaluation or outcome assessment data is one tool that can speak to important questions of whether progress is being made on key agency objectives.

2.3 Theoretical Review

2.3.1 Commitment-Trust Theory

This study is based on commitment-trust theory by Morgan and Hunt (1994). This theory proposed that relationship commitment and trust are key variables for successful relationships because they promote cooperative behaviors between relationship partners and encourage them to maintain long-term relationships. They suggest that relationships characterized by trust and commitment allow partners to be more accepting of high-risk situations because each party believes that the other party will be inclined to engage in activities that are in the long-term best interests of both partners. Morgan and Hunt tested their theory on business relationships between automobile tire retailers and their suppliers and concluded that it was clearly supported by the data.

The commitment-trust theory proposes that trust and commitment are key constructs that function in an organization. Conceptualize trust as confidence in an exchange partner's reliability and integrity. They propose that trust is enhanced when partners share similar values and when partners communicate. Trust is decreased when partners are perceived to engage in opportunistic behavior. Shared values, which were already described as antecedent to commitment, are also antecedent to trust. Perceptions of shared values between partners increase the perceived ability of partners to predict the other's motives and behavior and, therefore, increase trust. Communication is the sharing of meaningful and timely information between partners. Professors who communicate with students about what to expect in a course and on exams might enhance student trust. Additionally, communication between professors and students can prevent misunderstandings and allow the resolution of conflicts. Opportunistic behavior is a violation of implicit or explicit role behaviors. Trust affects every outcome either directly or indirectly in the Commitment/Trust Model. Trust has direct effects on cooperation, functional conflict, and decision-making uncertainty and indirect effects on acquiescence and propensity to leave through its effect on commitment.

This theory comes into this study since there must be cooperation in which two parties must work together to achieve a common goal. Morgan and Hunt (1994) state that cooperation results in outcomes that exceed what would be achieved in a relationship in which partners work do not work together. Functional conflict is a disagreement that leads to an improvement in a relationship. Disagreements can have a way of strengthening relationships because they can lead to opportunities to communicate and readjust expectations. In this study, there is need for county government to ensure there is trust since trust encourages partners to treat conflicts as functional and find win-win solutions. Decision-making uncertainty is the extent to which partners perceive they have sufficient information to make decisions with confidence. This will have a direct effect on commitment between management and the employees. Trust permits partners to take a long-term view of relationships. The relationship itself becomes a goal instead of the result of each transaction between partners.

It can be concluded that this theory will help the county government to create an enabling environment that will help in improving the implementation of dispensary projects. If the county government will use this theory, it will help create a good relationship between the community, and other stakeholders for better performance.

2.3.2 Agency theory

According to Bowie et.al. (1992) an agency relationship arises when one or more individuals, called principals, hire one or more other individuals, called the agents, to perform some service and then delegate decision making authority to the agents. The primary agency relationships in business are those between shareholders and management. This relationship is not always harmonious and the theory is concerned with conflicts of interest between agents and principals. This has implications on how the organization affairs are conducted. When agency occurs it also tends to give rise to agency costs, which are expenses incurred in order to sustain an effective agency relationship like offering management performance bonuses to encourage managers to act in the shareholders' interests.

Bowie et.al. (1992) argues that agency theory suggests that, in imperfect labor and capital markets, managers will seek to maximize their own utility at the expense of shareholders. Managers have the ability to operate in their own self-interest rather than in the best interests of the organization because of asymmetric information. Managers know better than shareholders on whether they are capable of meeting the shareholders objectives or not, and they are also aware of uncertainty in the market.

In this study, the principals are the management of the county government who acts on behalf of community. The agency theory assumes both the shareholders and the agents re motivated by self-interest. Thus, if both parties are motivated by self-interest, management is likely to pursue self-interested objectives that deviate and even conflict with the goals of the shareholders. Yet, agents is supposed to act in the sole interest of their shareholders. It is the responsibility of management to ensure that members are able to access to wildlife facility in order to earn interest that shareholders can use to pay divided and also to expand the operations of the enterprises. The problem of performance of the county government dispensary projects can be attributed to the management which is county government not acting in the best interest of shareholders which is the community since they should come up with a strategies that will help to improve the performance of these projects

2.3.3 Stakeholder Theory

Stakeholder theory has been articulated in a number of ways, but in each of these ways stakeholders represent a broader constituency for corporate responsibility than stockholders. Discussions of stakeholder theory invariably present contrasting views of whether a corporation's responsibility is primarily (or only) to deliver profits to the stockholders/owners. Milton Friedman's (1912) now-famous pronouncement that the only social responsibility of corporations is to provide a profit for its owners stands in direct contrast to those who claim that a corporation's responsibilities extend to non-stockholder interests as well. One very broad definition of a stakeholder is any group or individual which can affect or is affected by an organization." Such a broad conception would include suppliers, customers, stockholders, employees, the media, political action groups, communities, and governments. A more narrow view of

stakeholder would include employees, suppliers, customers, financial institutions, and local communities where the corporation does its business. But in either case, the claims on corporate conscience are considerably greater than the imperatives of maximizing financial return to stockholders.

Stakeholder theories have grown in number and type since the term stakeholder was first coined in 1963. According to R. Edward Freeman, whose work in stakeholder theory is well known, the stakeholder concept was originally defined as including "those groups without whose support the organization would cease to exist. As a part of management theory and practice, stakeholder theory takes a number of forms. Descriptively, some research on stakeholder theory assumes that managers who wish to maximize their firm's potential will take broader stakeholder interests into account. This gives rise to a number of studies on how managers, firms, and stakeholders do in fact interact. Normatively, other management studies and theories will discuss how corporations ought to interact with various stakeholders.

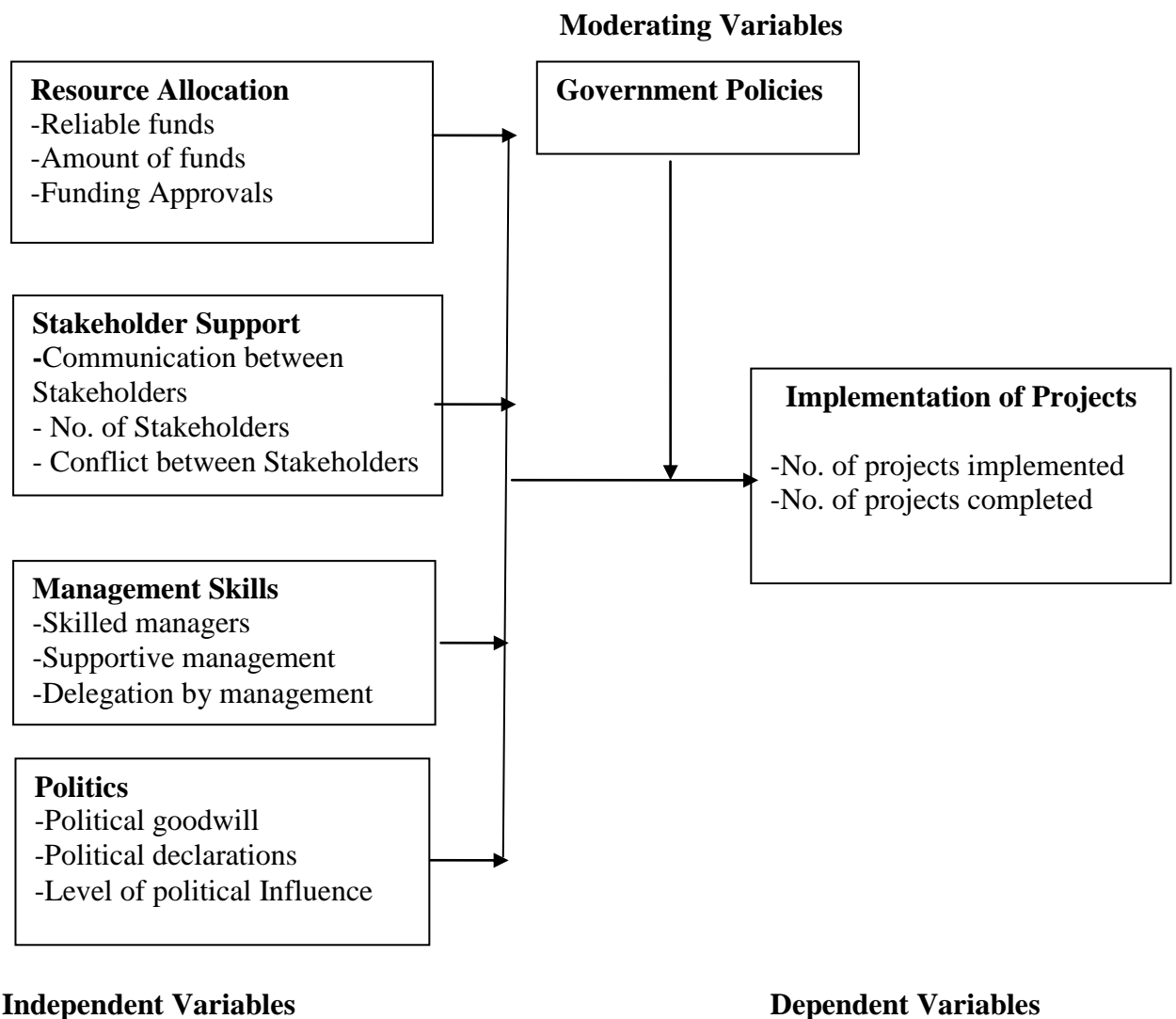
From an analytical perspective, a stakeholder approach can assist managers by promoting analysis of how the company fits into its larger environment, how its standard operating procedures affect stakeholders within the company (employees, managers, stockholders) and immediately beyond the company (customers, suppliers, financiers). Freeman suggests, for example, that each firm should fill in a "generic stakeholder map" with specific stakeholders. General categories such as owners, financial community, activist groups, suppliers, government, political groups, customers, unions, employees, trade associations, and competitors would be filled in with more specific stakeholders. In turn, the rational manager would not make major decisions for the organization without considering the impact on each of these specific stakeholders. As the organization changes over time, and as the issues for decision change, the specific stakeholder map will vary (Chiivakal et.al. 2008).

Again, the contrast with Friedman's view should be evident: if the corporate manager looks only to maximize stockholder wealth, other corporate constituencies (stakeholders) can easily be overlooked. In a normative sense, stakeholder theory strongly suggests that overlooking these other stakeholders is (a) unwise or imprudent

and/or (b) ethically unjustified. To this extent, stakeholder theory participates in a broader debate about business and ethics: will an ethical company be more profitable in the long run than a company that looks only to the "bottom line" in any given quarter or year? Those who claim that corporate managers are imprudent or unwise in ignoring various non-stockholder constituencies would answer "yes." Others would claim that overlooking these other constituencies is not ethically justified, regardless of either the short-term or long-term results for the corporation.

2.4 Conceptual Framework

Figure 1. Conceptual framework



2.4.1 Explanation of Variables

Resources Allocation - this refers to monetary resources, funds and especially those that are used by county government in the implementation of dispensary projects.

Stakeholders Support: this refers to the support that stakeholders which is required to offer to the county projects a better coordination of the activities of in the department in accordance with certain policies and in achievement of defined objectives of the dispensary projects implementation.

Management skills: these are the requisite requirements for the management in order to effectively implement the projects started by the county government. The knowledge on finance and information communication technology is required for this project to be fully implemented.

Politics; this refers to the political influence on the implementation of projects initiated by county government. Politics in the County government plays a role in deciding what is to be done with the money actually available. Since most of the available resources are committed by approval of County assembly.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduces and describes the research design and methodology which was used to carry out the study. It outlines the sampling design techniques that was used to select the sample of study. It also describes the data collection procedures and the tools that was used in obtaining data, the process of data analysis, the study design and the target population.

3.2 Research Design

This study adopted a descriptive research design which is concerned with describing the characteristics of a particular individual, or groups (Kothari 2009). This method was suitable since it allows flexible data collection and the respondents were not manipulated. Descriptive research design is used when the problem is known and well designed as it is evident in this study

3.3 Target Population

In choosing the members who were to participate, the researcher focused on the management and heads of sections. This is because they are the major players in the day-to-day operations in the implementation of the dispensary projects in Isiolo County. There were 50 management employees of Isiolo county government and these were the study respondent's.

Table 3.1 Target Population

Category	Frequency	Percentage
County Executive Committee	10	1
County Directors	25	60
MCA	15	36
Total	50	100

Source; (Isiolo County government 2016)

3.4 Sample Design and Sample Size

According to Cooper and Schindler (2003) explains that the whole idea of sampling is selecting some of the elements in a population, so the same conclusions can be drawn about the entire population. Kothari (2009), 10- 30% is a good representation of the target population.

Kothari (2009), highlights the formula of sample size as $nf = \frac{n}{(1+n)N}$

nf = the desired sample size

N = the estimate of population size

This study adopted a census sample design which allowed to use a sample size of 50 respondents. This is due to the fact that the target population was manageable and the respondents were within county systems which could be accessed easily. According to Kothari (2010), census is a complete enumeration of all items in the population. It is presumed that in a census inquiry, all the respondents are covered and there is no element of chance which is left and the highest accuracy is obtained especially when the population is manageable.

3.5 Research Instruments and Data Collection Procedures

Data was collected through questionnaire. The questionnaire had both open ended and closed ended questions. The questions was simple, logical and straight forward directions for the respondents so that they would not feel any difficulty in answering the questions. The method was inexpensive, free from bias of the interviewer and the respondents were given adequate time to give well thought out answers be more dependable and reliable. The researcher personally collected the data. This was useful in administering the questionnaires to the sampled population since it ensured that respondents were reached without any external influences. The questionnaires were collected back after 2 days.

3.6 Reliability and Validity

Reliability explains that the result are the same even if the research is carried out by another researcher on a different occasion. Furthermore it should not be subject to bias, observer bias and it should not have any subject error (Lewis, 2008). Test- retest

was used to measure reliability where questionnaires were given to respondents in Meru county government, and after 2 weeks this was repeated again. The data was subjected to correlation coefficient in order to ascertain the reliability coefficient and a reliability coefficient of 0.881 was obtained. According to Kothari (2010), a correlation coefficient of 0.7 is desirable for newly developed questionnaires.

Validity of the measuring instruments refers to the degree to which the tools used to measure what was intended to be measured. In this study, the questionnaires was piloted to enhance their correctness and consistency. The pilot study was conducted in Meru county government headquarters in Meru town using management teams. Information obtained from the pilot study was used to adjust the questionnaire.

3.7 Method of Data Analysis

Data analysis process included data sorting, editing, coding, or variable generation, data entry, cleaning, processing and interpretation of results. The SPSS tool was used by the researcher to analyze data. Descriptive statistic which included frequencies and percentages were used. Quantitative data was represented using tables while qualitative data was presented in narrative form.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter is dedicated to the analysis, interpretation and discussion of the findings as per the data collected using the questionnaires, which were administered to respondents. The findings answered the research questions. The findings from the questions that were likert in nature and in the 'agree ' and 'disagree ' format were interpreted based on three levels of agreement where strongly disagree and disagree meant 'disagree'; and uncertain or neutral remained the same for interpretation, and agree and strongly agree were taken as 'agree' for the purposes of interpretation.

4.2 Response Rate

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Questionnaire Issued	50	100
Questionnaire Returned	46	92

The researcher issued 50 questionnaires to the respondents. Only 46 questionnaires were returned which accounted for 92% return rate. The reasons for this response rate was attributed to some of the respondents who were issued with the questionnaires returned questionnaires in time and there were well filled while very few who did not respond at all and others whose items were not filled. However, the response rate is considered adequate given the recommendations by Saunders, Lewis and Thornhill (2007) who suggested a 30-40% response is adequate, Sekaran (2010) who document 30%, and Hager, et.al., (2008) recommend 50%. Based on these assertions, this implies that the response rate for this study was adequate. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the respondents of the intended study, utilized a self-administered questionnaire where the respondents completed and these were picked shortly after and made follow up calls to clarify queries as well as prompt the respondents to fill the questionnaires.

4.3 Demographic Data

Table 4.2 Respondent's Age

Response	Frequency	Percent
31-35 years	4	11.7
36-40 years	10	21.3
41-45 years	23	48.9
46-50 years	3	7.4
Over 51	5	10.6
Total	46	100.0

Data collected indicated that majority 48.9% of the respondents were of age category 41-45 years, 21.3% of the respondents were between 36-40 years, 11.7% were between 31-35 years, 10.6 % were of the age above 51 years while 7.4% were of between 46-50 years. This shows that most of the management employees in County government are not young people.

4.3.2: Respondents Level of Education

Table 4.3 shows the response of level of education of the respondent's .The respondents level of education was considered to be significant for the study as it would help to establish the literacy levels of the respondents that would influence managerial decision making in regard to implementation of dispensary projects in county governments. Respondents were therefore asked to indicate their highest level of education. This was presented in the table 4.3.2 below.

Table 4.3: Respondents Level of Education

Response	Frequency	Percent
Diploma	6	13.8
Degree	28	60.6
Masters &Above	7	16.0
Other Professional courses	5	9.6
Total	46	100.0

Data collected indicated that majority 60.6% of the respondents had a bachelor’s degree while 13.8% of the respondents had diploma education. Only 16% of the respondents had masters’ degree. This shows that management staff of County government are well versed with management skills which could be used to transform the implementation of dispensary projects in county governments.

4.3.3: Years worked in the County government by the Respondents

The respondents were asked to indicate the number of years they have worked in the County government .The respondents working experience with County government was significant for the study as it would help to establish how experience of the respondents would help them influence decision making in regard to implementation of dispensary projects in county governments.

Table 4.4: Years worked in the County government by the Respondents

Response	Frequency	Percent
Below 5 Months	3	6.4
5-10 Months	13	28.7
1-2 years	26	56.4
Over 3 years	4	8.5
Total	46	100.0

Data collected indicated that majority of the respondents 56.4% had worked for 1-2 years in the County government. It was also found that 28.7% had also worked for 5-10 months while only 6.4% of the respondents had worked for a period below 5 months. This shows that the management staff of County government is people who are quite experienced and this experienced should be used to enhance implementation of dispensary projects in county governments.

4.4 Resource Allocation and Implementation of Dispensary Projects

This section sought to gather the responses of the respondents in regard to the resource allocation. This was to identify whether resource allocation have influence on implementation of dispensary projects.

4.4.1 Reliability of funds and Implementation of Dispensary Projects

This section sought to gather the responses of the respondents in regard to the resource allocation. Respondents were asked to respond on whether there is a reliable fund to implementation of dispensary projects. The table 4.5 presents respondents responses to the item.

Table 4.5: Resource Allocation and Implementation of Dispensary Projects

Responses	Frequency	Percent
Agree	5	10.6
Neutral	3	7.4
Disagree	38	81.9
Total	46	100.0

Majority of the respondents 81.9% disagreed that their County governments have reliable funds to implementation of dispensary projects while 10.6 % agreed that their County governments have reliable funds to implementation of dispensary projects while 7.4% could not agree or disagree that the County governments have reliable funds to implementation of dispensary projects. This implies that there is no reliable funds to implementation of dispensary projects. These findings agrees with a study done by Muchemi (2009) on project implementation and found that lack of reliable funds on their own are a major factor hindering the implementation of government funded projects in devolved governments.

4.4.2: Response on Sufficiency of funds to implement dispensary projects

The respondents were asked to indicate whether the County government allocates large amount of funds for implementation of dispensary projects. Their responses were presented below in table 4.6.

Table 4.6: Response on Sufficient amount of funds to implement dispensary projects

Responses	Frequency	Percent
Agree	5	10.8
Neutral	1	2.2
Disagree	40	87.0
Total	46	100.0

Majority of the respondents 87% disagreed that their County government allocates large amount of funds for implementation of dispensary projects while 10.8% agreed that their County government allocates large amount of funds for implementation of dispensary projects and 2.2% of the respondents were neutral. This implies that County government does not allocate large amount of funds for implementation of dispensary projects. These findings agrees with the study done by Mwaura (2013) who noted that County government increasingly rely on national government support for finances and from their limited revenues hence there is small amount of funds to implement dispensary projects.

4.4.3: Response on Delay in Financing Implementation of Dispensary Projects

The respondents were asked whether there is delay in financing implementation of dispensary projects in county governments. Responses were presented in the table 4.7.

Table 4.7: Response on Financing Implementation of Dispensary Projects

Responses	Frequency	Percent
Disagree	11	24.5
Neutral	1	2.1
Agree	34	73.4
Total	46	100.0

Data obtained revealed that majorities of the respondents 73.4% agreed that there is delay in financing implementation of dispensary projects in county governments while 24.5% of the respondents disagreed with this construct that there is delay in financing implementation of dispensary projects in county governments. Only 2.1% were neutral on this issue. The finding implies that there is delay in financing implementation of dispensary projects in county governments. This finding is similar to a study by Sambu (2014) who found that the devolved government are compounded by governance and financial constraints which leads to delays in financing projects.

Long approval procedures before funding implementation of dispensary projects

4.5 Response on the Approval Procedures and Implementation of Dispensary Projects

Respondents were asked whether there is long approval procedures before funding for implementation of dispensary projects. This was presented using the table 4.8.

Table 4.8: Response on Long Approval Procedures and Implementation of Dispensary Projects

Responses	Frequency	Percent
Disagree	15	33.0
Neutral	2	5.3
Agree	29	61.7
Total	46	100.0

From the table above, it was found that majority of the respondents 61.7% agreed with the statement that there is long approval procedures before funding for implementation of dispensary projects. However, 33% of the respondents disagreed

with this statement that there is long approval procedures before funding for implementation of dispensary projects. This agrees with a study done by Saunders (2009) who found that there is bureaucracy in approving funds for project implementation. It can therefore be concluded that the process of funds approval in county government for project implementation is long.

4.6 Satisfaction Levels of Resources Allocation on Implementation of Dispensary Projects

The study wanted to establish from the level of respondents satisfaction on resources allocation on the implementation of dispensary projects. Their responses were as shown in table 4.8;

Table 4.8 Satisfaction Levels of Resources Allocation on Implementation of Dispensary Projects

Level of Satisfaction	Frequency	Percent
Highly Satisfied	4	8.5
Satisfied	14	29.8
Dissatisfied	26	56.4
Highly Dissatisfied	2	5.3
Total	46	100.0

The data revealed that majority of the respondents 56.4% were dissatisfied with the resources allocation on the implementation of dispensary projects while 29.8% of the respondents were satisfied. This shows that majority of the respondents are dissatisfied with resources allocation on the implementation of dispensary projects. These agree with those of Muchemi (2009) who found that there is dissatisfaction with county management on resource allocations.

4.7 Management Skills on Implementation of Dispensary Projects

Respondents were asked as to whether there is highly skilled managers in the county to implement the dispensary projects.

4.7.1 Response on Highly skilled managers to implement the dispensary projects

Respondents were asked as to whether there is highly skilled managers in the county to implement the dispensary projects. These responses were presented using table 4.9.

Table 4.9: Response on Highly skilled managers to implement the dispensary projects

Responses	Frequency	Percent
Disagree	9	19.1
Neutral	1	2.2
Agree	36	78.7
Total	46	100.0

It was revealed that majority of the respondents 78.7% agreed that there is highly skilled managers in the county to implement the dispensary projects in the county government. It was noted that 19.1 % of the respondents disagreed that there is highly skilled managers in the county to implement the dispensary projects. It is only 2.2% of the respondents were neutral to this question. This implies that county government has highly skilled managers to implement the dispensary projects. These findings are supported by a study by Mulory (2013) who found that the government projects needs well versed management teams in order to establish partnering relationship which will help in developing an implementation strategy that clearly defines the social mission of the project.

4.7.2: Supportive Management to Implement Dispensary Projects

Respondents were asked to indicate whether there is supportive management to implement dispensary projects. Their responses we as shown using table 4.10 below.

Table 4.10: Supportive Management to Implement Dispensary Projects

Response	Frequency	Percent
Agree	37	81.9
Neutral	2	2.1
Disagree	7	16.0
Total	46	100.0

Data illustrates that majority of the respondents 81.9% agreed that there is supportive management to implement dispensary projects. It is only 16% of the respondents disagreed that there is supportive management to implement dispensary projects. This implies that management offers support in the implementation of the dispensary projects. These findings are in agreement with a study done by Farelo and Morris (2009) who noted that the personnel development issue within government needs prioritization in order to have management that will support development projects of the government.

4.7.3 Response on Management delegate to implement dispensary projects

Respondents were asked to indicate whether management delegate more in order to implement dispensary projects. The responses were presented in the table 4.11.

Table 4.11: Response on Management delegate to implement dispensary projects

Response	Frequency	Percent
Agree	9	20.2
Neutral	2	4.3
Disagree	35	75.5
Total	46	100.0

Data revealed that majority of the respondents 75.5% disagreed that management delegate more in order to implement dispensary projects. On the other hand, 20.2% of the respondents agreed that management delegate more in order to implement dispensary projects. This shows that there is no delegation by management which can ensure implementation of dispensary projects. These findings agrees with a study done by Kirk and Nolan (2010) who found that management has failed in project

implementation and this has led to weak projects governance, technical areas of development, and poor leadership that cannot be entrusted with implementation of projects due to lack of proper delegation.

4.7.4: Responses on Satisfaction Levels on Management Skills

The study wanted to establish the satisfaction levels on management skills in line with dispensary projects implementation. Their responses are presented in table 4.5.4

Table 4.12 Satisfaction Levels on Management Skills

Satisfaction levels	Frequency	Percent
Highly Satisfied	4	8.1
Satisfied	11	25.6
Neutral	1	1.4
Dissatisfied	27	60.5
Highly Dissatisfied	3	4.4
Total	46	100.0

The data revealed from majority of the respondents 60.5% that they are dissatisfied with management skills in terms of dispensary projects implementation while 25.6% of the respondents indicated that they are satisfied with the management skills in terms of dispensary projects implementation. From these responses, it shows that there is no satisfaction with the current management skills in terms of dispensary projects implementation. These findings agrees with a study done by Wong (2010) who found that for the government projects to be successful, in addition to internal resources, great care should be taken when outsourcing especially in terms of technical assistance during different phases of the project design and implementation since in most cases the management skills is not satisfactory.

4.8 Stakeholder Support and Implementation of Dispensary Projects

The study wanted to establish whether there is communication between the county government and the project stakeholders.

4.8.1 Communication between County Government and Project Stakeholders

The study wanted to establish whether there is communication between the county government and the project stakeholders. Their responses are presented in table 4.13

Table 4.13: Communication between County Government and Project Stakeholders

Responses	Frequency	Percent
Agree	40	87.3
Neutral	0	0
Disagree	6	12.7
Total	46	100.0

Data revealed from majority of the respondent's 87.3% agreed that there is communication between the county government and the project stakeholders while 12.7% argued that there is no communication between the county government and the project stakeholders. From majority of the responses, this shows that there is no communication between the county government and the project stakeholders. This findings agrees with Chikati (2009) who found that involving stakeholders in a participatory analysis and decision making around community and project development issues is an important operational method. Stakeholders may have varied level of interest, involvement, and influence on the project.

4.8.2 Response on County Government Conflict and Project Stakeholders

The study wanted to establish whether there conflict between county governments and the project stakeholders. Their responses are presented in table 4.14

Table 4.14 Response on County Government Conflict and Project Stakeholders

Responses	Frequency	Percent
Disagree	18	39.8
Neutral	2	3.0
Agree	26	57.2
Total	46	100.0

Data obtained from the analysis shows that majority of the respondent's 57.2% agreed that there is conflict between county governments and the project stakeholders while 39.8% of the respondents disagreed that there is a conflict between county governments and the project stakeholders. However, 3% were not aware of this issues. This shows from the majority responses that there is conflict between county governments and the project stakeholders. This is in line with a study done by Makgoshi & Maliwichi (2010) who found that implementation of government projects fails due to poor stakeholders support.

4.8.3 Response on Stakeholders with Different Interests County Projects

The study wanted to establish whether many stakeholders with different interest's county projects. Their responses were as shown in table 4.15

Table 4.15 Response on Stakeholders with Different Interests County Projects

Responses	Frequency	Percent
Agree	30	65.4
Neutral	5	10.3
Disagree	11	24.3
Total	46	100.0

Data revealed from majority of the respondent's 65.4% agreed that they are many stakeholders with different interest's county projects while 24.3% of the respondent's disagreed that they are many stakeholders with different interest's county projects. It was also noted that 10.3% of the respondents were not aware whether they are many stakeholders with different interest's county projects. It can be concluded that they are many stakeholders with different interest's county projects. This findings agrees with a study done by Nicholas (2011) who found that stakeholders in a project has an activity which includes to manage, plan, to organize, and to coordinate the project other than having different interest This seeks to reduce conflict of interests among the stakeholders by making sure that right people make the decisions.

4.8.4 Response on Conflict between National Government and County Government

The respondents were ask to respond on whether there are conflicts between national government and county government on implementation of projects. Their responses were as follow in table 4.16.

Table 4.16: Response on Conflict between National Government and County Government

Responses	Frequency	Percent
Agree	37	80.4
Neutral	1	2.5
Disagree	8	17.1
Total	46	100.0

Majority of the respondents 80.4% agreed that there are conflicts between national government and county government on implementation of projects while 17.8% of the respondents disagreed that there are conflicts between national government and county government on implementation of projects. It was also found that 2.5% of the respondents were not aware on whether there is conflicts between national government and county government on implementation of projects. This shows that there is conflicts between national government and county government on

implementation of projects. These findings concurs with those of Samuel & Tom (2010) who found that project implementation has been disrupted by conflict between the levels of government in a country.

4.8.5 Satisfaction of stakeholder’s support and implementation of dispensary projects

The study wanted to establish the Satisfaction of stakeholder’s support and implementation of dispensary projects. Their responses were as shown in table 4.17;

Table 4.17 Response to stakeholder’s support and implementation of dispensary projects

Satisfaction Levels	Frequency	Percent
Highly Satisfied	3	6.1
Satisfied	13	27.7
Neutral	0	0.0
Dissatisfied	26	56.8
Highly Dissatisfied	4	9.4
Total	46	100.0

Data from the majority 56.8% of the respondent’s shows that they are dissatisfied with the stakeholder’s support and implementation of dispensary projects while 27.7% of the respondents were satisfied stakeholder’s support and implementation of dispensary projects. This shows that from the majority of responses, the stakeholder’s support and implementation of dispensary projects is not satisfying.

4.9 Politics and Implementation of Dispensary Projects

In this section, the study wanted to establish the influence of politics on the implementation of dispensary projects.

4.9.1 Response on Politics and Implementation of Dispensary Projects

Respondents were asked to indicate the level of influence that politics on implementation of dispensary projects. Their responses were as shown in table 4.18 below.

Table 4.18: Response on Politics and Implementation of Dispensary Projects

Response	Frequency	Percent
Highly Influences	36	78.7
Neutral	2	3.2
Slightly Influences	8	18.1
Total	46	100.0

Data revealed that majority of the respondents 78.7% indicated that politics highly influences on implementation of dispensary projects while 18.1% of the respondents indicated that politics slightly influence on implementation of dispensary projects. However, only 3.2% of the respondents who were not familiar with any influence of politics on implementation of dispensary projects. This findings are in agreement with Basel, Williams & Klak (2011) who found that for government projects to succeed, there is need to have political support.

4.9.2 Political Declarations Issued by County Leaders on the Implementation of Dispensary Projects

It was found that political leaders have declared that they will not support projects that are not in their local areas hence there is a lot of interest in particular area unlike other areas. It was also noted that politicians have seen these development projects as a source of corruption and a way of embezzling public funds.

4.10 Implementation of Dispensary Projects

In terms of implementation of dispensary projects the estimate number of dispensary projects implemented and those completed for a period of 3 years i.e from 2013-2015 inclusive, it was found that, the those implemented has dropped with 25% while those completed has dropped by 38% respectively. Majority of respondents attributed this drop to political influence and management skills

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings conclusions and recommendations for further research based on the investigation carried out to investigate the factors that influence the implementation of dispensary projects in county governments.

5.2 Summary of Findings

Majority of the respondents 81.9% disagreed that their County governments have reliable funds to implementation of dispensary projects. This implies that there is no reliable funds to implementation of dispensary projects. It was also found that 87% disagreed that their County government allocates large amount of funds for implementation of dispensary projects. This implies that County government does not allocate large amount of funds for implementation of dispensary projects. Data obtained revealed that majorities of the respondents 73.4% agreed that there is delay in financing implementation of dispensary projects in county governments. This finding implies that there is delay in financing implementation of dispensary projects in county governments. It was found that majority of the respondents 61.7% agreed with the statement that there is long approval procedures before funding for implementation of dispensary projects.

The data revealed that majority of the respondents 56.4% were dissatisfied with the resources allocation on the implementation of dispensary projects. This shows that majority of the respondents are dissatisfied with resources allocation on the implementation of dispensary projects. It was revealed that majority of the respondents 78.7% agreed that there is highly skilled managers in the county to implement the dispensary projects in the county government. This implies that county government has highly skilled managers to implement the dispensary projects. Data illustrates that majority of the respondents 81.9% agreed that there is supportive management to implement dispensary projects. This implies that management offers

support in the implementation of the dispensary projects. Data revealed that majority of the respondents 75.5% disagreed that management delegate more in order to implement dispensary projects. This shows that there is no delegation by management which can ensure implementation of dispensary projects.

The data revealed from majority of the respondents 60.5% that they are dissatisfied with management skills in terms of dispensary projects implementation. From this responses, it shows that there is no satisfaction with the current management skills in terms of dispensary projects implementation. Data revealed from majority of the respondent's 87.3% agreed that there is communication between the county government and the project stakeholders. This shows that there is no communication between the county government and the project stakeholders. Data obtained from the analysis shows that majority of the respondent's 57.2% agreed that there is conflict between county governments and the project stakeholders. This shows from the majority responses that there is conflict between county governments and the project stakeholders.

Data revealed from majority of the respondent's 65.4% agreed that they are many stakeholders with different interest's county projects. It can be concluded that they are many stakeholders with different interest's county projects. Majority of the respondents 80.4% agreed that there are conflicts between national government and county government on implementation of projects. This shows that there is conflicts between national government and county government on implementation of projects. Data from the majority 56.8% of the respondent's shows that they are dissatisfied with the stakeholder's support and implementation of dispensary projects. This shows that from the majority of responses, the stakeholder's support and implementation of dispensary projects is not satisfying.

Data revealed that majority of the respondents 78.7% indicated that politics highly influences on implementation of dispensary projects. It was found that political leaders have declared that they will not support projects that are not in in their local areas hence there is a lot of interest in particular area unlike other areas. It was also noted that politicians have seen these development projects as a source of corruption

and a way of embezzling public funds. In terms of implementation of dispensary projects the estimate number of dispensary projects implemented and those completed for a period of 3 years i.e from 2013-2015 inclusive, it was found that, the those implemented has dropped with 25% while those completed has dropped by 38% respectively. Majority of respondents attributed this drop to political influence and management skills.

5.3 Conclusions

The researcher concludes that funds allocated to implementation of dispensary projects is not reliable and are not sufficient. It is also concludes that that there is delay in financing implementation of dispensary projects in county governments. The study also noted that respondents are dissatisfied with resources allocation on the implementation of dispensary projects. On skilled managers, the study concludes that the county government has highly skilled managers to implement the dispensary projects. However, it is noted that there is no delegation by management which can ensure implementation of dispensary projects.

This study concludes that there is no proper communication between the county government and the project stakeholders and there is conflict between county governments and the project stakeholders. It can be concluded that they are many stakeholders with different interest's county projects. On the conflict between county government and national government, the conflict has affected the implementation of projects. Due to this, it is concluded that the stakeholder's support and implementation of dispensary projects is not satisfying. Finally, the study concludes that political leaders have demonstrated no support to projects that are not in in their local areas hence there is a lot of interest in particular area unlike other areas which has affected the implementation of dispensary projects.

5.4 Recommendations

The following recommendations are made based on the findings of the study and the status of devolution in Kenya

- i. The county government should endeavor to improve the life of the community by allocating enough resources to development projects.
- ii. The county government should adopt and enhance the good spirit of embracing stakeholders support in order to ensure full implementation of development projects.
- iii. The county government should endeavor to maximize their political goodwill for effective implementation of development projects rather than use it to the benefits of their political base.

5.5 Suggestions for Further Research

This study focused only on the status of dispensary project in Isiolo County. The study did not cover other counties in Kenya. Additionally, the study focused on dispensary projects. To get a complete understanding of the factors influencing implementation of projects in the devolved system of governance in Kenya, it is suggested that a similar study be done in other counties in Kenya.

A study on factors affecting project implementation in other sectors like roads is also suggested.

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APPENDIX I
INTRODUCTORY LETTER

ADAN JILLO
P.O BOX
ISIOLO

Dear Sir / Madam.

RE: DATA COLLECTION INSTRUMENT

I am a student from the University of Nairobi undertaking a Master's Degree in Project Planning and Management. I am therefore, kindly requesting you to provide me with information by filling the questionnaires concerning my research work. The respondent will be treated with utmost privacy and confidentiality and data collected will be used for nothing else but education purpose only.

Thank you.

Yours Faithfully,
Adan Jillo

APPENDIX II
QUESTIONNAIRE FOR THE RESPONDENTS

SECTION A: GENERAL INFORMATION :

By means of a tick ($\sqrt{\quad}$) kindly indicate an option that best describes:

1. Your gender

a) Male ()

b) Female ()

2. Your age:-

a. Below 25 years ()

b. 25-30 years ()

c. 31-35 years ()

d. 36-40 years ()

e. 41-45 years ()

f. 46-50 years ()

g. Over 51 ()

3. Your level of education:-

a. Secondary education (O level) ()

b. Diploma ()

c. Degree ()

d. Masters &Above ()

4. Period you have worked with the County Government Isiolo

a) Below 5 Months ()

b) 5-10 Months ()

c) 1- 2 years ()

d) Over 3 years ()

SECTION B: RESOURCE ALLOCATION

5. In each word/phrase given below circle the number that best describes your response in relation to the resource allocation for implementation of dispensary projects in Isiolo county government.

Circle:

- i. Agree
- ii. Neutral
- iii. Disagree

a.	Reliable funds to implementation of dispensary projects	1	2	3
b.	Large amount of funds are issued to implementation of dispensary projects	1	2	3
c.	Delay in financing implementation of dispensary projects	1	2	3
d.	Long approval procedures before funding implementation of dispensary projects	1	2	3

6. How are you satisfied with the current resources allocation to the implementation of dispensary projects in Isiolo County?

- a. Highly satisfied ()
- b. Satisfied ()
- c. Neutral ()
- d. Dissatisfied ()
- e. Highly dissatisfied ()

SECTION C: MANAGEMENT SKILLS

7. Describes the management skills in your County on the influence of implementation of dispensary projects.

Tick in table appropriate

- 1. Agree
- 2. Neutral
- 3. Disagree

a	Highly skilled managers to implement the dispensary projects.	1	2	3
b	There is supportive management to implement dispensary projects.	1	2	3
c	Management delegate more in order to implement dispensary projects.	1	2	3

8. How would you rate your management skills in terms of satisfaction in your County?

- a. Highly satisfied. ()
- b. Slightly satisfied. ()
- c. Neutral. ()
- d. Slightly dissatisfied. ()

SECTION D: STAKEHOLDER SUPPORT

9. In each phrase given below tick the number that best describes your responses in relation to the implementation of dispensary projects in Isiolo County.

Tick:

- 1. Agree
- 2. Neutral
- 3. Disagree

The communication between the county government and the project stakeholders	1	2	3
Conflict between county government the project stakeholders	1	2	3
There are many stakeholders with different interests on county projects	1	2	3
Conflict between national government and county government on project implementation.	1	2	3

10. How are you satisfied with the current stakeholder’s support to the implementation of dispensary projects in Isiolo County?

- a. Highly satisfied ()
- b. Satisfied ()
- c. Neutral ()
- d. Dissatisfied ()
- e. Highly dissatisfied ()

SECTION E: POLITICS

12. How would you rate the influence of politics in the implementation of dispensary projects in Isiolo County?

- a) Highly influences ()
- b) Neutral ()
- c) Slightly influences ()

13. List political declarations issued by county leaders which you think may influence the implementation of dispensary projects?

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14. In your own opinion what does it take for the county government to implement dispensary projects? Please put a tick in the box against the response you feel is most important.

- a. To develop effective policy on implementation and follow-up mechanisms ()
- b. To involve national government in implementation of dispensary projects ()

SECTION F: IMPLEMENTATION OF DISPENSARY PROJECTS

15. Kindly fill in the table below in order to indicate the implementation of dispensary projects in Isiolo County.

construct	2013	2014	2015
Estimate number of dispensary projects implemented			
Estimate number of dispensary projects completed			