DETERMINANTS OF SUCCESSFUL PROJECTS IMPLEMENTATION OF INFRASTRUCTURE PROJECTS IN DEVOLVED UNITS; A CASE STUDY OF MOMBASA COUNTY, KENYA.

BY

ROSEMARY TERESA ADEK

A RESEARCH REPORT SUBMITTED FOR PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ART DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.

2016

DECLARATION

I assert that this research project is my original work and has not been submitted to any other university or institution of higher learning for examination.

ROSEMARY TERESA ADEK

REG NO: L50/61681/2011

Signature .... Date ....

This research project has been submitted for examination with my approval as the University Supervisor.

DR.MOSES OTIENO
LECTURER, DEPARTMENT OF EXTRA-MURAL STUDIES
UNIVERSITY OF NAIROBI

Signature…………………………………. Date …………………………………………

DEDICATION

This work is dedicated to my lovely family that has always encouraged me in life and not forgetting the society as a whole.

ACKNOWLEDGEMENT

Without the assistance of a number of people, this work would have been impossible therefore I wish to express my gratitude to the University of Nairobi for giving me the opportunity to undertake this course that has greatly made me learn a lot in life. To my supervisor, Dr. Moses Otieno, thank you for guiding me through the entire project proposal.

Our office coordinator Mr. John Bosco Kisimbi for his support and I also wish to thank my colleagues especially Madam Grace Akinyi, Constance Kiage and others who were a source of encouragement thus enabling me to go through this course. Last but not least, I wish to thank God almighty for the good health provisions and protection throughout the times and moments of study.

TABLE OF CONTENTS

PAGE

Declaration..ii
Dedication..iii
Acknowledgement..iv
Table of Contents..v
List of figures..vi
List of tables..vii
Acronyms and Abbreviations..viii
Abstract... ix

CHAPTER ONE: INTRODUCTION...1
1.1 Background to the Study………………….……….………………………………………..1
1.2 Statement of the Problem…………………………………………………………….……..8
1.3 Purpose of the Study…………………………………………………………………......9
1.4 Objectives of the Study……………………………………………………………….......9
1.5 Research Questions…………………………………………………...……………….9
1.6 Research Hypothesis…..9
1.7 Significances of the Study...10
1.8Basic Assumptions of the Study...11
1.9 Limitations of the Study...11
1.10 Delimitations of the Study..12
1.11Definition of Significant Terms...12
1.12 Organization of the Study...13

CHAPTER TWO: LITERATURE REVIEW…...14
2.1 Introduction..14
2.2 Role of stakeholders in infrastructural projects implementation... 14
2.3 Project Management Role in infrastructural projects…………………………………….….16
2.4 Resource availability influence in infrastructural projects……………………….…............... 18
2.4.1Human capital resources in infrastructural project implementation ……………………........19

2.4.2 Financial Resources in infrastructural projects implementation ………...........................21
2.5 Role of governance on project implementations ....…20
2.6 Conceptual Framework………………………………………………………………..26
2.7 Summary of Literature Review…………………………..……………………27

CHAPTER THREE: RESEARCH METHODOLOGY…...27

3.1. Introduction...28
3.2 Research Design..28
3.3. Target Population..28
3.4 Sample Size and Sampling Procedure...29
3.5 Data Collection Instruments…………………………………………………………....30
3.6. Validity and Reliability of Research Instruments...30
3.6.1 Validity of instruments..30
3.6.2 Reliability of the instrument..30
3.7. Data Collection Procedure...31
3.8. Data Analysis 31
3.9 Ethical Considerations……...31
3.10 Operational Definition of Variables…………………………..……………………32

CHAPTER FOUR: DATA PRESENTATION AND INTERPRETATION

4.1 Introduction 34
4.2 Return rate of the questionnaires..34
4.3 Background information of respondents...34
4.4 Stakeholders influence in infrastructural project implementation...36
4.5 Management role in infrastructural project...37
4.6 Resources in Infrastructural project implementation..38
4.7 Governance in projects implementation...39
4.8 Hypothesis testing for stakeholders...41
4.9 Hypothesis testing for management...42
4.10 hypothesis testing for resources 42
4.11 Hypothesis testing for governance 43

CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction 44
5.2 Summary of findings 44
5.3 Discussion of findings..45
5.4 Conclusion...48
5.5 Recommendations..48
5.6 Suggestions for further research 49
REFERENCES..50
APPENDICES...56
APPENDIX 1 Letter of Transmittal...56
APPENDIX 2 Respondents Questionnaire……………………..57
APPENDIX3 Morgan Sampling Table 60

LIST OF FIGURES **PAGE**

Figure 1: Conceptual Framework……………………………….……………………..25

LIST OF TABLES **PAGE**

Table 3.1 The Number of Respondent Sample project employees in 4 districts…………..28

Table 3.2 Random Sample of Respondents to be Targeted for Research……..………..…29

Table 3.3 Operationalization Table……………………………...…………………..... 32

Table 4.1 Gender Constituents of the Respondents.. 34

Table 4.2 Work experience 34

Table 4.3 Responses on Academic Qualification 35

Table.4.4 Response on stakeholders 36

Table 4.6 Response on management on infrastructural projects... 37

Table 4.7 Scale of rating of management factors.. 38

Table 4.8 Responses on Resources influence. 38

Table 4.9 Rating of the Resources 39

Table 4.10 Response on governance 40

Table 4.11 Rating of Governance’s Influence on Infrastructural Projects Implementation....... 40

Table 4.12 Hypothesis Testing Using the Chi-Square 41

Table 4.13 Hypothesis Testing Using the Chi-Square 42

Table 4.14 Hypothesis Testing Using the Chi-Square 42

Table 4.15 Hypothesis Testing Using the Chi-Square 43

LIST OF ACRONYMS AND ABBREVIATIONS

CA	County Assembly
CBEF	County Budget and Economic Forum
CIIDP	County Integrated Development Plan
CG	County Government
COK	Constitution of Kenya
GDP	Gross Domestic Product
GOK	Government of Kenya
MDG	Millennium Development Goal
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
SPSS	Statistical Programme for Social Sciences
TA	Transition Authority
US	United States

ABSTRACT

Project implementation is not new in the devolved Government and this has been the only way of bringing the project that serve the people positively and leads to better co-existence in the society. Many projects have succeeded and others have failed due to several prevailing reasons. Therefore this study however has the view that most counties are trying their best to bring services to the citizens although a lot still needs to be done. Therefore the purpose of this study is to find out the determinants of successful projects implementation in Mombasa county; Kenya. The study is guided by five objectives that seek to identify the extent human factor influence project implementation in Mombasa County, to establish the extent to which project management support influences the implementation of projects in Mombasa County to determine the extent to which financial resources impact on project implementation in Mombasa County, and to examine the extent to which socio-economic factors influence the implementation of projects in Mombasa County, Kenya. To evaluate the extent to which socio-economic factors influence the implementation of projects on Mombasa County. To evaluate the effects of politics on projects implementation in Mombasa County, Kenya. The objectives also form the themes in literature review. A descriptive research design will be adopted for the study. In the study purposeful sampling will be used in accordance to the characteristics the elements in the population possess. The research targets managers/employees handling county development projects in Mombasa County. The target population is about 3,200but a population sample of 80 will be used due to the time limitations and financial constrictions. A pilot study will be conducted to check the instruments reliability and validity. Data will be collected using a structured questionnaire which will be administered personally, via e-mails, enumerators and pick them after they had been filled. Data will be coded and analyzed using the SPSS. The data will be analyzed and the variables correlated to check the relationship of data. A regression model will also be fitted to check the changes in the dependent variable that can be explained by variations in the independent variables.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project success is an important project management issue and it is one of the most frequently discussed topics. According to the World Bank (2013), a project is defined as an undertaking that takes in inputs and gives out outputs that are desired by a group of people or and individual within a given period of time. According to the World Bank, projects have a definite life cycle that is only done with when the project has achieved the desired objectives; marking its end. On the other hand, Kaliba, Muya & Mumba (2009) argue that projects range from the government/public funded infrastructural facilities like roads, electricity, railway lines, housing units, industries etc. to small run individual ventures like retail businesses managed by one or two people in a state or community. They add that projects require human, capital and non-capital resources like positive and enabling culture for their effective implementation. In his research in the causes of delayed roads construction in Ghana, Agyeman (2010) found out that projects identification and implementation has been the core operational centre of almost all the world's leadership and governments since ancient times. During the ancient times for example, sailors made boats that could be moved along the world oceans for business, they made passable roads for trade, had industries that produced good and other related projects like schools, roads, dams, buildings e.t.c. With the emergence of devolved government, it is possible to improve efficiency and effectiveness of internal projects within the County government and to relocate government services from central government offices to County closer to the citizens.

The notion that the public is dissatisfied with its public project is based on myth instead of facts. A report by Project Management Institute (2012) shows that after the birth of agrarian revolution in Egypt and the Syrian countries, there was population increase due to available food and improved nutrition. According to the report, this increased population led to an urgent need of services and development projects like hospitals, roads and housing units close to the people. A crisis for example was experienced in Egypt in the Pharaoh's times when the Israelites remnants felt that they were not well served with essentials like roads connections, better hospitals and schools, a factor that forced the central government to move most of its development projects to the countryside as opposed to centralized development in Cairo.

According to UNDP (2012) simple examples of how devolution of projects was essential and is still essential in the world today are exemplified by the Egyptian and Syrian ancient agrarian periods. However, studies have shown that projects all too frequently fail to achieve their goals due to a number of problems that could be termed managerial and organizational (Kwak, 2002). In the USA For example, after the country gained its independence, the citizens were in dire need of a revolutionized state with political, racial, economic, security and social stability. Providing the economic stable country required resources, expertise and proper identification and management of projects that could reach the citizens irrespective of their location.

ALGA (2010) in support to this argues that for projects to benefit the total population of every country, devolution and decentralization of operations and implementation of projects is inevitable and has to be taken into reality. Arriving at social and political stability in the USA for example required a close link between the political leaders, development leaders, project managers, religious leaders and the strategic planners with the local citizens (Harch, 2010). Owing to the fact that the North America became a united republic and was big, the leadership came up with 50 states and 3,142. The U.S. Economic Development Administration-EDA (2012) reports that there are 3,142 counties and county equivalent administrative units in total, including the District of Columbia in the USA that are answerable to the 50 governors in the states and represented in the national level with the senators. The reports continue to show that the county administration is charged with county's projects identification, planning, resourcing and implementation.

According to the Daily Monitor (2010) the county governments in the USA operate their min-budgets through different tax levies that they lay on their citizens up to the tune of 43% of projects implementation. Projects implemented by the county governments in states like Texas for example include: modern community hospitals, mobile hospitals units, residential buildings, feeder roads, interconnecting railway lines, water projects, tourism project construction, waste management, agricultural projects, housing units etc.

However, Fernando(2009) in his comparative study on the development of manufacturing companies in America, Austria, Malaysia and India found out that there is imbalanced development in various states, counties and local states/municipalities in all these for countries. The major reason cited for this different development in states/counties despites the fact that they are operating in the same countries include: differing state/county by laws, rates of imposed taxes, financial resources availability, natural resources availability, corruption, infrastructure, politics, security, cultural factors and educational factors and climatic conditions. Factors like political opposition, level of technology, human resources development, financial resources allocation from the budgets, availability of minerals and many more (VOA, 2010), has greatly influenced projects implementation on the light railway line construction in Texas up to the tune of 55 %.

In India for example, after the government realized the state of its development in relation to the population increases, it called for major PPPs between major infrastructural projects between the private sector and the government. However, this couldn’t be done from the central government because of the geographical size and location of the projects, cultural differences between communities in the country and differing needs of development projects among the Indianpeople. This then forced the government to come up with decentralized operations that classified the country into councils equated the county councils that managed a population of not less than 1.5 million people(Al-Kharashi and Skitmore, 2009).

According to Al-Rashidi (2009), the devolved units in India identified development projects, sourced for resources and implemented them. Major sources of financial resources came from the central government, taxes they laid according to their by-laws at local levels and participation in services providence projects at a cost. He further continues to indicate that this led to development of India from a LDC to a middle developed country in the early 1980s.In his study on the state of development in Asian countries, Alsuwaidi (2011) argues that India’s development was tied to decentralization of its development projects. However, he argues that there is differentiated rate of development in India from one municipal council to another due to various reasons that are not limited to: financial resources constrains, insecurity, differing taxes imposed, infrastructural developments, community beliefs, levels of technology, etc.

According to Gemuenden & Lechler (2009) development implementation by developed units in Egypt started as early as during the Pharaoh's regime times whereby the country was divided into seven sub-development units. In these units, they made laws in relation to national laws, implemented projects and got deficit financing from the central government. Currently, though the country has been split in wars, there are over 38 that operate in Egypt as devolved units. This was realize they experienced inequalities in development in the country. The states are charged with the responsibility of coming up with projects that benefit the citizens, come up with by-laws that govern their states' operations, get sources of funding for their projects and finally report to the national government on the deficits so that they can get extra funding. However , several projects have stalled for a long time including those being operated by the central city council of Cairo due to various prevailing constrains that include: insufficient finances, poorly developed enabling infrastructure, poor state of technology, political dictatorships, wars and radicalization of youths, increased population, strained natural resources and many more. The World Bank (2012) for example reports that after the Arabs uprising, up to 95% of the planned development projects in Egypt have stalled and 67% of the major infrastructural projects have been destroyed.

In Tanzania, the country has for the last 15 years embarked on a range of reforms and development initiatives, which have led to substantial changes in local development practices. Most notably has been the reform of the local government system that has occurred as part of wider policy reforms towards economic and political liberalization. The significance of current reforms and initiatives for local development has to be understood against the first 20 years of independence, where local development approaches for long were characterised by centrally driven attempts of modernization and socialism(United Republic of Tanzania, 2009).Major reforms were made where the parliamentary system of governance was replaced with the local government administration that laid down by-laws that were relevant to various local government councils/states. This led to significant development projects funding identification and implementation in the Zanzibar Islands and mainland Tanzania (Tsekpo and Hudson, 2012).

However, Legal and Human Rights Centre (2014) argued that the major county councils and governments have been left behind at their comfort zones of development because of various factors. Among the cited factors that have led to regional unbalanced development of projects in Tanzania include, political differences, low levels of technology, low standards of education, language use and communication issues, poor infrastructural development, lack of sufficient financial resources and poor cultural beliefs where almost 91% of Tanzanians belief in witchcrafts.

In Kenya, the presidential process of development almost centralized major development projects like roads constructions, schools constructions, hospitals provision, railways construction/maintenance and many more; whereby projects identification, planning and resources allocations was done in Nairobi (Assaf et al, 2012).

Factors like politics, corruption, financial embezzlements, tribalism/nepotism, misplaced priorities, low levels of technology and many more influenced development projects implementation during the Moi's regime in the 8 identified provinces and their respective county councils up to 54% (World Bank, 2012).The UNDP(2010) published a report that sought to find out the nature of projects and the rate of polarization in the country and found out that major projects in Kenya failed during the Moi's regime due to tribalism and nepotism in the 8 created provinces; that grouped people along tribal like and the major tribes with big populations dominated the public offices and projects. The World Bank (2012) reported that, one of the major reasons as to why Kenya welcomed the new constitution was to eliminate the barriers of development and tribalism that was rampart by the dominant tribes. A report by KARI (2012) shows that, the promulgation of the Constitution of Kenya in August 2010 set the stage for major institutional reforms; both governmental and NGOs. Devolution of government and public participation are not only new, but are also critical components of these reforms. Also included in the devolution are bringing relevant development projects to the deserving needy people in the villages, slums and the marginalized areas in the country like Pokot, Wajir, Mandera etc.

According to the GOK report (2014) the country has made significant improvement in infrastructural projects, education, mining projects, water projects, SMEs projects and general industrialization since the new constitution was promulgated. The 47 counties in Kenya have their own project and development plans, fund part of their projects and get the deficit financial resources from the central government up to the tune of 35% of the national budget. However, a report published by the ministry of devolution (2013) showed that counties have made significant development in projects development and integration of ICT in projects development. In its report for example, Machakos and Bungoma counties managed to repair, maintain and develop major road links in the year 2013/2014.The refurbishment of the Machakos stadium and the Meru stadium by the Machakos and Meru counties respectively were major examples cited of some works done by devolved units in projects development. In Kakamega for example, the road terminal joining Kisumu was carpeted with Ksh.110 million that came from the revenue of about 4.1billion that was collected by the Kakamega county government. However, projects implementation in all the 47 counties has never been a success to a tune of 55% due to various prevailing constrains like lack of sufficient projects finances, politicization of development projects, insecurity in some counties; poor state of enabling infrastructure,poor technology, low levels of community participation etc.(Republic of Kenya,2013).

In relation to the failure of projects in counties, Kagiri and Wainaina (2013) carried a study on the state of construction projects in the Kiambu and Nairobi counties noted that about 40% of construction projects like building of county offices, hospitals, classes, roads and waste disposal plants failed due to the poor technological knowledge and lack of expertise. In Nairobi County for example, 41% of road construction and maintenance failed in 2013 due to local technology that was employed whereby the contractors used local people and local road maintenance tools that had significant defaults compared to the technology used by the Chinese experts in constructing Thika super highway.

The World Bank (2013) carried a research on the state of projects implementation by county governments under the funds from the IMF and Dutch government in Nairobi, Muranga, Kisii, Kwale and Nandi, and found out that, only 21% of the development projects were efficiently and effectively completed in 2012/2013.Projects like re-carpeting of the existing roads, building of new classes in schools, erecting new hospital wards in the established hospitals, acquisition of new ambulances, agricultural tractors and water pumps failed to the tune of 48.25% in these counties.The Government of Kenya (2013) reports that 49.21% of the planned county development projects could not be achieved due to some unnecessary issues that could otherwise be avoided. Majorly affected counties like Kisumu, Bomet, Garissa, Mombasa, Kwale, Kisii, Makueni, Kitui and Migori were said to have embraced political agitations that left its members in constant wars between the CORD and Jubilee MCAs at the expense of implementing projects.

According to Kagiri and Wainaina (2013), major projects in the devolved units in Kenya have failed or taken long than they could do because of both the internal and external factors in the counties. In Kiambu County for example, nepotism, corruption and political indifferences have led to the failure of up to 10 major projects out of the 32 that were to be completed in the year 2013/2014.In Bomet and Kisumu counties, lack of sufficient funds from both the national and county governments have left about 60% of development projects not implemented. In the cases of Kwale, Kilifi, Mombasa, TaitaTaveta, Garissa , Makueni, Kitui and Kisii counties (World Bank, 2013) up to 52% of the planned roads, hospitals, water reservoirs and schools buildings constructions failed due to the prevailing political differences, limited financial resources, poor infrastructure, rising insecurity cases and corruption/embezzlement of funds.

Studies by various NGOs and Coastal Development Authority have shown the Hon. Joho's Mombasa County government through its ministers for trade, education, transport, water and sanitation, tourism etc. have come up with several projects that aim at bettering the lives of the Mombasa residents since he was sworn into office in March 2013. Such cited projects include: educational institutions construction like the Kisauni Youth Polytechnic,, roads construction projects like the Kongowea-Kisauni-Mtambo road, mining projects like the limestone phase 2 mining by Bamburi and Portland cement companies, agricultural projects like the Bombolulu workshop irrigation terminal, and light manufacturing industries, building of hospitals, water reservoirs, solid waste management among others(GOK, 2013).

However the World Bank (2013) shows that only 21% of the intended projects have been effectively and efficiently implemented, 45% are on the struggling end while the remaining have been abandoned or failed.Notedas major derailing factors in these projects implementation in the county are factors like political polarization between the county governor and the national government, nepotism and tribalism in county boards employment, poor roads, electricity and railway linkage (infrastructure), low level of technology, cultural beliefs, corruption, gender discriminations, bad local rules/laws, insecurity as a result of youths polarization at Masjid Mussa, low levels of education and many more. This has hindered effective implementation of development projects in the county for over a long time now. Due to these issues in devolution, the study finds its ground of argument.

1.2 Statement of the Problem

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

In Kenya, counties have for about 3 years now carried out various projects successfully with counties like Machakos, Meru and Kericho reporting up to 12% pa positive projects implementation, but a number of the 47 counties have failed on the way due to prevailing factors like wrong prioritization of development projects, lack of financial resources, political influence, corruption, low levels of technology, poor infrastructure, lack of community involvement, poor management support and many more. A study by the World Bank (2013) show that Mombasa County is among the counties that seemed to have not delivered major development projects to their members up to the tune of 57% due to embattled battles in court between the governors HE. Hon. Hassan Ali Joho, Hon. Shabal and Justine Otuke due to rigged 2013 elections and academic credentials of Joho. Other factors tied to slowed infrastructural projects implementations include: lack of well-developed infrastructural facilities, lack of sufficient financial resources, poor linkage and networking between the county government and developers, poor political and local leadership, radicalization of youths and many more. Due to this insurgency of issues in the projects failure up to the tune of 47%, in the county, the research therefore sought to examine the determinants of infrastructural projects implementation in devolved units in Mombasa County, Kenya.

1.3. Purpose of the Study

The purpose of this study was to examine the determinants of successful infrastructural projects implementation, case study of Mombasa County Kenya.

1.4. Objectives of the Study

The study was guided by the following objectives:

i. To determine the role of stakeholders in the implementation of infrastructural projects in Mombasa County.
ii. To establish the influence of management in the implementation of infrastructural projects in Mombasa County, Kenya.
iii. To establish the extent to which resources availability influence the implementation of infrastructural projects in Mombasa County, Kenya.
iv. To examine the influence of governance on infrastructural projects implementation in Mombasa County, Kenya.

1.5. Research Questions

The study was guided by the following research questions:

i. What are roles of stakeholders in the implementation of infrastructural projects in Mombasa County?
ii. What are the influences of management in the implementation of infrastructural projects in Mombasa County, Kenya?
iii. What are the extents to which resources influence the implementation of infrastructural projects in Mombasa County, Kenya?
iv. How does governance influence the implementation of infrastructural projects in Mombasa County, Kenya?

1.6 Research Hypothesis

The study was guided by the following research hypothesis:

H_1: Stakeholders have a significant role in the implementation of infrastructural projects in Mombasa County.

H_1: Management has an influence in the implementation of infrastructural projects in Mombasa County, Kenya.

H_1: Resources influence the implementation of infrastructural projects in Mombasa County, Kenya.

H_1: Governance has an influence on infrastructural projects implementation in Mombasa County, Kenya.

1.7 Significance of the Study

Major avenue of decentralization is devolution through the county governments. However, due to continued infrastructural projects failure in Kenya up to the tune of 51% (GOK, 2013), this research was of significance. The findings of this study were to be used by government to get the insight of how financial resources play a role in projects implementation, level of politics plays a role in projects implementation, socio-cultural factors play a role in projects implementation and how management support and stakeholders are important in projects implementation.

The findings were to help the policy makers to know what aspects of human factor are essential while making policies governing project implementation.

The findings would contribute to reliable knowledge for vision 2030's development agenda; CIC in its work of ensuring proper spending is done at the counties, the NGOs and other bodies that support projects in the devolved counties like the World Bank.

To the management of the County, the study would be significant in giving relevant information that would guide them before identifying and passing project proposals.

The Mombasa county government would be able to gain information that would be necessary in ensuring smooth and proper implementation of development projects especially the drainage systems and roads network.

The finding would be important to educationist and researchers as basis for further researches. The study would provide the background information to research organizations and scholars who would want to carry out further research in this area. Finally the research findings would help to identify gaps in the current research and carry out research in those areas.

1.8 Basic Assumptions of the Research

The study presumed that the county government was aware of all the infrastructural projects under its jurisdiction, those projects that have failed to kick off, have stagnated and those that have been successfully implemented and therefore it was easy getting documented information.

The study also assumed that the challenges facing infrastructural projects implementation in the county are uniform both in the national and county governments.

The study further had a general assumption that factors like level of financial resources availability/insufficiency, socio-cultural subscriptions, management support and politics have a great influence in determining the success of infrastructural projects implementation in Mombasa County.

Finally, the study assumed that the respondents could sincerely fill the questionnaires without being subjective.

1.9 Limitations of the Study

Despite all the effort there were limitations to this study that were noted. The major limitations of the research were Social stratifications, time and financial resources. For example, time allocated for the research and for the work place was greatly in competition. However this was overcome by creating time during the weekends, evenings, at times travelling during lunch breaks to link with the supervisor in the University at Mombasa town and taking a leave so as to contact the respondents in various places in interior parts of Mombasa County during the research period.

Financial constraints were expected to be a major challenge especially where the researcher was required to travel to rural places like interior parts such as Likoni slums and Magongo to gather information. However this was overcome by using strategic informants in the field.

The respondents especially those working with the county government could not give information freely especially when the people involved in projects that had failed were their seniors. However this was overcome by treating the information with high confidentiality.

1.10 Delimitations of the Study

The study delimited itself by specifically concentrating on the determinants of infrastructural projects implementation in devolved units while limiting itself to Mombasa County, Kenya. The geographical scope was selected from the county projects that are going on in Mombasa County, Kenya. The research targeted the employees of the ministry of works in the county government and some selected direct beneficiaries of county development projects.

The researcher found it convenient doing the research since she works in Mombasa County at the Shanzu TTC that has benefited from county development projects from time to time, meaning that she understands both the local culture and the plan of the region and is familiar with most of the projects implementation.

The researcher used a consent form seeking the acceptance or rejection of the respondents to participate in the study and this assured the respondents of their voluntarism in participation in the research. The researcher was set to interview by administering questionnaires to the county government employees in the Department of Transport & Infrastructure - County Government of Mombasa.

1.11 Definitions of Key Terms

Devolved Units-Is the statutory granting of powers from the central government of a state to government at a sub-national level, such as a regional, local or county level.

Financial Resources- Refers to all the funds required by a business to operate; both capital and operational finances.

Interpersonal Skills - The way one relate with one another.

Management Support-Willingness of top management to provide the necessary resources and authority/power for project success or ability to influence people to work.

Politics-Refers to the study or practice of the distribution of power and resources within a given community (a hierarchically organized population) as well as the interrelationship(s) between communities.

Project Implementation-Project implementation (or project execution) is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project.

Socio-culture-Issues related to the ways of living of a particular group of people or society.

Sponsor – Those people who are funding the project

Task group - Chosen to do a specific task

Technology - Is the use of new knowledge or adoption of new technology into an enterprise in a way that leads to improvement of production and profitability in short or long term.

1.12. Organization of the Study

This project was organized into five chapters: Chapter one deals with the introduction, problem statement, purpose of the study, objectives of the study, the research questions, the study hypotheses, significance of the study, limitations and delimitations of the study, basic assumptions of the study, definition of significant terms and the organization of the study. Chapter two of the study consists of the literature review with information from other articles which are relevant to the researcher. Chapter three entails the methodology to be used in the research. Chapter four has given the insights of data analysis, the findings and discussions of the study. Then lastly in chapter five, the study has given a summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This review of the literature assisted the researcher to understand better the topic of study, it therefore focused on the following areas; the role of stakeholders , project management support, resource availability and governance influence on project implementation process.

2.2 Role of Stakeholders in Infrastructural Projects Implementation

Every project manager needs to identify project stakeholders and determine their needs and expectations of the project(Bright, 2010). Effective communication between stakeholders will ensure the project is successful and that everyone is on the same page. A stakeholder is someone that is involved in your project or has a vested interest in its success or failure. Knowing who your stakeholders are is important and the process begins by developing healthy relationships. They help decide on issues from the beginning, during planning and at execution of the project. Therefore, stakeholders should understand how the project functions, including the project scope, milestones and goals(World Bank, 2013).

World Bank (2013) continues to show that there are five major types of stakeholders, Project manager, Project team, Functional management, Sponsors and Customers. Within the stakeholders, you have both internal and external classifications. Internal stakeholders are those directly affected by the project, such as employees. External stakeholders are not a part of the business, such as vendors or suppliers, but have an interest in its outcome (Wami, 2012).

Primary stakeholders have a major interest in the success of a project because they are directly affected by the outcome. Customers and end users are primary stakeholders as well as some project sponsors, project managers, and team members. According to corporate geek (2010),project sponsors are accountable for keeping the project on schedule. They should schedule regular meetings to review timelines, addressing complications that may arise, and assuring that the project manager remains on the task. Sponsors allocate and supply resources and finances to fund the project. The sponsor should have a clear understanding of what's expected in accordance with the scope, schedule, and resources needed for the project. Success of a project is largely dependent on the project sponsors leadership and support. The leadership provided by the sponsor helps identify cost overruns and provides alternatives in order to remain on budget (UN, 2010).

The role of secondary stakeholders is also important in infrastructural projects success. Secondary stakeholders help to complete the project. Though their role is not primary, they assist with administrative processes, financial, and legalities. Communication between primary and secondary types of stakeholders will ensure that everyone is working toward the same goal. Lack of communication can cause a breakdown within the project. Project managers are internal stakeholders because they are directly involved in developing the project. They have authority to manage the project by handling responsibility of work performance, organizing and planning; effectively ensuring that all phases of the project are done accurately and efficiently. Vendors, suppliers, and outside organizations are external stakeholders because they supply needed elements for a project's success, they need to stay in communication at all times on goals, milestones and deliverables (UNDP, 2012). An empirical study of the impact of stakeholders' involvement on projects success in Nigeria and Kenya was done. It argued that stakeholder involvement" in projects identification for example, development, resources identification, resources providence and M&E is generally considered an important mechanism for improving system quality and ensuring successful infrastructural projects implementation.

A report by the World Bank (2013) duped Devolution without Disruption—Pathways to a Successful New Kenya shows that, in roads construction in Kenya for example have had a number of stakeholders like the Africa development banks, world bank and many more who have been providing funds, giving direction for monitoring and to some extent help in monitoring and evaluation of the projects. World Bank (2013) reports that, major stakeholders cannot be ignored it infrastructure development since the projects require trained people for resources identification, financing and resources allocation.

2.3 Project Management Role in Infrastructural Projects Implementation

Project management as a discipline applies to any kind of project which is intended to deliver solutions. In order to achieve this, the project should be tailored to accommodate specific needs. Serra. (2014) emphasized project implementation. Serra (2014) emphasized these benefits and the influence they have on project success. Projects come about due to a strategic that the firm has to achieve (Johrson, Scholes, and Willington, 2006; International Budget partnership, 2010).

Need to have work breakdown structure (WBS) has the unique advantage in that it will give each team member in the project to offer unreservedly and effort required to achieve the project objective. If changes have to be made, it should be done carefully and widely in order to avoid skeptical feelings by the team members. If changes are made abruptly, it can directly affect the members level of performance towards the project, Fernando, (2009) places the top management team as essential in the overall management and implementation of the project.

According to Gemuerden and Lechler (2009), top management directly promote project success as ‘customer’ and highest organizational authority. Project managers have the responsibility of the planning, execution and closing of any project. They provide the organizational environment for the successful completion of the project. They also assert that, the considerably high impact of top management on project success can also be interpreted from a more critical point of view, as it could indicate an overly strong involvement of top management in the process of the project itself. Research has identified that people management drives project success more than technical issues do (Scott Young and Samson, 2004.)

Top management are accountable for accomplishment of a stated project by creating clear and attainable project objectives. The project must receive approval and support from top management especially the management boards in the cases of government run projects; be it national governments or county governments (Jacobson&Rugeley2009). Top management needs to brand the project requirement and be able to manage the three triple constraints: Cost, time and scope. This, they can do by first publicly the senior management must be committed with their own involvement and willingness to allocate valuable resources to the implementation effort (Shanks et al., 2000 cited by Bowling, 2009). This involves providing not only an appropriate amount of time and resources to get the job done, but also the necessary personnel for the implementation of projects (Awiti, 2008). In Jiang et al.'s (1996) survey of general IS implementation success factors, top management support are ranked third most important among 13 factors. The attitude of the top management to the project determines the amount of resources allocated to the implementation of project. Top management commitment results in organizational commitment, which is a key factor influencing project implementation success (Bingi et al., 1999; Lohr, 2009).

Polit& Beck, (2009) put forward that project managers must prepare a political game plan for managing important sponsors, stakeholders and constituents to mitigate project derailment. When difficulties arise, top management is in the best position to help the project team deal with them effectively (Apolot, Alinaitwe and Tindiwensi, 2010). Top management support is normally in the form of providing sufficient resources for the success of the project, sharing responsibilities with project team, communicating with project team authorities and responsibilities and supporting the project team in times of crisis or at unexpected situations. Ashaye (2010) proposed that many project managers of successful projects stressed the importance of investigating the underlying processes, apart from proper and detailed planning and allocating appropriate human and financial resources. ALGA (2010) empirically proved that strong and committed leadership at the top management level is essential to the success of project implementation. The successful project manager should have the following skills and competences, flexibility and adaptability, preference for significant initiative and leadership confidence pursue, verbal thereby, forcefulness, effectiveness able to balance technical solutions with time, cost, and human factors poise, enthusiasm, imagination, well organized and disciplined and willing devote most of his or her time.

As noted by Schultz and Slevin (1975), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Beck (1983) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Lohr (2009) further highlights, that the degree of management support for a project will lead to significant variations in the clients degree of ultimate acceptance or resistance to that project or product. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

However, the International Budget Partnership (2010) notes that, up to 45% of infrastructural projects fail annually in the devolved units in various countries due to the fact that the management in these units have no good will in projects implementation but have only the dream of embezzling funds, limiting spending so that they can pocket something at the end of the day and at times fasten the rates of completion of projects so that they can spend less, and this finally affects the quality and success of projects. Lohr (2009) notes that, in Africa, managers are never loyal to their electorate and therefore do less in implementing development projects. In Mombasa County for example, some project managers like those operating the Kongowea-Kisauni road re-carpeting have failed to be complete since the year 2010 just because the project managers are not ready to spend despite the fact that they were allocated the finances by both the county and national government(Kenya Republic of Kenya, 2014).Due to these insurgency of issues in the management of projects, the research intends to investigate the extent to which the management plays a role in projects implementation in Mombasa county. According to the Republic of Kenya (2012), managers perform four major activities that influence projects in any given decentralized situation. This includes; Resource allocation, making decision, attendance of project meetings, projects supervision etc.

2.4 Resources Availability Influence in Infrastructural Projects Implementation

The World Bank (2009) report indicates that finances and capital resources forms the epicenter of success or failure of any project in the world; be it infrastructural, educational, and religious or charity project. The finances give rise to projects quality through accessing qualified personnel, relevant technology, proper materials and winning the community support. However, devolved units like county governments have comparatively limited resources and greater difficulty in accessing to funding sources, they are also more dependent on support from the central government, have low income sources from the taxes they lay at county level, have limited innovation in sourcing for more funds, have less adequate budget control system, employ less or non-experienced personnel and lack economies of scale in their operations (Nwachukwu and

Fidelis,2011). This in turn has limited their operations, quality of delivery and effectiveness in projects delivered. Owing to the fact of limited financial resources, the study will consider the relevance of financial resources in relation to hiring expertise, financial viability of projects and financial management skills.

2.4.1 Human Capital Resources in Infrastructural Projects Implementation

Factors can contribute to project failure, and often there is more than one factor at play of which financial resources plays a central role. According to him for example, a project with sufficient financial resources will be able to employ the, most qualified managers, experts in all the fields, hire the best machinery, employ the best technology, gain the proper legal documents required and many more. According to Gemuenden & Lechler (2009), here are some of the most common reasons projects fail, Lack of solid business case and strategy in that, sometimes projects are kicked off even though the business case or business strategy is weak or incomplete or has not been fully thought through. This may be especially common on internal development projects. If the business case and rationale behind your project is not robust and clear, the project will be much more prone to changes or cancellation if, for example, a new business owner joins, business priorities change, or the project turns out to require more resources than anticipated.

Another indicator on project failure could be Poor planning and estimation processes. A project that is poorly planned and estimated is risky, difficult, and can lead to project failure. Without a decent plan and estimate, resources cannot be managed and organized, risks cannot be mitigated, dates and budgets cannot be forecasted, effective reporting cannot take place, and the measures of success will be flawed from the outset (Shapiro, 2002 cited by UNDP, 2012). Assaf (2012) argue that if your project's success criteria are too vague or are not properly understood or formalized, your project is likely to fail. You simply cannot hit a target if you do not know what that target looks like and what is expected from you. The same often holds true if you have not defined what the success criteria are for each stage of your project or for go live. Failure to effectively manage changes to scope came out strongly according to Shapiro, Allan (2002).

Incorporating necessary scope changes into a project is often a prerequisite for delivering a fit-for-purpose product. Problems may arise when scope management is too informal or, on the contrary, overly formal. If scope is not controlled, changes will creep in unnoticed, and budget, schedule, and quality may be adversely affected. However, if management of scope is too rigid, there will be insufficient flexibility to accommodate requests for changes, which in turn could end up jeopardizing the quality of the end product.

BorvornIsrangkura Na Ayudhya (2012) argues that, in many companies/governments, poor definition of roles and responsibilities among the technical personnel becomes an issue. If a project is to operate effectively, everyone must know not only what their own roles and responsibilities are, but also what the other players are doing or not doing. If roles and responsibilities are unclear, people will be less effective and accountable and will become frustrated, and tasks will fall through the cracks. You will not be able to plan, communicate, and manage effectively (Thomas Hellmann, 1998 cited by David K. and Gituro, 2013).

BorvornIsrangkura Na Ayudhya (2012) argues that the above mentioned issues purely revolve in projects when qualified personnel are not in play. The Chinese construction companies have greatly made successes in their operations after realizing the role of qualified and dedicated personnel in their projects (De Kadt, E., 2009) and how financial resources can play a major role in hiring the real men for the real job in the ground, that has led to the present completion of State of the Art buildings and roads (Harch, 2010). Kaliba (2009) argue that most governments related projects fail because the government hires its personnel at meager pay and little money which in most cases discourages the employees, gets the wrong men for the job and at times limits the projects' success just because they don't get the right personnel. In both Central Gambia and Central Kenya for example, government projects recorded success in the years 2004-2010 because the governments in place allocated the regions much needed resources for projects; a factor that later saw the technical personnel and management improve, leading to an influx of success in the projects (United Republic of Tanzania, 2009).

Studies by the World Bank and the ministry of devolution in Kenya have shown that up to the tune of 55% of the projects carried out by both county and municipal councils in the country were not effective between the years 2011-2014 April. The major citation of this is the fact that the financial resources allocated were inadequate and as a result quality was compromised as personnel with relevant knowledge, skills and technical know-how could not be involved in these projects. This left projects for example the Mombasa solid waste management, Coastal Marine Conservation Project, Kisauni-Bamburi-Mombasa road uncompleted and in some cases, projects that were touched on like the Mama Ngina and Pirates beach rehabilitations were done poorly while in other cases like the trade industry, non-qualified contractors were given a task to develop infrastructure and drainage in areas like Kongowea and Mtopanga, and the result was that of wanting state (World Bank,2014; GOK, 2013)

2.4.2 Financial Resources and Projects Implementation

UN report of 2010 shows that lack of financial resources for projects in both developed and less developed countries is not the only challenge facing projects implementation but the main challenge lies on how the people involved in handling these finances are at the capacity of managing the little finances for the effective accomplishment of the intended projects. Financial literacy helps in empowering and educating financial managers and other projects managers so that they are knowledgeable about finance in a way that is relevant to their projects and enables them to use this knowledge to evaluate products and make informed decisions. It is widely expected that greater financial knowledge would help overcome recent difficulties in advanced credit markets, shrinking financial sources and many more.

Financial literacy prepares financial managers and projects managers to handle financial transactions, through strategies that mitigate risk such as accumulating savings, diversifying financial sources and assets, purchasing insurance and inviting relevant private investors within the required framework. Financial literacy facilitates the decision making processes such as payment of bills on time for both the supplying companies like the contractors, proper debt management which improves the credit worthiness of the county governments to support livelihoods, economic growth, sound financial systems, and poverty reduction through proper projects targets. It also provides greater control of one’s financial future, more effective use of financial products and services, and reduced vulnerability to overzealous retailers or fraudulent schemes (Ashaye, 2010).

According to the Constitution of Kenya (2010) financial management skill should be given to all stakeholders handling county finances that are meant for development projects. Financial prudence is a major component of the proper county governance, hence the first thing counties must do is set up a County Treasury. The County Treasury runs the county budget process and is responsible for most matters of public finance at county level. The County Treasury is supposed to be composed of the County Executive Committee (CEC- member for finance), the Chief Officer (the civil servant in charge of finance under the CEC member), and any department below the Chief Officer responsible for financial matters. The County Executive Committee as a whole is responsible for discussing the county's financial budgets and assessing its performance. County officials must, as soon as possible, set up the County Budget and Economic Forum which brings together county government and its citizens to consult on the county's budgetary estimate. The officials are also charged with ensuring that the county follows fiscal responsibility principles that are in the PFM Act.

However a study by Kantai (2013) shows that 39 out of the 47 counties, nepotism and favoritism dominated the recruitment of the people especially those handling finances. This has greatly hindered the prudence use of finances and implementation of projects. The employees in these counties have been found to lack proper financial orientation and positioning; a factor that affected the survival of projects. In Mombasa for example, 41% of its employees were adopted from the otherwise defunct Mombasa municipal council, Likoni town council. These employees had no or little financial orientation needed for financial management and resource mobilization.

A research by the World Bank (2013) shows that 8 counties in Kenya are at the brim of collapsing because the national government has not released funds to them. The county financial management board have not had any alternative sustainable sources of finances to bridge the gap. As indicated above lack of financial strategies by these employees result into poor financial resources mobilizations. According to the report, Mombasa county has more than 56% of its executive financial management board members who are very close to the governor and his deputy; just by either religious association or business association and this has compromised financial management in the county since most of these board members have little knowledge as far as financial management and use is concerned (GOK, 2013).

2.5 Role of Governance on Project Implementation

When the United Nations first used the term 'governance' some twenty years ago, many were reluctant to accept this coinage into the political jargon. Today, however, this has become the buzzword of the international community. Good governance is seen as 'critical to the development process and to the effectiveness of development assistance' (IDA 12, 1998, cited in UNDP Report, 2012). Governance refers to the effective rule of law, accountability, public participation, and transparency in the management of the public realm and projects (World Bank, 1998, cited in Ashaye, 2010). The problem of poor governance is especially pressing in less developed countries, where institutions in which political competition and public scrutiny of the executive can occur are weak. Yet sound institutional frameworks are crucial to promoting economic growth via investment, entrepreneurship, and innovation. Unless such frameworks are built to tackle corruption within governmental bodies, 'prospects for LDC development will remain very poor indeed' (Yieke, 2010).

In their work 'How do politicians get bureaucrats to deliver public projects that might win them votes?'Okonta et al (2013) observed that Public projects are often left uncompleted or delivered to a poor quality. Failure to deliver these projects undermines citizen welfare and leads to an estimated loss of US$150 billion per year in public resources. The extent of these failures varies within and across countries, driving national and global inequalities. Both politicians and bureaucrats are viewed as critically important agents in the delivery of public projects. Political factors are also responsible for constraining participation of people in projects run by local government (De Kadt, 2009).

It is evident that projects are usually selected and framed as the expression of political government as part of their commitment to the people. Consequently, it is assumed that projects will be selected on the basis of local people's urgent need and demands not to facilitate the ruling party local political leaders or elected representatives closest ones some undue advantages. But in essence powerful stakeholders, who are politically, socially and economically dominant, for 0their own interests may thwart the participation of their counterparts, and influence the selection and planning of projects to favour their personal interests. In fact, in most of the cases, interests of the political elites and administrators, who run the regime, penetrate the arena and shape the outcomes thus influencing the success of projects (UNDP, 2010).

Political interference is a common phenomenon in processing development projects in Mombasa County especially as regards the inclusion of 'politically correct' people in the Project Implementation Committees. Historically politics has been preserved for very small, relatively homogeneous elite who shares a common education, culture, and ethos; interacts socially; and intermarries in this land. The political arena is dominated by informal networks of patron-client relations which ultimately prevent the local people to be involved in the development projects. These networks of patron-client relations coupled with complex bureaucratic structure of the country make participation of the community members difficult in development programs (Kochanek, 2000).

The meaningful contribution in development projects largely depends on the community spontaneous participation on it. Furthermore, to make any development program a success, involvement of cross-section of people into it is a necessary precondition. In Most African societies traditionally and culturally, people, particularly socially enlightened class and female folk are non-participatory in nature, (Bagaka, 2008). The socially enlightened class is self-centered and always try to avoid involvement into the existing participatory practices rather thinking it as an unnecessary hassle. The female folk on the other hand, traditionally and religiously engaged themselves into household works and always try to express unwillingness to be involved into local development projects. Such type of attitude has become a part of the tradition.

Due to this attitudes and political groupings, development projects at the counties and other devolved units in governments in Africa have been left to the corrupt politicians who are corrupt and always influence projects implementation as per their needs, preferences and benefits are inclined. This has seen mega projects that could benefit citizens fail as nepotism, favouritsm and discrimination controls the employment, development and allocation of projects. In the tendering process for example, the renovation of the Mwembe market was awarded by the Mombasa county government to close allies of the governor, who are not qualified to carry out mega projects like those one; thus compromising their quality and relevance.

Another cited examples is the negligence of the drainage channel in Likoni terminal between the police station and the ferry together with its feeder road, just because the MCA of the area is not singing the governor’s name (VOA, 2013, CIC, 2014, GOK,2014).Due to these insurgency of political issues that range from political favourism, embezzlement of development funds, misallocation of development projects and non-involvement of the social elites in the community has left Mombasa county’s development agenda behind the schedule by 42.12% (CDB, 2014). According to Ashaye, (2010) political will for example is key to successful institutional projects development and implementation; conditions and participatory frameworks alone cannot render government bodies fully responsible. According to him, a country like South Africa had to do with inequality and populism. The pressures for clientelistic distribution are the strongest in countries with very sharp class stratification, and where a large number of very poor people are left out of economic growth.

2.7 Conceptual Framework

The conceptual framework outlines the dependent, independent and intervening variables as discussed in the literature review and elaborated in the Figure 1 below. It helps one to understand the relationship between the variables of the study.

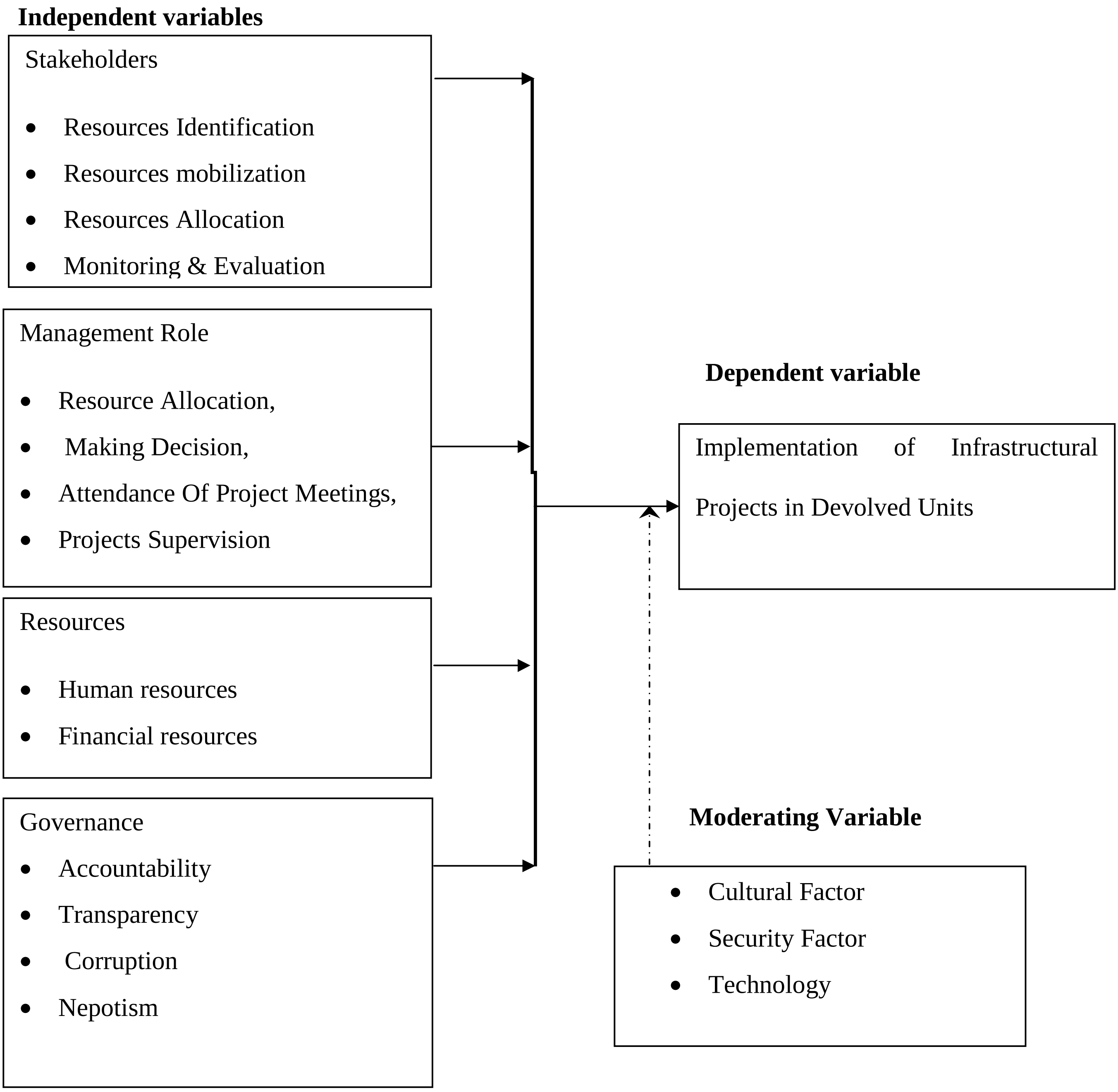

Figure 1: Conceptual Framework

From the conceptual framework of this research that aims at investigating the determinants of successful infrastructural projects implementation in devolved units in Mombasa County, Kenya. There are 4 major factors identified from the conceptual framework that determine the implementation of projects in the devolved units. This will be classified as independent variables and they include: resources, stakeholders, governance and Project management support.

The implementation of infrastructural projects in Mombasa County is the dependent variable that is greatly influenced by the five independent factors/variables as shown above. Provision of adequate resources for the projects and assigning them finances will significantly influence the successful implementation of projects in Mombasa County. Governance and management support have a great impact in the successful implementation of development projects in the county since they greatly give direction and leadership that projects greatly depend on. Stakeholders are also very important in the project implementation.

2.8 Summary of Literature Review

To fulfill the needs for successful project implementation in devolved government, certain important factors need to be taken into consideration. From the reviewed literature, projects implementation is the key point to satisfying citizens of any country. It has further shown that population increase has demanded devolution and decentralization of projects so as to reach all the citizens of countries. However, little has been done in Sub Saharan Africa more especially the east African region whereby up to the tune of 45% of the public/government funded projects fail annually. This has therefore created a gap that needs to be addressed in Kenya and more specifically in Mombasa County. The research therefore intends to address the factors influencing successful implementation of projects in Mombasa County. This chapter highlights the theoretical reviews of literatures which is guided by the objectives and are under different sub-topics which are; Stakeholders, management support, Resources availabilities and Governance which is just as important as choosing the best technological solution to the problem at hand. The chapter also highlights the conceptual framework, relationship between variables and research gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research design, target population, sample size and sampling procedures, research instruments, data collection procedures, ethical consideration and data presentation and analysis.

3.2 Research design

This study adopted a descriptive survey method of research. According to Mugenda and Mugenda (1999) descriptive method of research is a process of collecting data in order to test hypothesis or answer questions concerning the current status of the study. Such method of study determines and reports the way things are, by allowing the individuals give personal relevant opinions and attitudes. Orodho (2009) says that the survey report in research deals with incidence distribution and interrelation of educational variables and that the purpose is to describe the nature of existing conditions and can be compared and also determine the relationship that exist between specific events. A descriptive survey is also means of gathering information about the characteristics, actions or opinions of a large group of people. Surveys are capable of obtaining information from large samples of the population. This design was suitable as it brought out information on attitudes that would be difficult to measure using observational techniques. The use of descriptive survey design enabled the researcher determine the existing relationships between specific projects.

3.3 Target Population

In Mombasa County, the population is over 939, 370 as per the 2011 mini-census. There are over 212 proposed development projects in all the ministries in the Mombasa County government, starting from the ministry of education down to the ministry of water and sanitation. There are 11 ministries under the country government headed by the county secretaries. The study specifically focused on the Department of Transport & Infrastructure - County Government of Mombasa. There are 55 attached employees at the department and 45 temporary attaches. This made a target population of 100 respondents at four categories.

Table 3.1 Target Population.

Population type	Total number	Percentage
Engineers' category	24	24%
Finances handlers	16	16%
County executive supervisors	15	15%
Casuals/attaches	45	45%
Total	100	100%

Source: www.kecosce.org/mombasa

3.4 Sample Size and Sampling Procedure

According to Orodho (2009) the probability of getting a representation of the target population was of great significance in any given study. The sample included project employees who are involved in County infrastructural development projects in the department of Transport and Infrastructure. Sampling is concerned with the selection of a subset of individuals from within a statistical population to estimate the characteristic of the population (Borg and Gall 1989). The sample population of the study was determined by using Krejcie and Morgan (1970) table in appendix V. The sample size determined was 80 and therefore the study targeted 80 employees in the four categories. The sampling design used for this study was stratified random sampling whereby the subjects were categorized into various strata with similar characteristics.

Table 3.2 Population Sample

Population type	population	sample
Engineers' category	**24**	**19**
Finances handlers	**16**	**13**
County executive supervisors	**15**	**12**
Casuals/attaches	**45**	**36**
Total	**100**	**80**

3.5 Data Collection Instruments

The researcher used the questionnaire to collect data. The questionnaire helped the researcher to collect data on knowledge, opinions as well as attitudes of respondents towards determinants of successful infrastructural projects implementation in Mombasa County. Each item on the questionnaire was developed to address specific objectives of the study. The questionnaire was situated for this study because it is practical and is used to collect data from a large number of people within a short time and in a relatively cost effective manner. Piloting was done to test the validity and liability of the instrument.

The questionnaire was administered by the researcher and selected enumerators who at one point served translators in cases where the employees were those who are not able to use the official language in the questionnaire. Both open ended and close ended questions were used. Open ended questions enabled respondents to provide sufficient details while close ended questions enabled the researcher to easily quantify results by the use of SPSS 17.0.

3.6 Validity of the Research Instrument

Validity refers to as the quality that a procedure or instrument or a tool used in research is accurate, correct, true and meaningful. The research used content validity as a measure of the degree to which the data collected using the questionnaire represents the objectives of the study.

The instrument was verified for its validity by the supervisor (Dr.Otieno), one other senior in the University of Nairobi, Mombasa Campus, and, some colleagues in the same course.

3.7 Reliability of the research Instrument

Mugenda (2003) says that reliability is concerned with estimates of the degree to which a research instrument yields consistent results after repeated trials. In this study, reliability was determined by a test-retest administered to 10 subjects not included in the sample. After a given period of time, the questionnaire used was tested on the same population in order to examine the consistency of the responses. When a correlation value of 0.6 was achieved, the reliability was said to be good.

3.8 Data Collection Procedure

A questionnaire was administered by the researcher personally since it was the best tool for this study. The questionnaire was prepared on the basis of a review of literature of infrastructural projects implementation in devolved units in Kenya and the rest of the world. The questionnaire was divided into two categories, whereby, the first area sought to address the general information of the respondents and the second section touched on the objectives of the study. Data collection tools were piloted and suggestions made before finalizing the questionnaire. This study utilized a self-administered questionnaire and equally referred to the existing secondary data.

The researcher got a permit from the relevant county ministry of transport. The researcher reached the sample population individually, used enumerators to access some other people in far arrears, and, e-mailed a questionnaire to some respondents who could be committed for one on one questionnaire filling. Appointments to the sampled county project heads and employees were arranged prior to the visits to avoid any inconveniences to the respondents.

3.9 Data Presentation and Analysis

Both qualitative and quantitative data collected was analyzed on the objectives and research questions of the study using descriptive statistics such as frequency tables to show the general features of successful project implementation. The hypothesis was tested by the use of Chi-square. Data analysis was done by the use of SPSS 17.0.

3.10 Ethical Considerations

All government and County authorities were informed prior to the study to avoid suspicions and resistance from the community members and county development project managers. Consent was also sought from the respondents whose participation in this study was voluntary and information they provided was treated with utmost confidentiality. Privacy and dignity of the respondents was farther considered during the research. Names of the respondents will not be exposed and codes will be used instead.

3.11 Operational definitions of Variables

This gives a summary of all the work as was conducted in the field.

Table 3.3 Operationalization Table

Objective	**Variable**	**Indicators**	**Data collection tool**	**Measurement scale**	**Types of analysis**
To investigate the stakeholders' role in the implementation of infrastructural projects in Mombasa County.	Stakeholders	Resources Identification. Resources mobilization. Resources Allocation. Monitoring & Evaluation.	Questionnaire	Ordinal scale	Descriptive
To establish the influence of management in the implementation of	Management Role	Resource Allocation. Making Decision. Attendance Of	Questionnaire	Ordinal scale	Descriptive

infrastructural projects in Mombasa County, Kenya.		Project Meetings. Projects Supervision.			
To determine the extent to which resources influence the implementation of infrastructural projects in Mombasa County, Kenya.	Resources	Human resources. Financial resources.	Questionnaire	Ordinal Scale	Descriptive
To examine the influence of governance on infrastructural projects implementation in Mombasa County, Kenya.	Governance	Accountability. Transparency. Corruption. Nepotism.	Questionnaire	Ordinal Scale	Descriptive

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

The data collected was sorted, keyed and analyzed by simple descriptive analysis using Statistical Package for Social Scientists (SPSS). The data was then presented through frequency tables and narrative analysis, and the hypothesis was tested using Chi-Square.

4.2 Return Rate of the Questionnaires

80 questionnaires were given to 80 respondents. From the questionnaires given, only 65 questionnaires were returned fully filled and relevant for the study while 15were not returned. This means that, the return rate was 81.25 % positive while the remaining 18.75% was negative.

4.3Background Information of the Respondents

Respondents were required to give information concerning gender of the respondents, ages, working experience and educational qualifications were sought for and results reached at as shown in following of tables below:

Table 4.1 Gender Constituents of the Respondents

Respondents were asked to indicate their gender and responses tabulated as shown:

Gender	Frequency	Percentage
Female	10	15.38%
Male	55	84.62%
Total	**65**	**100%**

From the responses, 15.38%

of the respondents represented women with 10 respondents while 55 who represented 84.62%were men.

Table 4.2 Work experience

Respondents were asked to give their work experience in years and responses below given

Work experience in years	Frequency	Percentage
Below 1 year	30	46.2%
2 – 4 years	25	38.5%
5– 9 years	5	7.7%
10-14 years	3	4.6%
Over 15 years	2	3 %
Total	**65**	**100%**

40% of the respondents who were 30 were of less than 1 year experience in the job, 38.5% were for between 2-4 years making 25, 7.7 % were of 5-9 years, 4.6 % went for over 10-14 years' work experience while the remaining 3% went for over 15 years.

Table 4.3 Responses on Academic Qualification

Respondents were asked to indicate their levels of education and results were as below:

Education level	Frequency	Percentage
Primary certificate	7	10.8%
Secondary Certificate	10	15.4%
Diploma	45	69.2%
Bachelors' degree	3	4.6%
Postgraduate degree	0	0%
Total	**65**	**100%**

From the responses, Primary certificate attracted 10.8% of the respondents, 15.4% was attracted by secondary certificate, diploma attracted 69.2% of the respondents , bachelors attracted 3 respondents who made 4.6% and postgraduate degree attracted 0 respondents.

4.4 Stakeholders' influence in infrastructural projects implementation

Respondents were asked two categories of questions in relation to stakeholders' influence and a number of responses were given as below:

Table.4.4 Response on stakeholders

Respondents were asked whether in their opinion, they thought that having stakeholders' initiative during the project implementation is significant and the responses below were arrived at:

Response	Frequency	Percentage
No	8	12.3%
Yes	57	86.7%
Total	**65**	**100%**

From the information gotten in the field, 12.3% of the respondents went for a no answer on the idea that stakeholders' initiative influences the infrastructural projects success while 86.7% supported the argument by saying yes. When asked to give their opinions, those who went for yes argued that stakeholders were significant because once they initiated ideas, they sources resources for them, allocated them resources and later on monitored and checked their progress.

Table 4.5 Degree of Rating of Stakeholders in Infrastructure projects

On a scale of rating, respondents were asked to indicate the extent to which they agreed or disagreed with the following statements.(Scale of 1-5 where **1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree).**

Statement	1	2	3	4	5
Resources identification is a major role performed by stakeholders.	4	6	5	20	30
Resources mobilization by stakeholders influences projects implementation.	7	3	10	15	30
Resources allocation is a role performed by stakeholders on projects.	5	5	10	20	25

Monitoring & Evaluation by stakeholders influence projects success.	7	7	6	15	30

From the responses in the field, statements like resources identification is a major role performed by stakeholders attracted respondents as follows: 4 respondents strongly disagreed with the idea, 6 disagreed with the idea, 5 weakly agreed, 20 agreed with the idea, while the remaining 30 strongly agreed with the said idea. In a summary of approximation average, over 50% of the respondents agreed with the statement. The idea of resources mobilization by stakeholders attracted 7 respondents who strongly disagreed, 3 who disagreed, 10 who weakly agreed, 15 who agreed, while the remaining 30 strongly agreed. The statement on resources allocation by stakeholders attracted variant responses with over 60% of the respondent agreeing whereby5 respondents strongly disagreed, 5 disagreed, 10weakly agreed, 20 agreed, while the remaining 25 strongly agreed. On the final idea that looked at the idea of monitoring & evaluation by stakeholders, it attracted 7 respondents who strongly disagreed, 7 disagreed, 6 were not sure, 15 agreed, while the remaining 30 strongly agreed.

4.5 Management Role in Infrastructural Projects Implementation

Respondents were asked a number of questions in relation to management and their role in infrastructural projects implementation and the results below were given.

Table 4.6 Response on management on infrastructural projects

Respondents were asked whether they thought that management has a role that it plays that influences infrastructural projects implementation in the county and the results shown in the table.

Response	Frequency	Percentage
No	10	15.4%
Yes	55	84.6%
Total	**65**	**100%**

From the response, 15.4% of the respondents felt that management has no influence in the implementation of the projects while the remaining 84.6% did support the idea that it has an influence.

Table 4.7 Scale of rating of management factors

Respondents were asked to what extent they thought do the following management factors influenced the implementation of development projects in Mombasa County by Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

Factor	**1**	**2**	**3**	**4**	**5**
The rate of management allocation of resources	2	6	12	24	21
Regular managements' involvement in meetings	4	5	7	12	37
The rate of decision making by managers	5	7	11	12	30
Rate of projects supervision by managers	10	12	5	20	18

From the responses 2 respondents strongly disagreed with the idea of management allocation of resources has an influence in projects success, 6 disagreed, 12 weakly agreed, 24 agreed while 21 strongly agreed. Regular managements' involvement in meetings idea had 4 respondents who strongly disagreed, 5 who disagreed, 7 who weakly agreed, and 12 who agreed while 37 strongly agreed. The rate of decision making by managers had 5 respondents who strongly disagreed, 7 who disagreed, 11 who weakly agreed, and 12 who agreed while 30 strongly agreed. Finally, rate of projects supervision by managers had 10strongly disagreed, 12 who disagreed, 5 who weakly agreed, 20 who agreed while 18strongly agreed.

4.6Resources in Infrastructural Projects Implementation

Respondents were asked a number of questions in relation to the influence of resources in infrastructural projects implementation and a number of responses below arrived at.

Table 4.8 Responses on Resources influence

Respondents were asked to show whether resources influenced the implementation of the projects by giving a rated answer and the following results arrived at. 5 respondents supported the not at all idea in relation to the extent of resources influence on infrastructural projects implementation, 10 went for little extent , 15 went for moderate extent , 20 went for great extent while the remaining 15 went for very great extent .

Table 4.9 Rating of the Resources

Respondents were asked, according to your rating, do you agree or disagree that the following factors determine the success in implementation of infrastructural projects in Mombasa County?Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree. Results from the responses in the field were as follows:

Factor	1	2	3	4	5
Money provided by the county government for expertise is enough.	4	6	13	17	25
Salaries paid to county projects employees are sufficient.	4	2	3	23	33
Financial resources provided for projects implementation are adequate.	2	6	8	18	31

From the responses 4 respondents strongly disagreed with the idea that money provided by the county government for expertise is enough, 6 disagreed, 13 weakly agreed, 17 agreed while 25 strongly agreed. On the second idea that Salaries paid to county projects employees are sufficient it had 4 respondents who strongly disagreed, 2 who disagreed, 3 who weakly agreed, and 23 who agreed while 33 strongly agreed.The rate of decision making by managers had 5 respondents who strongly disagreed, 7 who disagreed, 11 who weakly agreed, and 12 who agreed while 30 strongly agreed. Finally, financial resources provided for projects implementation are adequate had 2strongly disagreed, 6 who disagreed, 8 who weakly agreed, and 18 who agreed while 31strongly agreed.

4.7Governance in Projects Implementation

Respondents were asked a number of questions in relation to governance and the following results reached at.

Table 4.10 Response on governance

Respondents were asked whether they thought that governance systems and politicians at the county level influenced the implementation of infrastructural projects and the responses below given.

Response	Frequency	Percentage
No	13	20%
Yes	52	80%
Total	**65**	**100%**

From the responses, 20% of the respondents argued that governance has no influence in the implementation of infrastructural projects and the remaining 52 respondents who made 80% of the respondents. When asked to give reasons, 80% of the respondents argued that politicians were very central in the procurement, resources allocation, mobilizing people and many more for their personal gains. Others were said to have promoted favoritism, nepotism and even biased hiring that at the end of the day gave birth to non-qualified personnel in the department.

Table 4.11 Rating of Governance's Influence on Infrastructural Projects Implementation

Respondents were asked to indicate the extent to which they agreed or disagreed with the following statements by using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

Factor	1	2	3	4	5
Accountability from politicians and others have influenced projects success.	6	7	12	13	27
Corruption from the governing people has an influence in projects success.	1	2	5	14	43
Employees in the county projects are of nepotism and favoritism nature.	4	2	3	23	33

Transparency in projects implementation has an influence in their success.	1	1	6	30	27

6 respondents strongly disagreed with the idea that accountability from politicians and others have influenced projects success, 7 disagreed, 12 weakly agreed, 13 agreed while 27 strongly agreed. On the second idea that corruption from the governing people has an influence in projects success it had1respondent who strongly disagreed, 2 who disagreed, 5 who weakly agreed, and 14 who agreed while 43 strongly agreed. Employees in the county projects are of nepotism and favoritism nature had 4 respondents who strongly disagreed, 2 who disagreed, 3 who weakly agreed, and 23 who agreed while 33 strongly agreed. Finally, transparency in projects implementation has an influence in their success had 1strongly disagreed, 1 who disagreed, 6 who weakly agreed, and 30 who agreed while 27 strongly agreed.

4.9 Hypothesis Testing for Stakeholders

H_1: Stakeholders have a significant role in the implementation of infrastructural projects in Mombasa County.

Table 4.12 Hypothesis Testing Using the Chi-Square

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
7	13	-6	36	2.8
3	13	-10	100	7.7
10	13	-3	9	0.8
15	13	2	4	0.3
30	13	17	289	22.2
$\sum (O-E)^2/E = 33.8$				

$\chi^2_C = 33.8 > \chi^2_{\propto\ 0.05} = 0.188$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 33.8 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, stakeholders have a significant role in the implementation of infrastructural projects in Mombasa County.

4.10 Hypothesis Testing for Management

H_1: Management has an influence in the implementation of infrastructural projects in Mombasa County, Kenya.

Table 4.13 Hypothesis Testing Using the Chi-Square

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
5	13	-8	64	4.9
7	13	-6	36	2.8
11	13	-2	4	0.3
12	13	-1	1	0.1
30	13	17	289	22.2
$\sum (O-E)^2/E =$ 30.3				

$\chi^2_C = 30.3 > \chi^2_{0.05} = 9.488$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 30.3 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, management has an influence in the implementation of infrastructural projects in Mombasa County, Kenya.

4.11 Hypothesis Testing for Resources

H_1: Resources influence the implementation of infrastructural projects in Mombasa County, Kenya.

Table 4.14 Hypothesis Testing Using the Chi-Square

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
4	13	-9	81	6.2
6	13	-7	49	3.8
13	13	0	0	0.0
17	13	4	16	1.2
25	13	12	144	11.1
$\sum (O-E)^2/E = 22.3$				

$$\chi^2_{C}=22.3>\chi^2_{\propto\ 0.05}= 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 22.3 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, resources influence the implementation of infrastructural projects in Mombasa County, Kenya.

4.12 Hypothesis Testing for Resources

H_1: Governance has an influence on infrastructural projects implementation in Mombasa County, Kenya.

Table 4.15 Hypothesis Testing Using the Chi-Square

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
6	13	-7	49	3.8
7	13	-6	36	2.8
12	13	-1	1	0.1
23	13	10	100	7.7
27	13	14	196	15.1
$\sum (O-E)^2/E = 29.5$				

$$\chi^2_C = 29.5 > \chi^2_{\propto\ 0.05} = 9.488$$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 29.5 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, governance has an influence on infrastructural projects implementation in Mombasa County, Kenya.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, discussions, conclusions and recommendation of the research. The chapter also contains suggestions of related studies that may be carried out in the future.

5.2 Summary of Findings

Questionnaires were used to collect data and out of the 80 questionnaires given, only 65 were returned and thus valid for the research. Findings from the field show that responses in relation to the first objective that touched on stakeholders' influence had 12.3% of the respondents who went for a no answer on the idea that stakeholders' initiative influences the infrastructural projects success while 86.7% supported the argument by saying yes. When asked to give their opinions, those who went for yes argued that stakeholders were significant because once they initiated ideas, they sources resources for them, allocated them resources and later on monitored and checked their progress. Further questions of rating of the stakeholders' show that statements like resources identification is a major role performed by stakeholders attracted respondents as follows: 4 respondents strongly disagreed with the idea, 6 disagreed with the idea, 5 weakly agreed, 20 agreed with the idea, while the remaining 30 strongly agreed with the said idea. In a summary of approximation average, over 50% of the respondents agreed with the statement.

The second objective sought to establish the influence of management in the implementation of infrastructural projects in Mombasa County and results were as follows:15.4% of the respondents felt that management has no influence in the implementation of the projects while the remaining 84.6% did support the idea that it has an influence. On a rating scale of statements,2 respondents strongly disagreed with the idea of management allocation of resources has an influence in projects success, 6 disagreed, 12 weakly agreed, 24 agreed while 21 strongly agreed. Regular managements' involvement in meetings idea had 4 respondents who strongly disagreed, 5 who disagreed, 7 who weakly agreed, and 12 who agreed while 37 strongly agreed. The rate of decision making by managers had 5 respondents who strongly disagreed, 7 who disagreed, 11 who weakly agreed, and 12 who agreed while 30 strongly agreed. Finally, rate of projects supervision by managers had 10 strongly disagreed, 12 who disagreed, 5 who weakly agreed, 20 who agreed while 18 strongly agreed.

On the third objective that sought to establish the influence of resources in the implementation of infrastructural projects in Mombasa County and responses were as follows:5 respondents supported the not at all idea in relation to the extent of resources influence on infrastructural projects implementation, 10 went for little extent, 15 went for moderate extent, 20 went for great extent while the remaining 15 went for very great extent. On a scale rating of statements, 4 respondents strongly disagreed with the idea that money provided by the county government for expertise is enough, 6 disagreed, 13 weakly agreed, 17 agreed while 25 strongly agreed. On the second idea that Salaries paid to county projects employees are sufficient it had 4 respondents who strongly disagreed, 2 who disagreed, 3 who weakly agreed, and 23 who agreed while 33 strongly agreed. The rate of decision making by managers had 5 respondents who strongly disagreed, 7 who disagreed, 11 who weakly agreed, and 12 who agreed while 30 strongly agreed. Finally, financial resources provided for projects implementation are adequate had 2 strongly disagreed, 6 who disagreed, 8 who weakly agreed, and 18 who agreed while 31strongly agreed.

In relation to the final objective that sought to establish the influence of governance in the implementation of infrastructural projects in Mombasa County, 20% of the respondents argued that governance has no influence in the implementation of infrastructural projects and the remaining 52 respondents who made 80% of the respondents. When asked to give reasons, 80% of the respondents argued that politicians were very central in the procurement, resources allocation, mobilizing people and many more for their personal gains. Others were said to have promoted favoritism, nepotism and even biased hiring that at the end of the day gave birth to non-qualified personnel in the department. In a rating, 6 respondents strongly disagreed with the idea that accountability from politicians and others have influenced projects success, 7 disagreed, 12 weakly agreed, 13 agreed while 27 strongly agreed. Finally, transparency in projects implementation has an influence in their success had 1 strongly disagreed, 1 who disagreed, 6 who weakly agreed, and 30 who agreed while 27 strongly agreed.

5.3 Discussion of Findings

Findings from the field show that responses in relation to the first objective that touched on stakeholders' influence had 12.3% of the respondents who went for a no answer on the idea that stakeholders' initiative influences the infrastructural projects success while 86.7% supported the argument by saying yes. When asked to give their opinions, those who went for yes argued that stakeholders were significant because once they initiated ideas, they sources resources for them, allocated them resources and later on monitored and checked their progress. In relation to the literature review Bright (2010) argues that every project manager needs to identify project stakeholders and determine their needs and expectations of the project. Also, World Bank (2013) argues that effective communication between stakeholders will ensure the project is successful and that everyone is on the same page. A stakeholder is someone that is involved in your project or has a vested interest in its success or failure. Knowing who your stakeholders are is important and the process begins by developing healthy relationships. They help decide on issues from the beginning, during planning and at execution of the project. Therefore, stakeholders should understand how the project functions, including the project scope, milestones and goals.

The second objective sought to establish the influence of management in the implementation of infrastructural projects in Mombasa County and results were as follows:15.4% of the respondents felt that management has no influence in the implementation of the projects while the remaining 84.6% did support the idea that it has an influence. On a rating scale of statements,2 respondents strongly disagreed with the idea of management allocation of resources has an influence in projects success, 6 disagreed, 12 weakly agreed, 24 agreed while 21 strongly agreed. The rate of decision making by managers had 5 respondents who strongly disagreed, 7 who disagreed, 11 who weakly agreed, and 12 who agreed while 30 strongly agreed. In relation to the literature a number Gemuerden and Lechler (2009) argue that top management directly promotes project success as 'customer' and highest organizational authority. Project managers have the responsibility of the planning, execution and closing of any project. They provide the organizational environment for the successful completion of the project. They also assert that, the considerably high impact of top management on project success can also be interpreted from a more critical point of view, as it could indicate an overly strong involvement of top management in the process of the project itself. Research has identified that people management drives project success more than technical issues do.

On the third objective that sought to establish the influence of resources in the implementation of infrastructural projects in Mombasa County and responses were as follows:5 respondents supported the not at all idea in relation to the extent of resources influence on infrastructural projects implementation, 10 went for little extent, 15 went for moderate extent, 20 went for great extent while the remaining 15 went for very great extent. On a scale rating of statements, 4 respondents strongly disagreed with the idea that money provided by the county government for expertise is enough, 6 disagreed, 13 weakly agreed, 17 agreed while 25 strongly agreed. In agreement to this is the World Bank (2009) report that indicates, finances and capital resources forms the epicenter of success or failure of any project in the world; be it infrastructural, educational, and religious or charity project. The finances give rise to projects quality through accessing qualified personnel, relevant technology, proper materials and winning the community support. Nwachukwu & Fidelis (2011) also argue that, devolved units like county governments have comparatively limited resources and greater difficulty in accessing to funding sources, they are also more dependent on support from the central government, have low income sources from the taxes they lay at county level, have limited innovation in sourcing for more funds, have less adequate budget control system, employ less or non-experienced personnel and lack economies of scale in their operations. This in turn has limited their operations, quality of delivery and effectiveness in projects delivered

In relation to the final objective that sought to establish the influence of governance in the implementation of infrastructural projects in Mombasa County, 20% of the respondents argued that governance has no influence in the implementation of infrastructural projects and the remaining 52 respondents who made 80% of the respondents. When asked to give reasons, 80% of the respondents argued that politicians were very central in the procurement, resources allocation, mobilizing people and many more for their personal gains. Others were said to have promoted favoritism, nepotism and even biased hiring that at the end of the day ensured to non-qualified personnel were employed in the department. In agreement to this is IDA (1998) that argues, good governance is seen as ‘critical to the development process and to the effectiveness of development assistance’. It is also evident that projects are usually selected and framed as the expression of political government as part of their commitment to the people. Consequently, it is assumed that projects will be selected on the basis of local people’s urgent need and demands not to facilitate the ruling party local political leaders or elected representatives giving undue advantages. But in essence powerful stakeholders, who are politically, socially and economically dominant, for their own interests may thwart the participation of their counterparts, and influence the selection and planning of projects to favour their personal interests. In fact, in most of the cases, interests of the political elites and administrators, who run the regime, penetrate the arena and shape the outcomes thus influencing the success of projects;(UNDP, 2010).

5.4 Conclusions of the study

From the responses in the field the researcher concludes that: just like in any other part of the world, the stakeholders have an influence in the implementation of infrastructural projects in Mombasa County, management plays a role in the success or failure of Infrastructural projects implementation through allocation of resources and giving directions. Capital and personnel are central resources in the implementation of infrastructural projects in Mombasa County, and the role of governance through the politicians and local leaders cannot be ruled out as far as infrastructural projects implementation in the county is concerned.

5.5 Recommendations

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher makes the following recommendations: First, the researcher recommends that the stakeholders should be involved and consulted from the beginning of projects idealization, identification, resourcing, planning, implementation and in the monitoring and evaluation process.

Secondly, the researcher recommend that management be in the forefront of identifying resources for the projects, attending meetings, coming up with proper channels of spending for the projects and linking well with other stakeholders so as to achieve general planned projects success. This can be done by regular analysis of SWOT and adhering to the laid down recommendations.

Thirdly, the researcher recommends that resources with some biases to both human and financial resources should be scrutinized and both the county and national government should come up with strategies of allocating sufficient finances and hire quality and sufficient personnel.

Finally, the researcher recommends that governance should be paramount in projects success. The local politicians, the local and national leaders should keep politics, nepotism, tribalism and corruption out of projects. This way, the government will be able to link well with other bodies and make projects' success a reality.

5.6 Suggestions for Further Research

Due to the number of county projects adopted by the newly established county governments, the researcher suggests that a research can be done focusing on projects implementation in the other county departments. Also, this can be extended to other counties by focusing on the infrastructural projects implemented by the ministries.

REFERENCES

ALGA, 2010, The Local Roads Funding Gap, Australian Local Government Association, Canberra, http://alga.asn.au/?ID=173&Menu=44,69.

Al-Kharashi, Adel and Skitmore, Martin. (2009). Causes of delays in Saudi Arabia public sector construction projects: Construction management Economics, Queensland University of Technology.

Al-Rashidi, H. (2009). Examining internal challenges to e-government implementation from system user perspective. Paper presented at the European and Mediterranean Conference on Information Systems (EMCIS 2010), Abu Dhabi, UAE, April 12-13, 2009.

Alsuwaidi, H. (2011). Evaluating the factors affecting for the adoption of e-government services in the public sector (UAE). A project proposal submitted to BBS, Brunel University (Ph.D. student). Retrieved from http://www.brunel.ac.uk/329/... / Hassanalsuwaidi 0631732.pdf

Apolot, Alinaitwe and Tindiwensi, 2010, An Investigation into the Cause of Delay and Cost Overrun in Uganda's Public Sector Construction Projects: Second International Conference and Advances in Engineering and Technology.

Ashaye, O. R. (2010). E-government in land administration in developing countries: A system analysis. Doctoral Symposium 2010,BBS, Brunel University. Retrieved from http://www.brunel.ac.uk/329/BBS%20documents/PhD%20Doctoral%20Symposium%

2010/OlusoyiAshaye.pdf

Ashaye, R. T. (2010). Supporting e-government in land administration: A system analysis.tGovWorkshop, Brunel University,West London, March 18, 2010. Retrieved from http://www.iseing.org/tgovwebsite/tGov2010AcceptedPapers/C15.pdf

Assaf, S.A., Al-Khalil, M. and Al-Hazml, M.(2012), Causes of delay in Large Building Construction Projects', Journal of Management in Engineering, Vol. 11, No. 2.

Awiti V. P, (2008). An assessment of the use and management of development funds: The case of Constituencies Development Fund in Kenya. Unpublished Master of Arts thesis, Institute of social studies: The Hague, Netherlands

Bagaka, O. (2008). Fiscal decentralization in Kenya and the growth of government: The Constituency development fund. Northern Illinois University: De-Kalb Illinois.

Bowling, A. (2009). Research methods in health: Investigative Health and Health Services (3rded.). New York: McGraw-Hill. 162—176

BorvornIsrangkura Na Ayudhya (2012); Factors causing delay in payment of residential building projects in Thailand: Construction Economics and Management I.

Bright H.:(2010) explaining different types of stakeholders.

www.brighthubpm.com>project planning Oct 28/2010

Corporate. Info/role – project – sponsor – Sept 24/2010: Role of the project sponsor / corporate Geek. w.w.w .dtpngov.uk

David Kagiri and GituroWainaina.(2013). Construction delays in Florida: An Empirical study. Time and cost overruns in power projects in Kenya: A case study of Kenya Electricity Generating Company Ltd. B

De Kadt, E. (2009) 'Should God play a role in development?' *Journal of International Development* 21(6): 781-786.

Eboh.E (2010) MDGs-based Planning in Africa: Lesson, Experiences and Challenges: A Case Study of Nigeria, Addis Ababa: United Nations Economic Commission for Africa.

Fernando, Y. (2009). Critical factors influencing the project success amongst manufacturing companies in Malaysia. African Journal of Business Management Vol.3 (1), pp. 16-27

Gemuenden, H.G & Lechler, T. (2009). Success Factors of Project Management: The Critical Few- An Empirical Investigation

Government of Kenya.(2013) .2013/14 Budget Policy Statement. Nairobi: Ministry of Finance.

Harch, Charles E. (2010). The First Seventeen years, Virginia, 1607-1624, Jamestown 350th

Anniversary Historical, 1957, p.20, pp.75-76,http://www.virginiaplaces.org/vacount/howstart.html.

International Budget Partnership. (2010). Constituency Development Funds: Scoping Paper IEA (2006). Kenya's' verdict: A citizen report card on the Constituencies Development Fund. Research Paper series No.7. Retrieved from http:// www.nassc.go.ke

International Journal of Business and management, September (2008).Bristol - BS16 IQY, UK.

Jacobson, M., Pruitt Chapin, K., &Rugeley, C. (2009). Toward Reconstructing Poverty Knowledge: Addressing Food Insecurity through Grassroots Research Design and Implementation. Journal of Poverty, 13(1), 1-19.

Kaliba, C. Muya, M. &Mumba, K. (2009), Cost Escalation and Schedule Delaying Building Construction Projects in Zambia, International Journal of Project Management, Vol. 27, Issue 5, pp 522-531.

KARI. (2012). Strategic Plan 2009-2014.Nairobi, Kenya.

Legal and Human Rights Centre (May 2014), Public Engagement: The Parliament Watch Annual Report 2007, Dar es Salaam, Tanzania.

Lohr, S. (2009). Sampling: Design and Analysis. Duxbury Press

Ludeki, C. (2009). “Constituency Development Fund: A Critique.” The African Executive

Media Development Association and Konrad A. S., 2014 .A History of Constitution Making in Kenya.

Mugenda, O and Mugenda, A (1999), Research Methods, Quantitative and Qualitative Approaches, Nairobi:

Mugenda O.M. and Mugenda A.G., (2003).Research Methods: Quantitative and qualitative approaches.

Nana Agyeman (2010), Delays in building construction projects in Ghana.

Nwachukwu C.C. and Fidelis I.M. (2011) Building Construction Project Management Success as a Critical Issue in Real Estate Development and Investment – American Journal of Social and Management Sciences.

Ojiambo, Peter Otiato (2009). Quality of Education and its Role in National Development: A Case study of Kenya's Educational Reforms. *Kenya Studies Review*: 1, 1, 133-149.

Okonta et al (2013) Embedding Quality Function Development in software development: A novel approach. West African Journal of Industrial and Academic Research, Vol. 6 No1 (March 31, 2013) p.40

Orodho, AI. (2009) Techniques of writing research proposals and reports. Reata printers Nairobi

Osborne M. Reynolds, Jr. (2009).*Local Government Law*, 3rd ed. (St. Paul: West, 2009), 19."Overview of County Government". *National Association of Counties*.Retrieved 4 May 2013.

Polit, D. F., & Beck, C. T. (2009). Nursing research: Generating and assessing evidence for nursing practice (8th Edition). Philadelphia: WoltersKlower/Lippincott Williams &Wilkins.

Project Management Institute. (2012). A guide to the project management body of knowledge (PMBOK® guide) (4th ed.). Newtown Square, PA: Project Management Institute.

Republic of Kenya (2011). The 2009 Population and Housing Census: Counting our People for Development.Vol 2 GOK Printer, Nairobi.

Republic of Kenya (2014) Constituency Development Guideline.Government printer, Nairobi.

Republic of Kenya (2012) Constituency Development Fund (Amendment) Act. Government printer, Nairobi.

Rick B., Bernadette K., katherine K. and Kenneth P., (2001) ”Human Factors in Implementing New Systems. Available online www.sciencedirect.com

Robert Giloth. (2009). “Lessons for a New Context: Workforce Development in an Era of Economic Challenge” (Annie E. Casey Foundation,), available at http://www.frbsf.org/community-development/files/Giloth_Robert.pdf

Rubino, Joe .(2011). "Broomfield 50th anniversary: Success in first 50 years stemmed from bold actions". Broomfield (Colo.) Enterprise.Retrieved 13 July 2012.

Serra, LM and KUNC M. (2014), Benefit Realization, Management and its influence on Project Success and on the execution of Business strategies.

Tsekpo and Hudson (2012), “Parliamentary Strengthening and the Paris Principles: Tanzania Case Study” (Draft). Overseas Development Institute.

UN.(2010). United Nations Department of Economic and Social Affairs, “Glossary of Environment Statistics,” Studies and Methods, F 67 No.67 (New York: United Nations, 1997).

UNDP (2012).Handbook on Monitoring and Evaluation for Results. New York: UNDP.

United Republic of Tanzania (2009) “Volume IV Public Expenditure Estimates Development Votes (Part-A), Ministerial and Regional Development Programmes for the Year from 1st July 2008 to 30th June 2009”. technology, federal university of technology owerriimo state Nigeria.

U.S. Economic Development Administration (EDA), Latest EDA Grants— 2012, (U.S. Department of Commerce, 2012), available at http://www.eda.gov/grants/2012/text.htm

Wami K. I. (2012): factors affecting the implementation of government ICT project (a case study of rivers state ICT department). Unpublished MSc. Thesis. Department of project management

World Bank. (2013). Devolution Without Disruption—Pathways to a Successful New Kenya. Nairobi: World Bank.

World Bank (2012) _World Development Indicators,_ Washington, D.C.: World Bank Publications, http://data.worldbank.org/data-catalog/world-development-indicators.

World Bank (2013) World Bank participatory source book. A World Bank Publication, Washington DC.

World Bank (2013) _Stolen Asset Recovery (StAR) Initiative: Challenges, Opportunities, and Action Plan. Washington, D.C.: World Bank Publications.

WORLD BANK (2014) _World Development Report 2004 _ Making Services Work for the poor, _ Washington, D.C.: World Bank Pub

APPENDICES

APPENDIX 1:

Letter of transmittal

Rosemary T. Adek
P.O Box 90533
Mombasa.
Tel: 0727583098
Email: adekrosemary@yahoo.com

Dear participant,
My name is Rosemary Adek and I am a student undertaking a Master of Arts Degree in Project Planning and Management at the University of Nairobi, Mombasa Campus. To fulfill the completion of this course, I am carrying out a study on the determinants of successful projects implementation in Mombasa County. Since the matter affects the whole community, I am inviting you to participate in this research study by completing the attached questionnaire.

If you choose to participate in this research, please answer all questions as honestly as possible. Participation is strictly voluntary and you may decline to participate at any time. In order to ensure that all the information will remain confidential, you do not have to include your name. The data collected will be for academic purposes only.

Thank you.

Yours faithfully

………………….

Rosemary Teresa Adek.

APPENDIX 2:

Research Questionnaire

Section A: Background Information

1. Your gender: Male [ ] Female [ ]

2. Your work experience (**Tick whichever appropriate**)

Below 1 Year [ ] 2-4yrs [ ] 5-9 Years [ ] 10 - 14 years [ ] Over- 15 years [ ]

3. What is your highest education level? (**Tick as applicable**)

Primary certificate [ ] Secondary certificate [ ] Diploma/certificate [ ] Bachelors' degree [ ] Postgraduate degree [ ] Others (specify)……………………………

Section B: Item on Stakeholders

4. In your opinion, do you think that having stakeholders' initiative during the project implementation is significant?

Yes ( ) No ( )

5. To what extent do you agree or disagree with the following statements. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
Resources identification is a major role performed by stakeholders					
Resources mobilization by stakeholders influences projects implementation.					
Resources allocation is a role performed by stakeholders on projects.					
Monitoring & Evaluation by stakeholders influence projects success.					

Section C: Management Role in Infrastructural Projects Implementation

6. Do you think that management has a role that it plays that influences infrastructural projects implementation in the county?

Yes ( ) No ( )

7. To what extent do the following management factors influence the implementation of development projects in Mombasa County? **Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.**

Factor	**1**	**2**	**3**	**4**	**5**
The rate of management allocation of resources					
Regular managements' involvement in meetings					
The rate of decision making by managers					
Rate of projects supervision by managers					

Section D: Resources in Infrastructural Projects Implementation

8. To what extent do resources influence the implementation of infrastructural projects?

Not at all [ ]little extent [ ] moderate extent [ ] great extent [ ] very great extent [ ]

7. According to your rating, do you agree or disagree that the following factors determine the success in implementation of infrastructural projects in Mombasa County?Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

Factor	1	2	3	4	5
Money provided by the county government for expertise.					
Salaries paid to county projects employees.					
Financial resources provided for projects implementation.					

Section E: Governance in Projects Implementation

9. In your own opinion, do you think the politicians and county projects governance systems are having an influence ininfrastructural projects implementation in the county? Yes ( ) No ( )

10. Give reasons for your answer in 9 above---

----

11. Indicate the extent to which you agree or disagree with the following statements? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

Factor	**1**	**2**	**3**	**4**	**5**
Accountability from politicians and others have influenced projects success.					
Corruption from the politicians has been the source of projects failure					
Employees in the county projects are of nepotism and favoritism birth					
Transparency in projects implementation has a significant influence in their success.					

APPENDIX 3:

Morgan Sampling table

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970