

**FACTORS INFLUENCING IMPLEMENTATION OF COUNTY FUNDED
DEVELOPMENT PROJECTS BY COUNTY GOVERNMENTS, IN
KENYA.
(A CASE OF KILIFI COUNTY GOVERNMENT)**

BY

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the
Award of a Master of Arts Degree in Project Planning and Management, Of the University
Of Nairobi.**

2017

DECLARATION

Declaration by the student

I the undersigned, declare that this is my original work and has not been submitted to any other institution for academic credit.

Signature: Date.....

LAPHET ANDREWS SIKUDI L50/83132/2015

Supervisor Approval

I hereby undersigned do hereby certify that this is true project undertaken by above named student under my supervision and has been presented for examination with my approval as university supervisor.

Signature:Date:

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DEDICATION

I dedicate this research to my beloved mum, Mrs. Grace Ajiambo Sikudi for nurturing me to achieve my dream of this Masters' Degree course. Special dedication goes to my beloved family, the Sikudis who stood with me till the end of my course by giving the much needed moral support. But not singling out Engineer Jane Tatu Sikudi and Laucadear Nana-Rosa Sikudi who kept me in competition all through.

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LIST OF ABBRECIATIONS

CDF- Constituency development fund

CDF-County Development Fund

COB- Close of Business

CRA-Kenya's Commission on Revenue Allocation

CSFs- Critical success factors

DANIDA-Danish International development agency

FY- financial year

IMF-International Monetary Fund

KURA- Kenya Urban Roads Authority

NACOSTI-National Commission for Science, Technology and Innovation

NGOs- Non-governmental organizations

PIP-Project Implementation Profile

REA-Rural Electrification Agency

RESP-Rural Electrification Strategy and Plan

UEB -Uganda Electricity Board

ABSTRACT

In 2010, Kenyans enacted a new constitution, which established a system of devolved government with 47 lower level county governments. The operation of the county governments started soon after the March 2013 elections, which included the election of county governors, deputy governors and county ward representatives. The general objective is to establish factors that influence implementation of development projects by County Government of Kilifi, in Kenya. The Specific objectives will be to determine how Project size influence the rate of implementation of development projects by County Government of Kilifi, in Kenya, to establish how allocation of funding influence the rate of implementation of development projects by County Government of Kilifi, in Kenya, to establish how political intervention influence the rate of implementation of development projects by County Government of Kilifi, in Kenya and to examine how the level of security influence the rate of implementation development projects by County Government of Kilifi, in Kenya. This study was limited to the county government in Kilifi County drawn from various sectors such as County assembly committee, Executive Committee Members, County Secretary, Chief Officers, Ward administrators, Sub County administrators, Departmental Finance officers and Project Managers. The theoretical framework will be based on, Stakeholder Theory, Co-evolutionary theory, Lewin's Change Management Theory, Network Theory, Resource Based View Theory. This study adopted a mixed research design. The study covers ninety three (93) county personnel that occupy positions relevant to the study. This study will use census method because the target population was less than the minimum a hundred respondents for sampling method to be adopted. The researcher collected data mainly from primary sources. Primary data will be collected using a questionnaire. Data collected was centered into the computer using SPSS. Data was presented using tables, pie charts and graphs. It was concluded that size of the project determines the rate of implementation of development projects to a great extent. Allocation of funds also affects the rate of implementation of development projects to a great extent. Political interference and the level of security also affect the rate of implementation of development projects. The study recommended that, Kilifi county government should employ parties who can help in terms of security during implementation of development projects and also should have all considerations including size, intervention and funds required during the process.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

According to Pinto (1996) successful implementation of a project is intricate and difficult. Work based on project appears to be very distinct from other organizational activities. Initiatives typically have a particular objective(s) a defined start and finish, and a limited budget frequently created by team of individual with different expertise, initiatives commonly consists of a sequence of competent tasks demanding high degrees of coordinating. Possibly not unexpectedly, the job of project manager is described by role overwork.

According to Pinto, J.K. & Kharbanda, (2010), the famous Project Implementation Profile (PIP) helps in identifying and measuring successfully implemented projects. These are support from top management, initiative mission, initiative schedule, client consultation, personnel, technical tasks, acceptance by client, examining and feedback, communication as well as trouble-shooting. The factors changes significantly on the basis of the project life cycle stages. Monitoring and controlling enables tracking, reviewing, and regulating the progress of a project performance. (Cynthia, 2008). Project implementation is made up of those processes executed to finish the work as outlined in the project management plan to meet the specifications of the initiative. This consists of coordination of people and funds, and integrating as well as execution of the activities of the initiative consistent with its management plan (Cynthia, 2008).

Most nations worldwide have recognized the significance of decentralization so as to generate development at the community level. As a way of changing the society decentralization's objectives is the resource mobilization for Nation building. Baskin (2010) notes that CDFs are similar to the respected United States (US) congressional allocations commonly referred to as pork barrel, member items, earmarks, or in national as well as state-level policy formulating. Operations of CDFs are known to be controversial due to their nature and raise major questions regarding the service delivery by the government to its people, whereas such delivery of service delivery can be made accountable, the responsibility of lawmakers in deciding on development priorities, as well as how public involvement in policy formulation can be made more significant (Chikati, 2009).

For donkey's years human civilizations have used different kinds of programs to bring change or value to communities. They comprise of the initiatives for instance. , the Great Pyramids of Egypt, Voyages of Discovery of Henry the Navigator, the ancient Roman roads, the Dykes of Holland, the Grand Canal of China, and the Atomic bomb and many more. As from 1950s the development program has been embodied by programs and initiatives whose purpose is to make better quality of life of recipient societies, whether physical or qualitative terms (Chikati, 2009). Projects of antiquity have left their mark on society and contributed to positive changes that add value to the community as a whole and made the qualities of lives better for several individuals (Cleland and Ireland, 2007). Projects' nature is that they differ in scale, objective and duration. Initiatives show human and physical resources' commitment to give out certain outputs in a particular time and budget outline. They may be started by a society demanding modest inputs and producing tangible outputs in a fairly short period of time. Conversely, initiatives may need large amount of financial resources and simply add value in the long-standing. Initiatives may be solitary or be incorporated into a program, that has numerous initiatives contributing to one general objective. In spite of the dissimilarity of the nature of initiatives, features of comprehensive program implementation and management are generally shared by them (Chikati, 2009). Distributive allocations' long history in the US allows a exceptional opportunity to delve into the evolution of structures of politically defined fund allocation for community development. It is further posited that, in contrast, there may be major dissimilarity between US earmarks which are regularly casual methods that are used on a case-by-case foundation and the institutionalization of distributive methods.

According to Miller (1979) in the United States of America the new Indian Education Centre as a project was started to offer facilitator leadership teaching to the Native American groups on project implementation, with the ability to connect existing structures of service delivery to subsequent typical community initiatives to offer technical support. The purposes of the Centre were to offer leadership development, to offer training for community members at the local level, to offer technical support to communities at the local level, and to give information as well as dissemination services. The major emphasis was to generate the capacity of communities at the local level and employment creation. Knowledge and skills are paramount in running of community based projects. Very minimal results will be achieved if projects are not run systematically and necessary skills applied in maximizing output. Project leaders and members

require trainings to enable them understand issues at the level of commonness and proven result oriented procedures.

In Nigeria, Maduagwu (2000) indicates that the Government should not assume that they are aware of what will add value to the needy more than the needy themselves. Maduagwu (2000) further indicates that initiatives ought to be embarked upon since individuals require them not for the reason that contractors are advocating for them. General public ought to make clear their own desires and main concerns. Capra (1996) see participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment, build the tendency to associate, establish link, live inside each other and cooperate.

Broadly, multilateral aid establishments, for instance the World Bank and IMF, concentrate on central government funding and extremely huge infrastructure programs. Nonetheless, other establishments, particularly international NGOs for instance World Vision, CARE and Oxfam, similarly target society development programs that whose objective is to assist communities improve their standards of living (Green and Haines, 2008, p265). Private venture by big entrepreneurs in community initiatives have similarly become important as stated by Ms Elumelu, after his holding firm bought Ughelli Power Plant in Nigeria: according to Today in Business, The Standard (4th July 2013) “the investment we are creating show our commitment to becoming a major player in the energy sector. It similarly indicates in a well-defined and significant way that African capital ought to be part of the solution to African problems. We require more of Africa’s firms to improve and contribute in Africa’s development”

Uganda for instance started decentralization on political front since 1986 in order to meet the needs and interests of its citizens. According to Odhiambo (2006) through decentralization effort the Ugandan Government was able to achieve power transfer to the lower Government levels, enhancing accountability and responsibility of resource by relating taxes to delivery of service and enhancing

capacity at local level to coordinate finance, manage and implement projects as well as programs. Various scholars have highlighted crucial information over the subject of time and cost overruns and impact (Waihenya, 2011). Despite numerous legislations, dissemination and policy papers on the subject, we still find Government projects suffering from overruns.

In Uganda the first rural electrification project was started in 2001 under Rural Electrification Strategy and Plan (RESP 2001-2012). Government's objective for rural electrification is for poverty eradication as well as fostering prospects for countryside Ugandans since widespread access to electricity is expected to stimulate rural employment diversification, draw value addition for farmers to improve their income, enhance food security for the whole population through irrigation, create opportunities for rural population to enjoy several benefits modernizations as well as lifestyle benefits of electrification and contribute to allowing rural individuals take part largely and entirely in national economic as well as social development. The 1999 electricity act made legal the Uganda Electricity Board (UEB) privatization and started the establishment of a number of successor firms (Douglas, F. B. (2010).

The act started the Rural Electrification Board (REB) as well as Rural Electrification Agency (REA) to support, promote, and offer rural electrification through participation of both Public and Private sectors (Ezor et al, 2009). REB and REA functioning semi-autonomously under the Ministry of Energy and Mineral Development recommends the appropriate type of project for selected areas (Douglas, F. B. (2010)

In Kenya, the County Development Fund (CDF) was launched in year 2013 after the general election as depicted in the new constitution. The available devolved kitty was the Constituency development fund as outlined under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No. 11) tasked with ironing out regional imbalances brought about by patronage politics (Nyaguthii and Oyugi, (2013). CDF provides funds to constituencies through the respective members of the National Assembly. Awiti (2008) explains that CDF is aimed at combating poverty at the grassroots level by implementing community-based projects and relieve discourage fundraising for development projects in constituencies by members of the National Assembly. The new constitution under devolved government, counties have been allocated funds with the help of Commission for Revenue Allocation. Article 216 gives the Commission the mandate to provide recommendations on revenue allocation amongst county governments on equitable basis.

The total County Governments budget comprises of a split between recurrent expenditure and annual development. It is a requirement that not less than 30 per cent of budget be apportioned to development activities. These funds are disbursed to the counties for utilization as budgeted. The development allocation is supposed to be channel led to development projects which vary among counties (Awiti 2008)

1.1.1 Kilifi County

The County Government Act rests crucial roles on County Authorities, but as well take care of legal, administrative and regulatory powers based on decentralized mandate. Under the act, Kilifi County Government agencies have mandate for, land use planning and delivery of infrastructure as well as social services among others. They similarly oversee urban development, which is overseen by a number of legislative acts. Though, they neither have the capability nor the resources to perform a number of their role and duties. Majale (2009) noted that similar to several other nations, Kenya reformed its structure of County Government with the intention to strengthen county Government to successfully accomplish their duties especially pertaining to urban planning, management and service delivery and enhancing better urban governances. The reasons for initiative postponements, cost overruns as well as not being able to meet specifications in community or government programs have not yet been adequately examined in local authorities or have not been published in the literature. This research study determined the factors affecting implementation of development projects in Kilifi County.

1.2 Statement of the problem

The 47 county authorities are mandated to oversee majority of functions for instance health care provision, pre-primary training, as well as maintenance of local roads that were under Kenya's national government. In order to smoothly facilitate service delivery, devolved governments, gets funding from the national government. As required by Article 203(2) of the Kenya Constitution. This is to safeguard equality and equity in development. However as (Hassebet al., 2011) observed that the success of an initiative depends on fulfilling purposes within time and budget

parameters, this has not been realized in Kilifi County basically due to implementation factors of these development projects by the county government.

Local researches have focused on factors affecting CDF (constituency Development Funds) Projects delivery in Kenya. Musa (2012) examined the effects of total quality management on performance of Companies in Kenya a case study of Inter build Company Limited. Bundi (2011) surveyed challenges in the management of procurement services within Kenya Urban Roads Authority. Nyamwaro (2011) conducted study on factors determining completion of constituency Development Fund programs in Nyandarua Constituency. Despite previous studies having been conducted, none has focused on the factors influencing implementation of county Government, therefore to fill knowledge gap, the study sought to evaluate, factors affecting implementation of development projects in Kenya with focus on Kilifi County.

1.3 Purpose of the study

To determine how Project Size, allocation of funding, political interference and how level of security affects implementation of projects by the county government.

1.3.1 Objective of the Study

The study was guided by the following objectives: -

- i. To determine how Project size influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
- ii. To establish how allocation of funding influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
- iii. To establish how political intervention influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
- iv. To examine how the level of security influence the rate of implementation development projects by County Government of Kilifi, in Kenya.

1.4 Research Questions

The study sought to answer the following questions: -

- i. To what extent does Project size affect the rate of implementation of development initiatives by County Government of Kilifi, in Kenya?
- ii. To what extent does allocation of funding influence the rate of implementation of development projects by County Government of Kilifi, in Kenya?
- iii. To what extent does political intervention influence the rate of implementation of development projects by County Government of Kilifi, in Kenya?
- iv. To what extent does the level of security influence the rate of implementation of development projects by County Government of Kilifi, in Kenya?

1.5 Research Hypothesis

The following were the hypotheses tested in the study: -

1. **H₀**: Project size does not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
2. **H₀**: Allocation of funding does not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
3. **H₀**: Political interventions do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
4. **H₀**: Level of security does not influence the rate of implementation development projects by County Government of Kilifi, in Kenya.

1.6 Significance of the Study

This study report was of great significance to the county governments since it would help them establish what determines effective implementation of projects, and that could contribute to ensuring a higher rate of project success; this was important as it elaborates on the key elements to consider during the implementation of projects; it would assist them to know how to make

implementation effective when doing their projects. This study was also significant to academicians since information about the analysis of effective project implementation in the county governments in Kenya was not available; therefore this study would be useful as it will be the basis upon which further research could be built on. This study would also be of great significance to the project management teams in other counties since they will get to understand the pillars of effective project implementation.

With disciplined adherence to a system of inter-dependent variables, the project team would avoid the incongruence that so often leads to failure of project and ensure that all staff and stakeholders the initiative are safe in their understanding of what has to be done, and by who.

1.7 Assumptions of the Study

It was assumed that the respondents that the study targeted presented truthful and accurate information that contributed in coming up with credible findings and conclusions. Another assumption that was used is that there are no other factors affecting project implementation.

Factors affecting implementation are numerous in number; but for the sake of the particular study, attention was given on only four of these factors.

Specifically the study concentrated on Project size, allocation of funding, political intervention, level of security and how they influence implementation of development projects by County Government of Kilifi, in Kenya. The research was expected to take six months.

1.8 Limitations of the study

The researcher might face difficulties in gaining access to the respondents in the county government due to the rules and regulations especially in the time schedule.

The researcher might encounter the problem of suspicion by county government management and employees. Some employees will be reluctant to reveal some of the information regarding the county government. This is due to fear that it could be used to victimize them also for the fear of their competitors (opposition) that could take advantage of this information

Unavailability of some of the top management personnel of county government was another hindrance that the researcher may encounter to answer fill the questionnaire.

Some of the questionnaires could be returned in good time, probably because the respondent forgot or was caught up in the job. Not forgetting that the people at the management level are very busy.

1.9 Delimitations

The researcher was therefore opt to administer questionnaires of which the researcher could always go back to collect after a while. The researcher dropped the questionnaires in person or through an assistant in the relevant offices, so as to ensure that the selected managers have their copy. Where it was deemed necessary a second copy was be e-mailed as a follow up and reminder.

The researcher had an introduction letter from the University to assure and affirm that the information revealed is only for academic purposes. So as to assure the firms that confidentiality would also be maintained. The researcher w carried out an investigation into the background of the organization in order to have the necessary knowledge of what to ask and what not to.

However this problem was resolved by fitting a schedule plan and seeking other personnel who are conversant with the area of study to answer the questions in the department. In accessing online resources, some sites may require membership terms in order to log in. however, the researcher would be able to access other free online sites.

The researcher had to keep up with a follow up reminder now and then, by paying them a visit or just sending a short and polite reminder through e-mail.

1.10 Definition of Key terms

Factors Affecting- Substance forces or concepts which are measurable is expressing the expected outcome.

Implementation- The wide range of financial, human and technical aspects that is frequently in charge of the outcome of the project without particular adequate authority money or man power.

Development Projects- Activities with specific goal or goals with a clear start and completion, and an inadequate budget frequently established by group of individual with distinctive expertise, generally consisting series of competent tasks requiring high levels of coordinating.

Project Size- Sizing a project in determining the relative project effort and project management practices to be applied to the project.

Allocation of Funding- The framework within which funds are allocated from national government to county governments

Political Intervention- A necessary moral element by politicians in democracy regions for addressing public issues related to project implementation and completion

Level of Security- Personnel Required by employees working on a sensitive environment

1.11 Structure of the study

The Structure of the study is as follows,

The chapter two describes, the theoretical review of the study focusing on theoretical framework, empirical literature relevant to the study. Lastly, it presents the research gap and the conceptual framework for the study. Chapter three defines the methodology that is employed in conducting the study. It encompasses research design, population, sample size and sampling procedure, data collection method and data analysis and presentation. Chapter four deals with data analysis, representation and interpretation. Chapter five includes a summary regarding the results of data collected and the hypothesis, a conclusion which finalizes the topic of research and draws the conclusive results and finally the recommendation on further study to establish factors that influence the rate implementation of development projects by County Government of Kilifi.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical review of the study focusing on theoretical framework, empirical literature relevant to the study. Lastly, it presents the research gap and the conceptual framework for the study.

2.1.1 Concept of County Funded Project - CFP

County Development Fund (CDF) provides funds to counties through the respective members of the county. CDF is aimed at eradicating poverty at the grassroots level. This is done with the help of ward administrators. The counties allocation of funds is under the guidance of the Commission for Revenue Allocation which mandates equity for revenue allocation amongst county administrations. These funds are disbursed to the counties for utilization as budgeted and development allocation is supposed to be channeled to development projects which vary among counties. Awiti (2008)

2.2 Empirical review

2.2.1 Project size influence on implementation of development projects

Togar et al (2004), a project size provides a clear statement of the problem or opportunity and the solution, project outcome and able develop clear business justification to ensure project is consistent with direction, priorities in the Strategic Plan. It enables prepare budget and review with funding approval authority, if applicable document deliverables and significant milestones identify customers, users, and stakeholders. Torp et al (2004) carried a study on effective implementation factors for project performance on assessment of large public projects in Norway. The objective was to ensure quality-at-entry of main government financed initiative prior to appropriation of funding. The study involved 14 public projects where initiative organization aspects (suitability and adequacy of its framework such that authority and role pairs,

how well-defined its connection with its parent firm is, stability and ability in the company as well as efficient decision making), were identified and the number of projects (number and size of projects), project planning and control as CSFs in such projects was determined Torp et al (2004)

Ireland (2007) did a comparison of US, UK and Australia management practices with special references to lost time, factors such as increment weather, organization of labour, safety, project strategy, quality, protection of public, value management and dispute resolution were selected for the study. Flyberg et al (2004) examined origin of cost overruns on initiatives and concluded it was dependent on span of implementation phase, the size of the initiative, as well as the ownership type.

2.2.2 Allocation of funding influence on implementation of development projects

The county government performs a fundamental function in financing county development initiatives, initiation, implementation and management. It offers the facilitating plan and legal environment for the control of resources as well as the purchasing of goods, works and services. The government may form the necessity to take part in knowledge sharing boards to deliberate on development progress in their counties. Their members of county assemblies oversight the performance of development initiatives in the county. Preferably county assemblies must demand for accountability by county governments (Busiinge, 2010). Most donors including the national government gives limitations to their financing for instance, comprehensive financial management systems, effective leadership with integrity, educated experienced staff as well as the strategic policies of the county administrations. County governments without the requirements cannot attract donors and national government for funding in some projects. Specific benefactors will evaluate the organization's systems and frameworks capacity of to handle finances prior to financing them (Ali, 2012).

They similarly take into consideration if the potential beneficiary has knowledge as well as experience to meet deliverables (Ali, 2012).

As per COB report(2016), the aggregate County Governments Budget for FY 205/16 amounted to Ksh.365.51 Billion and comprised of Kshs. 202.16 billion (53.3 percent) for recurrent

expenditure and 163.35 billion (44.7 percent for development expenditure. The split between annual development and recurrent expenditure budget conforms to the public finance requirement that not less than 30 percent of budget be apportioned to activities of development. So as to finance budget, county Administrations anticipate to obtain Ksh.259.77 billion as equitable allocation of revenue raised on a national scale, ksh.3.60billion as conditional allocations fo, Ksh.4.50billion as provisional allocation for leasing Medical Equipment, Kshs. 3.30 billion as provisional allocation from Road maintenance fuel levy Fund, 844.71 Million from Government of Denmark through The Danish International development agency (DANIDA). According to report by COB (2016), during the first 9 months 2015/2016, the county governments received ksh.158.88 billion as equitable revenue allocation reviewed from National government. All sharing received were not as the expected amounts. It is noted that the community is minimally involved in the allocation of the county funds to selected projects, and that existing structural weaknesses could possibly help to describe the presence of otherwise of transparency in sharing and use of the county fund specifically those allocated to development activities. With the case of CDF which operate under similar structures, several weakness constituted were identified .The weaknesses seem to revolve around matters of the CDF allocation, initiative identification, distribution, management, public involvement in the design of the initiative, prioritization, and supervision and assessment. A study by NTA9 (2012) on citizen's CDF report card for Kibwezi constituency, Kenya established that Kshs. 19.7 Million Of money from the taxpayers has been misused on badly implemented programs. That is 315 of the total CDF funds apportioned to the supervised initiatives in the FY 2009/10 which were poorly implemented.

Moreover 4% of the total CDF finances apportioned to the supervised programs in the same FY were on stopped programs. On the other hand, 8% of the allocated funds in the same year were unaccounted for. Funds allocation is key in all projects hence should be given ultimate importance.

2.2.3 Political intervention influence on implementation of development projects

Ashley et al (2007) did a study on the analysis of successful implementation of an initiative and concludes that effective project implementation is recurring and involves a good arrangement of

political intervention to be in effective and competitive position. They identify planning effort; program team motivation; project manager commitment to objective; technical capacities of project manager; control system; as well as scale and work description needs political intervention. Chua et al (2009) carried out a survey on critical success factors for different project objectives. They found out that political intervention and contractual engagements cannot be omitted in the initiatives' success equation. That is to say success of an initiative is not determined completely by the project manager, supervising, and control determinations without political intervention.

Chen et al (2007) studied critical success factors for projects in Taiwan and concluded that project owners, team-members, vendors, politicians and other related participants who are directly or indirectly participating in the work all significantly influence the success of the projects.

Nguyen (2004) did a study on factors of project success in huge initiatives in Vietnam and identified five CSFs which were mostly human related: proficient project manager, sufficient financing, multidisciplinary/capable initiative team, politicians' intervention, dedication. Mansfield et al (2006) examined the causes of delay and cost overruns in initiatives in Nigeria. They established that poor contract management, lack of political intervention, financing and payment arrangements, resource shortages, inaccurate estimates and overall price escalation as the major factors. Aibunu et al (2002) researched on effects of delays on project delivery showed six effects namely time overrun, disputes by politicians, arbitration, total abandonment and litigation. Karani (2007) carried a study focusing on factors impacting delivery reliability of projects. He identified the critical factors as cash flow difficulties, late payment to vendors, under estimation of duration of the initiative, incompetent staff on the program team, insufficient work supervision and lack of political intervention. He concluded that these inputs and transformational process factors are attributable to the core stakeholders in any project.

2.2.4 Level of security influence on implementation development projects

Iyer et al (2006) carried out an empirical study on crucial factors influencing schedule performance in initiatives where over 40% of the initiatives are encountering time overrun as a

result of level of security (hostile socioeconomic environment). He identified seven factors with significant influence on the schedule outcome and security was key.

Three factors: project stakeholders' commitment; owner's capability; and conflict among initiative stakeholders were discovered to own competence to improve level of performance whereas the other four factors; organization among initiative stakeholders; ignorance of project managers and lack of information; unfriendly socioeconomic setting; and indecisiveness of initiative stakeholders seem to hold the program performance at its current level. Three case studies of key performance indicators for measuring project implementation success in Hong Kong were examined by Chan et al (2004). The results indicated that security, cost, and time were still three most important indicators of success in projects. They also found out that other measures such as safety, functionality and satisfaction are attracting increasing attention.

Pheng et al (2007) on the other hand examined how environmental factors influence the project manager's performance. They identified 13 factors which would affect performance: job related factors were salary, job satisfaction, security, accessibility to information; initiative related factors were, project environment, project size, time availability, complexity of program, team relationship, materials and supplies as well as initiative duration, while organization-related factors were, authority level as well as the nature of client. Gharashe (2009) in his study on analysis of factors influencing projects in Kenya concluded that the quality of project management, the security of the operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation. Karimi (2008) analyzed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, security of the environment, project management, project definition and infrastructure.

2.2.5 Government Policies

The growing focus on governments to implement public infrastructure projects as a major platform to gain public trust and support has increased policy interests in the same area. Kerr and Newell (2001) while looking at projects dealing with policy induced technology adoption, notes that government departments and projects implementing agencies depend on these policies to ensure that public infrastructure project meets certain pre-conditions and post-conditions. While

the policies does not make it mandatory for the project initiators to incorporate the project recipients, Kerr and Newell argues that the policies should cut across the project's sectorial engagement in order to meet the pre-and-post- requirements. Governments develop policies that are geared towards mass implementation of large infrastructure projects with the main aim of pursuing social goals and to correct society failures and promote economic efficiency (Kaiser & Ahlemann, 2010).

Further in implementation of projects, policies are developed to achieve the goals of redistribution of resources from one group of people to another group to achieve same level development. This according to Kaiser and Ahlemann (2010) should be done at minimum cost. Otieno et al (2010) opined that an ideal policy on project implementation should focus on the project's effectiveness, where the projects implementation prospects should meet the institutional, regulatory and socio-economic goals of the recipients in a manner that is appropriate to the proponents of the project. Furthermore a good policy should advocate for effectiveness which entails the project to be as cost effective as possible, fair dealing, where the stakeholders should be treated equally without discrimination or prejudice including protection of confidentiality of the project where necessary (Otieno et al., 2010).

Njoki (2013) asserts that policies should aid project implementation by upholding the integrity of the project to ensure well-versed decision making which needs community infrastructure projects to establish their implementation on correct information and make sure basic conditions are met. World Bank (2002) on the other hand requires transparency to enhance public infrastructure projects openness and clarity. The main objectives of government policies therefore is to link public infrastructure projects planning, budgeting, and achieving financial requirements during the implementation process. Macharia and Ngugi (2014) while studying the factors of successful completion of power initiatives in Kenya power and lighting company notes that government policies on mega projects plays a greater role as it influences the size, structure, conduct and performance of the government entity during implementation process

2.2.6 Implementation of development projects

Effective development project implementation is looked at in a number of ways to comprise of a big selection of criteria. Nonetheless, effectiveness of initiative implementation can be considered as combining four key facets.

Successfully implemented program is usually thought to come in on-schedule (time criterion), comes in on-budget (monetary criterion), accomplishes essentially all the originally set objectives for its (effectiveness criterion), and is consented and utilized by the clients for whom the initiative was planned (client satisfaction criterion). Project consists of a comprehensive time frame to end, a restricted budget, as well as a detailed arrangement of performance features. Additionally, the initiative is normally targeted by clients for use, either internal or external to the firm and its program team. It appears practical hence; that any evaluation of effectiveness of project implementation ought to at least comprise of these four processes among others. Schultz and Slevin (2009) observed that management for programs by management, or certainly for any implementation, has been for long considered of great significance in differentiating between their eventual success or failure.

Beck (2006) regards project management as not simply dependent on authority, direction, as well as support from top management, but as eventually the methods of implementing plans, or objectives of top management for the firms.

Additionally, Manley (2004) reveals that the level of support from management for an initiative will result into important variations in the level of eventual acceptance or resistance by clients to that program or product. For the reasons of classification, the factor

Support by top management refers the type and extent of support the project manager can anticipate from management both for himself as leader as well as for the initiative. The support of the initiative by management may encompass characteristics for instance adequate resources allocation (financial, human, time, etc.) and the confidence of the project manager in their support during emergencies.

The famous Project Implementation Profile (PIP) is a set of factors developed by Pinto et al (2010). They came up with 10 CSFs to assist in identifying and measuring successfully implemented projects. These are initiative mission (simplicity of objectives and overall direction), support by top management (ability and willingness to give funds, authority and impact), initiative schedule (a comprehensive description and schedules for initiative

implementation), consultation by client (sufficient communication, consultation and actively paying attention to the client), personnel (recruitment, selection and training), specialist duties (availability of needed Expertise and knowledge), acceptance by client specialist (ultimate initiative was shifted to end-users), supervision and opinion (provision of complete information at every stage of implementation), communication and trouble-shooting (capacity to deal with crisis and deviation from plan). In a later study Pinto et al (2010) showed that the comparative significance of the several CSFs transforms significantly based on the life cycle stages. Pinto et al (2010) highlighted that CSFs identification will enable the project teams reduce firefighting, spontaneous and ad-hoc method in dealing with uncertainties and alterations met during implementation of an initiative. Antonio and Barry (2008) in their report noted that initiatives are intended to accomplish a particular objective, within budget line, on time, as well as consistent with formerly established specifications.

It is extensively argued that there is a connection between an organization effectiveness and its capacity to manage successfully manage initiatives. Initiatives are characterized by: bringing change in a firm as well as in community, having purposes and goals, their distinctiveness, being finished within a restricted time and space, and containing numerous funds. Private initiatives are intended mainly to realize financial goals by offering goods or services in a cost-effective way, and by maximizing revenue as well minimizing costs Pinto et al (2010). Conversely, public initiatives are intended to offering health services, lives and properties protection, offering services on non-profit basis and offering jobs.

A number of public initiatives are stated as not completing on time, overrunning costs and not in conformity with specifications. In the course of execution of an initiative functionality frequently changes, therefore compelling alterations to specifications and deliverables, ultimately leading to swelling costs and postponements. Cost overrun is one of the major significant problems of investment in unindustrialized nations. As the government initiative outputs are used in nearly all other industries, failure of initiative implementation affects the position of a nation's economy. Initiatives undertaken by government are frequently intended for realization of political goals for instance re-election Pinto et al (2010). This brings about a condition in which the processes of project management are intentionally not followed so as to expedite the delivery of the initiative. Hence very frequently, the initiative result does not meet the goals, budget overrun arises and

provisions (if any) are not fulfilled. The most significant fear in these situations is timely execution of programs. It has been asserted that knowledge about project management is the foundation of enhanced and more efficient resource utilization (human and financial) and can result into an improved productivity. According to Antonio and Barry (2008) successful implementation of an initiative is the foundation of sustainable development. For example in several nations, government continue being investor in capital initiatives and the implementing agency of a number of initiatives, especially public infrastructure, for instance hospitals, health centers, schools, roads and bridges, public buildings, harbors and airports.

For a number of infrastructure initiatives, for instance rural roads, and electricity, irrigation and water systems the active participation of community organizations at the local level in planning, construction as well as maintenance of infrastructure decision was discovered to be significant to the success and sustainability of an initiative.

Projects implemented by government agencies have reasonable prospects for financial sustainability because such agencies are able to cover recurrent project costs from their budget (Antonio and Barry, 2008). However, experience indicates that the sustainability of such projects has frequently been a problem especially in situations of fiscal crises and competing demands for public fund or when the implementing ministry has assigned a relatively low priority to the projects maintenance and support. Private organizations projects tend to be confined to small target areas and are not easily expanded or replicated. Private sector activities are sustainable without continued donor or public sector assistance when there is long term potential for generating sufficient revenues to cover expenses as well as to yield a profit however lack of potential of project activities can be a major obstacles to the long term success of such ventures.

Successful and sustainable projects were frequently those that placed the responsibility for the operation and maintenance clearly on community based organization, user, groups, cooperatives or the like (Antonio and Barry, 2008). However, responsibility for operation and maintenance can only be successfully developed if some concomitant control over service provision is also devolved.

2.3 Theoretical framework

The theoretical framework will be based on, Stakeholder Theory, Co-evolutionary theory, Lewin's Change Management Theory, Network Theory, Resource Based View Theory.

2.3.1 Resource Based View Theory

The main idea of the resource-based view is that resources and capacities of an organization can differ considerably across organizations, and that these variances can be constant (Kiprono, P. and Daniel, W, 2016).

Organizations with upper competitive edge seem to develop a sense of confidence in participants and that their support, be it financial or otherwise, will be appreciated and put into use. According to Müller & Jugdev (2012) the resource-based view in subcontracting forms from a suggestion that a firm without important, unique, uncommon and organized resources and competences, shall look for an outside provider so as to overpower that weakness. Participants will want to participate in initiatives that have proper management of the available resources available. Resources outsourced seem to enable the minimization of costs of the whole initiative. Therefore, participants can be persuaded that the program managers are working towards the attainment of the program at reduced costs for maximum benefit as well as utility.

In the perspective of the present study, the County Government - financed initiatives, in line with project management, go through change. In this case, the initiatives' inputs take the form of finances they obtain from the County Government Ministry of Finance and Planning. The resources are expected to be implemented so as to successfully finish the initiatives. The outputs as explained by the project management theory are demonstrated by the finished County Administration programs. The performance of the above-mentioned program is evaluated by successful completion of the initiatives. Crawford, (2010) study revealed that project managers —do not essentially have the needed capacity to carry out the full undertakings needed to encourage and implement the transformations that they are in the lead as part of their initiatives.

2.3.2 Co-evolutionary theory

According to Lewin and Volberda (1999) as organizations expand and changes from small to bigger and multidivisional companies, this similarly indicates that approaches of strategy implementation similarly evolve at the same time. Bourgeois and Brodwin (1984) states that

various strategy implementation models are useful meeting the changing requirements of organizations as they transform through several stages of the life cycle of an organization (Parsa, 1999). In disparity to the previous descriptive models, this model is more rigid with an, although limited, empirical foundation.

Their research underlines three of Bourgeois and Brodwin's (1984) categorizations of styles of strategy implementation: change, collaborative, and cultural.

Not all organizations do their strategy implementation the same way; however, research examining the different implementation styles is uncommon. Nutt (1995) utilizes Jungian theory (Jung, 1923) for structure of implementation method; nonetheless, this is greatly an exploration of the psychological style of people in the organization. Parsa (1999) more recently, used Bourgeois as well as Brodwin's (1984) grouping of approaches used in strategy implementation. The bulk of existing taxonomy models in implementation seem to have a normative nature (Parsa, 1999). On the other hand, they are created from organisational observation, and by itself, become context particular and often lack any extensive theoretical foundation (Hooley et al., 1992). Conversely, Bourgeois and Brodwin's (1984) model is broad, and based on certain theoretical assumptions and has been applied by authors for instance Parsa (1999). Bourgeois and Brodwin (1984) to contradict the conventional method to implementation as merely an addition to the strategy creation stage of the strategy process. Fairly, they argue that implementation of strategy changes either from a course of winning group dedication through a coalitional system of decision-making, or due to comprehensive coalitional participation of implementation staff through a robust corporate culture.

2.3.3 Lewin's Change Management Theory

A number of companies have applied Kurt Lewin's concept in the understanding of human behavior because it is connected with change and forms of resistance to change. Commonly known as Lewin's Force Field Analysis, the model contains three different phases comprising of unfreezing, moving and freezing or refreezing (Bozak, 2003).

The aim of the model is to recognize forces that can slow down change from taking place; factors that impede change commonly referred to as restraining or 'static forces' whereas forces that drive or support change, are called 'driving forces'. When Family Planning Projects

completely know what behaviours support or impede change, then work to reinforce the positive driving forces, change can successfully take place.

In Lewin's first 'unfreezing' phase, understandings of the problems related to the detected difficulty are looked for and strategies are formulated to reinforce the driving forces and reduce or weaken the impeding factors. Unfreezing encompasses identifying major players that the change will impact and rallying them together to communicate concepts and develop records of all driving forces and impeding forces that will influence the initiative (Bozak, 2003). The second 'moving' phase is where the real change in practice occurs due to equalization of the impeding forces, in so doing allowing the driving forces to facilitate the change. At this stage, initiative implementation gives the anticipated change, therefore it is essential to maintain communication lines with the stakeholders providers open. Lastly, after the anticipated change has taken place, the 'refreezing' stage can be used to assess the change's stability and the general effectiveness in practice.

2.3.4 Network Theory

Decision-making processes is crucial in implementation of projects. Project managers should always communicate their projects through various media to do away with biasness while referring to similar projects (Olsson, 2008). This initiatives are subjected to many interdependent risks of different kinds, which makes management them challenging. This theory aids in determining the power of social networks to improve health behaviors and approach that describe the impact of social networks on behaviour of individual by mapping relationships in a community. This approach enables researchers to establish the most connected and dominant persons is a certain network and numerous links through which information flow.

This "social network mapping" assists describe the way fresh ideas shared with some persons will infiltrate the community, offering crucial information to speed up behavior change of behaviour (Scott, 2007).

2.3.5 Stakeholder theory

Stakeholder model states that companies have relationships with numerous participant groups and they can give as well as maintain the support of these groups by bearing in mind and

balancing their appropriate welfares (Kirsi, 2010). Kirsi (2010) asserted four principles of the stakeholder theory that; firms have relationships with many stakeholders that influence or are influenced by its decisions, the theory is similarly related to with the type of these relationships as of both processes and results for the organization and its constituent groups, that all the (legitimate) constituent group's interests have fundamental value and not one array of interests is presumed to control others, and lastly the theory emphasizes on managerial decision making. On the basis of the argument of instrument of power of this theory, an organization applying this approach will have enhanced the performance of an organization in relation to economics as well as other measures (Hasan & Kamil, 2010).

After Lynda (2006) investigating stakeholder theory they established that the key stakeholders support was significant for the success of initiatives and as a result the success of programs. This shows that managers alternatively ought to manage the company for its stakeholders' benefits so as to safeguard their rights and involvement in decision making, again the management needs to act as the agent of the stockholder to ensure the continued existence of the company to safeguard each group's long term stakes.

Sebastiano and Ragnhild (2014), revealed that what is considered as a constraint in project management can be categorized into four; as political constraints (such as clear vision, mission, scope of initiatives), technical constraints (for instance competencies, technologies, existing infrastructure and natural conditions like climate, landscape and geology), social limitations (such as codes of conduct, hierarchies of the organization, personal interactions and accepted/normal behaviors) and administrative limitations (such as budgets, project schedules, scope, written contractual agreements among others).

2.4 Research Gaps

The earlier studies in Kenya have emphasized on the causes for initiative failure in a number of sectors rather than initiative implementation and have put emphasis on time and cost overruns, planning and monitoring. The studies have presumed that if an initiative conclusion time goes beyond its due date, or expenses overrun the budget, or results did not meet predetermined benchmarks of a firm then the initiative is a failure. It is obvious that from the literature review that an initiative might not satisfy one of these benchmarks, although it is considered a success

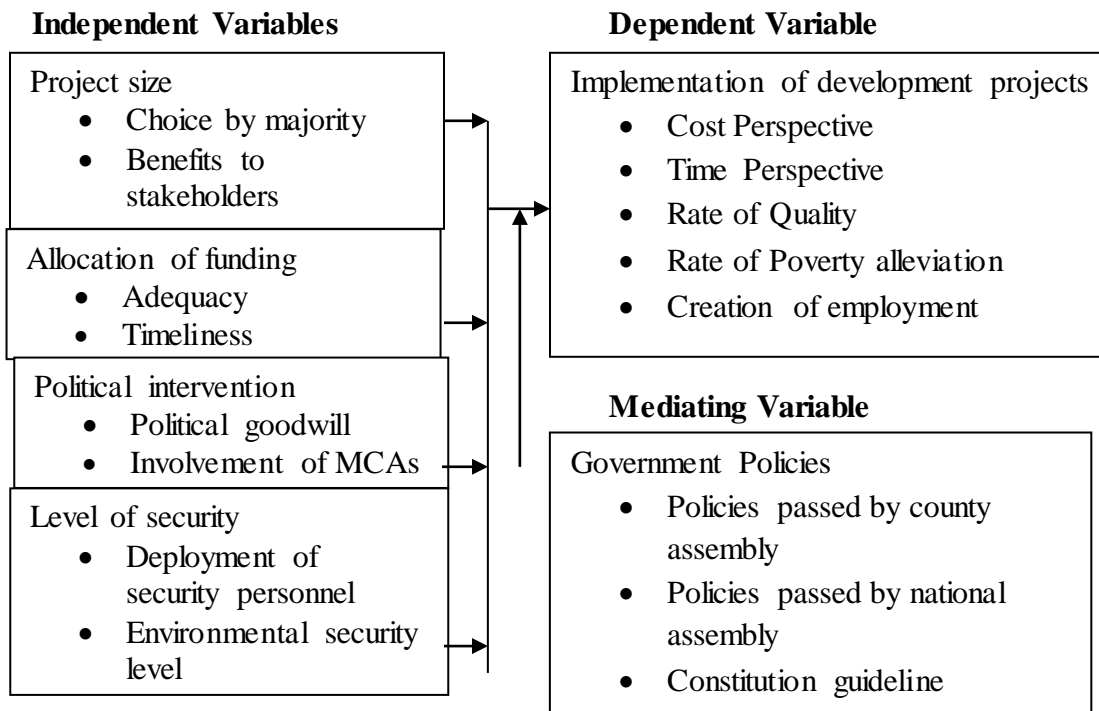
through proper implementation. This study will then analyze factors affecting implementation of development of projects by Kilifi County.

2.5 Conceptual Framework

In this section the conceptual framework is shown in a schematic interpretation as illustrated in the figure below. It identifies the variables that when combined explains the concerning issue and is developed from the consideration of the concepts and ideas. The conceptual framework, hence, set of wide concepts used to demonstrate the connection between the independent variables (factors) and the dependent variables (outcomes). The figure below illustrates the factors that influence (independent variables) and the implementation of county funded development projects (dependent variable).

The model depicts that the overall factors that influence are derived from Project size, allocation of funding, political intervention, and level of security from the model, and that would influence implementation of development projects by County Government of Kilifi, in Kenya.

Figure 1. Conceptual Framework



Source: Researcher (2017).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section outlines the methodology that will be used in carrying out the study. It comprises of research design, population, sample size and sampling procedure, data collection method and data analysis and presentation.

3.1 Research Design

Research design is the construction or approach of the research and similarly a kind of glue that combines together the entire needed element in the research and provides a solid report to the researcher (Kombo & Tromp, 2011). It is the adhesive that holds and builds the study in a systematic and coherent way that is acceptable and self-actualizing. This study embraced a mixed research design that utilized a descriptive survey research design. Descriptive research seeks to richly define a characteristic of social life. Burns and Grove (2001) note that descriptive research is assigned to give a picture of a condition as it naturally takes place, justify present practice and make judgment as well as form theories. In this research a picture of how implementation of development projects in Kilifi County was carried out and exposed factors that brought about the status as it is.

3.2 Target Population

The study will target the county personnel of Kilifi County in the departments and other related county officers. The study covers ninety three (93) county personnel that occupy positions relevant to the study which included; the chief officers, County Executive Committee members, County Assembly committee on project implementation, county secretary, departmental Finance officers, project managers, ward administrators and sub county administrators.

Table 3.1 Target Population

Department/Sectors	Respondents
County Executive Committee Members	14
County Executive Committee Members	9
County Secretary	1
Chief officers	14
Ward administrators	35
Sub County administrators	7
Departmental Finance officers	9
Project Managers	4
Total	93

Source: Researcher (2017).

3.3 Sample Size and Sampling Procedure

A sample in a research study is that part of a population (group) from which information is found while sampling refers to the process of picking persons who will take part in a research study (Mora & Kloet, 2010). Sampling is used for research purposes where the target population is more than a hundred respondents. This study used census method because the target population was less than the minimum a hundred respondents for sampling method to be adopted. All the population of the selected target population of 93 will be used.

3.4 Data Collection method and Instruments

The researcher will collect data mainly from primary sources. The primary data will be used because of its closeness to the truth and simplicity for control over inaccuracies (Copper and Schindler, 2006). Primary data will be collected using a questionnaire. The questionnaire will be self-administered to all heads of departments in the county in Kilifi County. The researcher will administer questionnaires covering primarily closed ended questions to the sample respondents. Therefore every respondent will receive similar set of questions in just in a similar manner. The

questionnaires will be prepared in consistency with the study objectives thereby ensuring the gathering of only relevant information.

3.5 Validity and Reliability of the Research Instruments

The above Research instruments were tested as follow,

3.5.1 Validity

So as to obtain the validity of the research instrument, content validity will be employed, which measures the level to which the test instruments represent the field or universe of the characteristic being assessed. Instruments will be randomly selected from this subject that is precisely represented in the information in all areas. The researcher then will take a group of instruments which will be representative of the subject of the trait or property to be assessed. Piloting will be done on 10% of sample size. Their responses will be analysed to determine if they meet the objectives and research questions of the study. The pilot study will assist enhance the validity of the instruments.

3.5.2 Reliability

The reliability of the instrument will be established through pre-testing of one department in the neighbouring county, Mombasa County where heads of one department will be involved in the pre-testing study. Internal consistency method will be used.

The most popular internal consistency reliability estimate should be given using Pearson's product moment. Correlation Coefficient formulae of 0.70 or greater will be regarded "acceptable" in a number of social science research situations (Mugenda and Mugenda 2003).

Thereafter, an analysis will be done to ascertain the reliability and consistency of the research instrument. After the analysis is found to be giving consistent results it will be adopted for the final study.

3.6 Data Collection Procedures

After obtaining a research permit from University of Nairobi, the Kilifi County administration and the National Commission for Science, Technology and Innovation (NACOSTI), the researcher will report to the respective head departments in Kilifi County to seek authorization from the administration, build relationship and set dates as well as time when the respondents start filling the questionnaires as well as conducting interview. On the agreed dates, the researcher will issue the questionnaires to the respondents for the aim of collecting data.

The respondents will be given five days to answer the items in the questionnaires that will be collected by the researcher after the five days period.

3.7 Data Analysis and Presentation

After the data is collection, the researcher will examine completeness, accuracy as well as conformity of the instruments. The following step will be coding of the data information. The aim of coding will be categorizing of the responses from the questionnaires into meaningful groups in order to elicit the essential pattern. The methods to be used to analyse data will be excel, mean, percentage and multivariate regression model. A code state will be organized in the statistical package for Social Science (SPSS version 23) computer package. Then the data obtained will be centered into the computer using SPSS.

A multivariate regression model will be used to indicate the extent to which each independent variable affected implementation of county funded development projects by County Government of Kilifi, in Ken

The model is below,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$
 Where,

Y represents implementation of county funded development projects, the dependent variable,

β_0 is a constant term,

X_1 - Project size,

X_2 - proportion of funding,

X_3 - political intervention,

X_4 - level of security and

ε is the error term.

Data will then be presented using tables, and graphs. In addition, bar charts and pie charts will also be used. The information will be presented and discussed as per the objectives.

3.8 Ethical Consideration

Data taken from the study will be considered confidential to protect the respondents from abuse. They will be voluntarily employed into the study and will be free to quit the study at any moment if they so asked. All the County Governments have firm policy on confidentiality and one can pay the ultimate price for confidentiality duty violation. Revealing of information by employees to a third party can uncover the organization to possible legal battle and hence being watchful of this ethical concern, the respondents would sometimes be nervous in the disclosure of information. This genuine nervousness will be tackled by first clarifying the core of the study to the respondents and similarly with the assurance that the data will be dealt with in a professional manner and that their individualities are going to be withheld. The confidentiality of the information collected from interviewees will be preserved by ensuring that their names and other information that could reveal their individualities will not be revealed in the data collected.

They will as well be made to recognize their purpose in the collection of data activity to obtain answers to the research questions. To evade imposing the interviews on respondents, they will be accorded the option of not to take part if the interview would influence them in any way or if for some reasons they were not at ease in taking part in the study.

CHAPTER FOUR

DATA ANALYSIS, REPRESENTATION AND INTERPRETATION

4.0 Response Rate

The questionnaires were issued out to 85 respondents of Kilifi County working or employed by the county government of Kilifi. 80 respondents returned their completed questionnaires a percentage of 94% which was enough to draw conclusions from. 5 respondents did not return their questionnaires.

4.1 Demographic Information

The number of men among the respondents was 50 compared to that of women 30. The men registered a 63% of total respondents showing that they were the majority while women were 37%. This is described by the table below.

Table: 4.1.1: Demographic Information

The education level	Frequency	Percentage
Male	50	63%
Female	30	37%

Source: Researcher (2017).

The education level of the respondents was under research. The respondents who had got a primary education were 20, a percentage of 25%. This was similar to those that got educated up to college level at 25% also. Those that reached secondary school were 30 a percentage of 38% indicating that most of the respondents were secondary school leavers. A few of them had bachelors degree and above 10, a percentage of 12%. The table below summarizes this information.

Table: 4.1.2 The education level

The education level	Frequency	Percentage
Primary	20	25%
Secondary	30	38%
College	20	25%
Degree And Above	10	12%

Source: Researcher (2017).

Another demographic factor was the duration of employment with the Kilifi county government. The respondents who worked less than 1 year were 16 a percentage of 20%, those that had worked for 1-5 years were 34 a total percentage of 43%, those that worked for 6-10 years were 19 a percentage of 24% and finally those that had worked for 10 years and above were 11 a percentage of 13%. This shows that most of the respondents had worked from 1-5 years with the Kilifi county government. The table below shows a detailed summary.

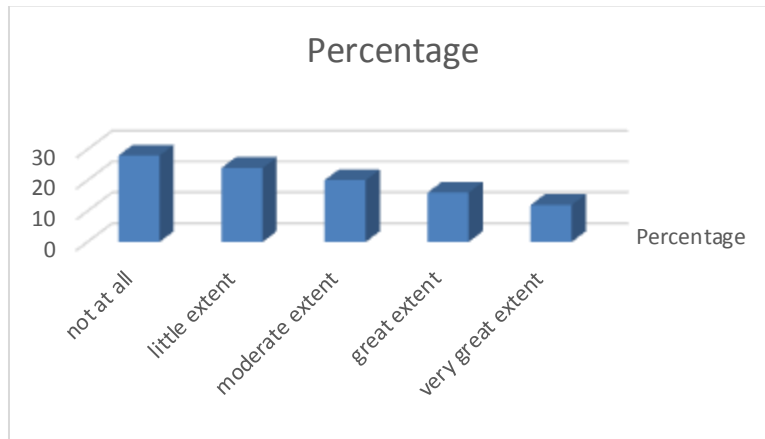
Table 4.1.3 Duration Of Employment

Duration Of Employment	Frequency	Percentage
Less than 1 year	16	20%
1-5 years	34	43%
6-10 years	19	24%
10 years	11	13%

Source: Researcher (2017).

Respondents were asked to indicate how the project size influenced the rate of implementation on development projects with special interest to user assessment of outcome /product. From the table 4.1 above, 28% of the respondents determined that it was not at all a factor that influenced the rate of implementation of development projects. 24% of the respondents thought it was to a little extent. 20% of the respondents agreed that it was to a moderate extent. 16% stated that it was to a great extent and only a small percent agreed that it was to a very great extent.

Figure 2 Duration of Employment



Source: Researcher (2017).

4.2 To determine how Project size influence the rate of implementation of development projects.

Table: 4.2.1 Corrective action on deviation

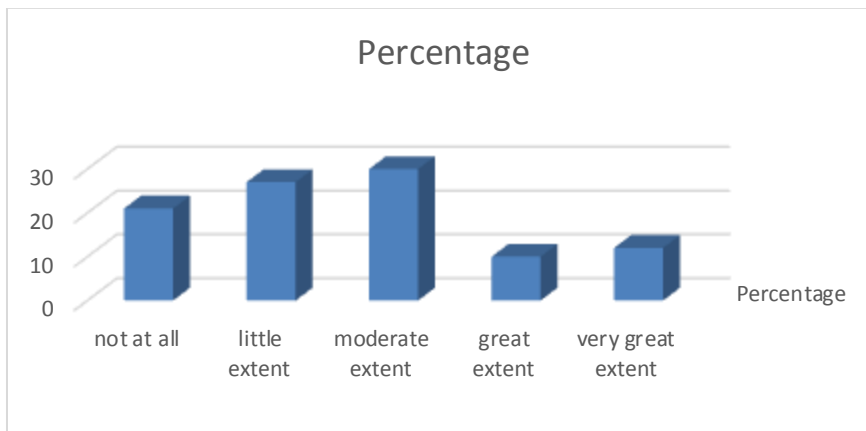
Corrective action on deviation	Frequency	Percentage
Not At All	17	21%
Little Extent	21	27%
Moderate Extent	24	30%
Great Extent	8	10%
Very Great Extent	10	12%

Source: Researcher (2017).

Another factor under investigation was corrective action on deviations. The respondents were to state whether the size of the initiative influences the rate of implementation of development projects based on this factor. Highest number of respondents 24(30%) agreed that it was to a moderate extent that the size of the project influenced the rate of implementation of development initiatives. 21(27%) of the respondents said that it was to a little extent and 17(21%) of the

respondents thought that it was to no extent at all that the size of the project influenced the rate of implementation of development projects. Very few of the respondents thought that it was to great extent 8(10%) and very great extent 10(12%).

Figure 3 Corrective action on deviations



Source: Researcher (2017).

Table: 4.2.2 Loss avoidance

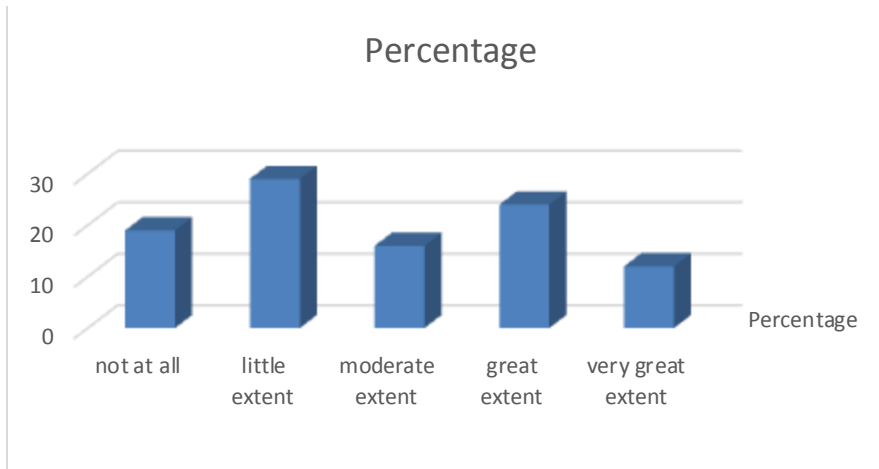
Loss avoidance	Frequency	Percentage
Not At All	15	19%
Little Extent	23	29%
Moderate Extent	13	16%
Great Extent	19	24%
Very Great Extent	10	12%

Source: Researcher (2017).

The respondents were required to look into loss avoidance and state whether it determined how the project size influenced the rate of implementation of development projects. The highest number of respondents 23(29%) thought that it was to a little extent that loss avoidance affected the rate of implementation of development projects with regard to project size. However, 19(24%) of the respondents stated that it was to a great extent that the project size influenced the

rate of implementation of development projects. 15(19%) of the respondents thought that it was to no extent at all that loss avoidance was an influencing factor. 13(16%) of the respondents thought that loss avoidance was a factor that influenced to a moderate extent the rate of implementation of development projects.

Figure 4 Loss avoidance



Source: Researcher (2017).

Table: 4.2.3 Project product meets project objectives and user descriptions

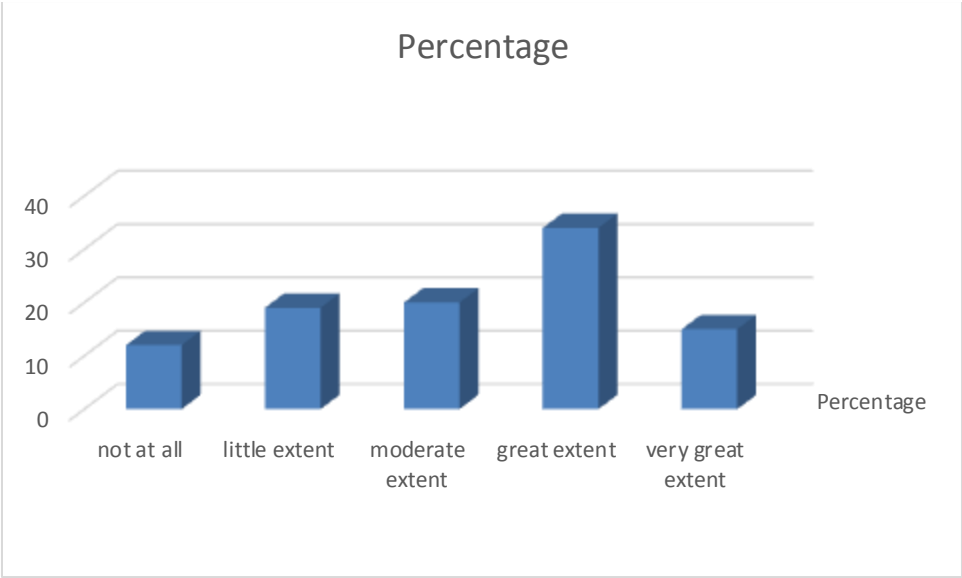
Project product meets project objectives and user descriptions	Frequency	Percentage
Not At All	10	12%
Little Extent	15	19%
Moderate Extent	16	20%
Great Extent	27	34%
Very Great Extent	12	15%

Source: Researcher (2017).

The respondents were to indicate whether project product meets project objectives and user descriptions, where the size of the project influenced the rate of implementation of development projects. 20% of the respondents said that it was to a moderate extent that the project product

meets project objectives and user descriptions. 34% of the respondents, the highest recorded said that it was to a great extent that the project product met project objectives and user descriptions. 19% thought that it was to a little extent and 12% said it was to no extent at all. A further 15% indicated that it was to a very great extent.

Figure 5 Project product meets project objectives and user descriptions



Source: Researcher (2017).

4.3 To establish how allocation of funding influence the rate of implementation of development projects

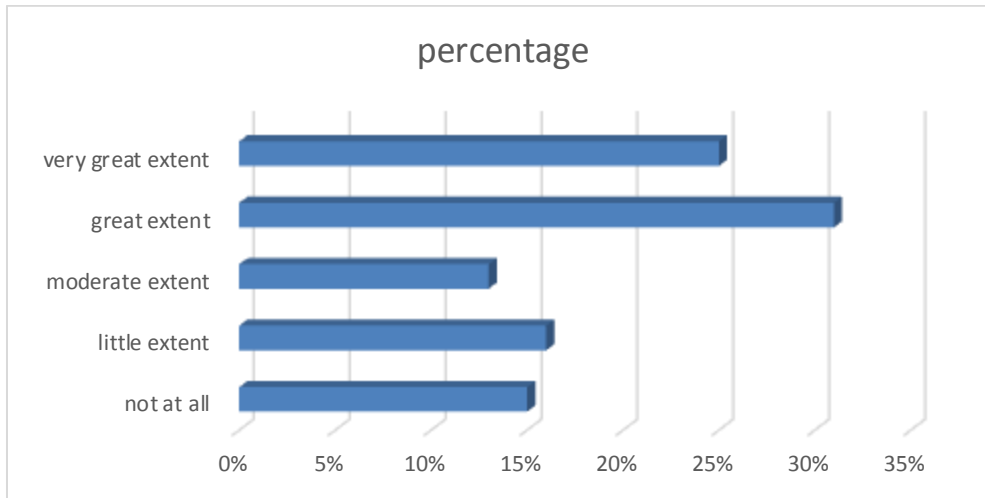
Table: 4.3.1 Delivery of project activities in terms of time-taken

Delivery of project activities in terms of time-taken	Frequency	Percentage
Not At All	12	15%
Little Extent	13	16%
Moderate Extent	10	13%
Great Extent	25	31%
Very Great Extent	20	25%

Source: Researcher (2017).

The delivery of project activities with regards to time consumed, affected how allocation of funding influenced the rate of implementation of development projects. 31% of the respondents agreed that it was to a great extent that allocation of funding affected the rate of implementation of development projects. 25% of the respondents agreed that it was to a very great extent that delivery of project activities in terms of time taken was an influence on the rate at which implementation of development projects took place. 13% of the respondents thought that it was to a moderate extent. 16% were on the other side where they thought it was to a little extent and another 15% of the respondents thought that it was to no extent at all that delivery of project activities with regards to time consumed affected the allocation of funding regarding the rate at which the development projects were implemented.

Figure 6 Delivery of project activities in terms of time-taken



Source: Researcher (2017).

Table: 4.3.2 Effect on project staff relations – adequacy and timeliness of remuneration

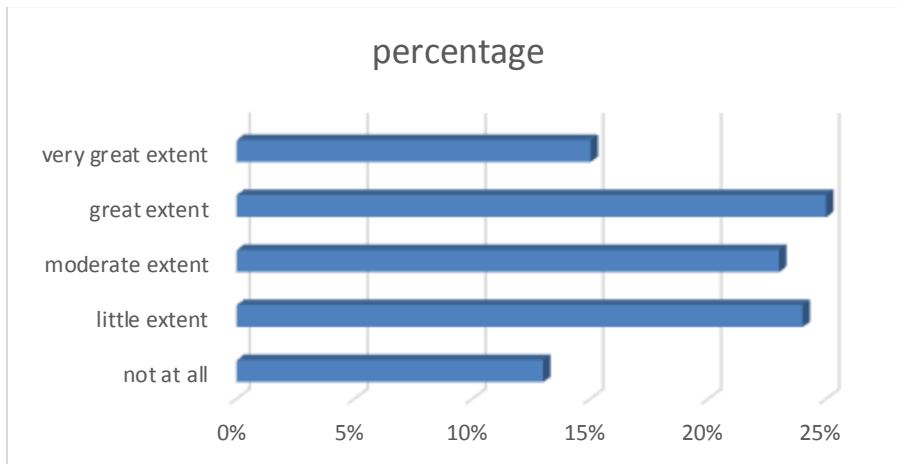
Effect on project staff relations – adequacy and timeliness of remuneration	Frequency	Percentage
Not At All	11	13%
Little Extent	19	24%
Moderate Extent	18	23%
Great Extent	20	25%
Very Great Extent	12	15%

Source: Researcher (2017).

The respondents were required to indicate whether the effect on project staff relations i.e adequacy and timeliness of remuneration affected how fund allocation influenced the rate of implementation of development projects. The highest percentage of respondents 25% agreed that it was to a great extent that the effect of project staff relations with adequacy and timeliness of remuneration affected the rate of implementation of development projects with regard to fund allocation. 15% agreed that it was to a very great extent, 23% of the respondents agreed that it was to a moderate extent. 24% of the respondents argued that it was to little extent and another

13% agreed that it was to no extent at all that effect on project staff relations i.e adequacy and timeliness of remuneration affected how funds allocation influenced the rate of implementation of development projects.

Figure 7 Effect on project staff relations – adequacy and timeliness of remuneration



Source: Researcher (2017).

Table: 4.3.3 Effect on overall implementation effort and efficiency

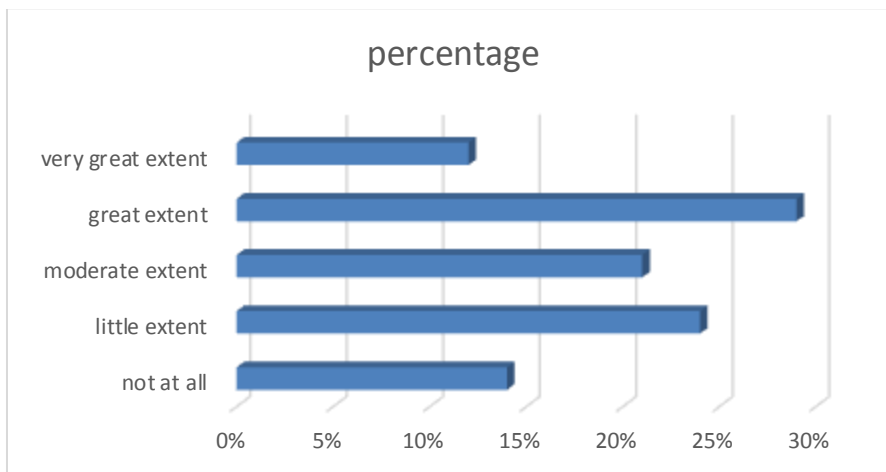
Effect on overall implementation effort and efficiency	Frequency	Percentage
Not At All	11	14%
Little Extent	19	24%
Moderate Extent	19	24%
Great Extent	17	21%
Very Great Extent	10	12%

Source: Researcher (2017).

The effect on overall implementation effort and efficiency was investigated and the respondents were required to determine whether it affected the allocation of funds influencing the rate of

implementation of development projects. 29% of the respondents agreed that it was to a great extent that there was an effect on overall implementation effort and efficiency. 21% of the respondents agreed that it was to a moderate extent. 12% agreed that it was to a very great extent that the effect on overall implementation effort and efficiency affected how allocation of funds influenced the rate of implementation of development projects. 24% of the respondents agreed that it was to a little extent and 14% of the respondents agreed that it was to no extent at all.

Figure 8 Effect on overall implementation effort and efficiency



Source: Researcher (2017).

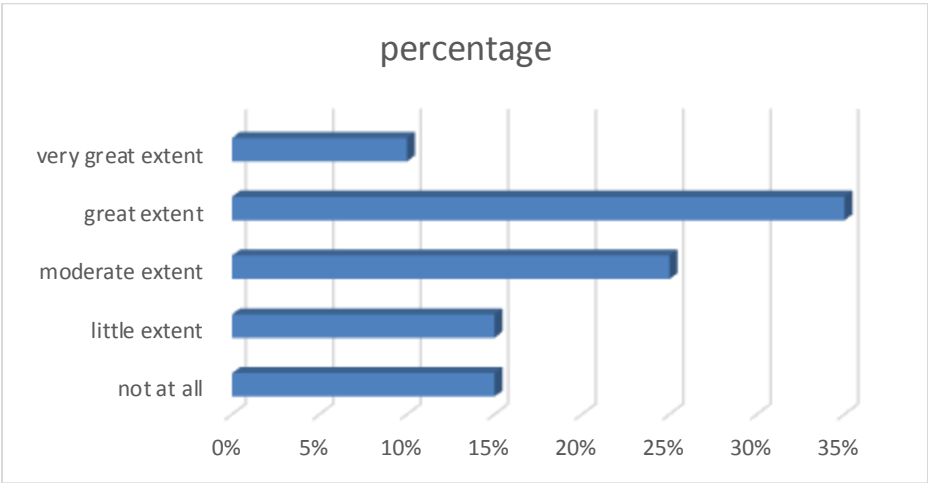
Table: 4.3.4 Sponsor evaluation and estimation of the return on investment

Sponsor evaluation and estimation of the return on investment		
	Frequency	Percentage
Not At All	12	15%
Little Extent	12	15%
Moderate Extent	20	25%
Great Extent	28	35%
Very Great Extent	8	10%

Source: Researcher (2017).

Sponsor evaluation and estimation of the return on investment was a factor that was investigated. The respondents agreed that it was to a great extent that this factor influenced the fund allocation on the rate of implementation of development projects with a percentage of 35%. 25% of the respondents agreed that it was to a moderate extent that sponsor evaluation and estimation of the return on investment affected the allocation of funds on the rate of implementation of development projects. 15% of the respondents agreed that it was to a little extent and another 15% agreed that it was to no extent at all. Thus the total antagonistic respondents were 30%. The remaining 10% agreed to a very great extent that sponsor evaluation and estimation of the return on investment affected the allocation of funds on the rate of implementation of development projects.

Figure 9 Sponsor evaluation and estimation of the return on investment



Source: Researcher (2017)

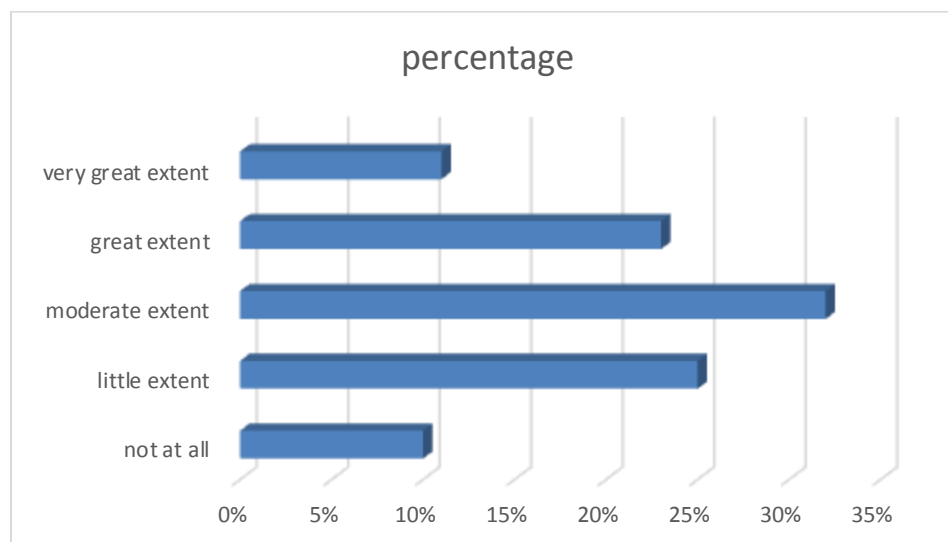
Table: 4.3.5 Effect on project size in terms of funding

Effect on project size in terms of funding	Frequency	Percentage
Not At All	8	12%
Little Extent	20	25%
Moderate Extent	25	32%
Great Extent	18	23%
Very Great Extent	9	11%

Source: Researcher (2017).

The respondents were required to examine the effect on project size in terms of funding. The larger a project is the more funds it may require but this is not always the case. From our findings, 32% of the respondents agreed that it was to a moderate extent that the effect on project size in terms of funding affected the rate at which allocation of funds influenced the rate of implementation of development projects. 25% agreed that it was to a little extent and 10% agreed that it was to no extent at all. 23% of the respondents agreed that it was to a great extent that the effect on project size in terms of funding affected the rate at which allocation of funds influenced the rate of implementation of development projects. Only 11% of the respondents agreed that it was to a very great extent.

Figure 10 Effect on project size in terms of funding



Source: Researcher (2017).

4.4 To establish how political intervention influence the rate of implementation of development projects.

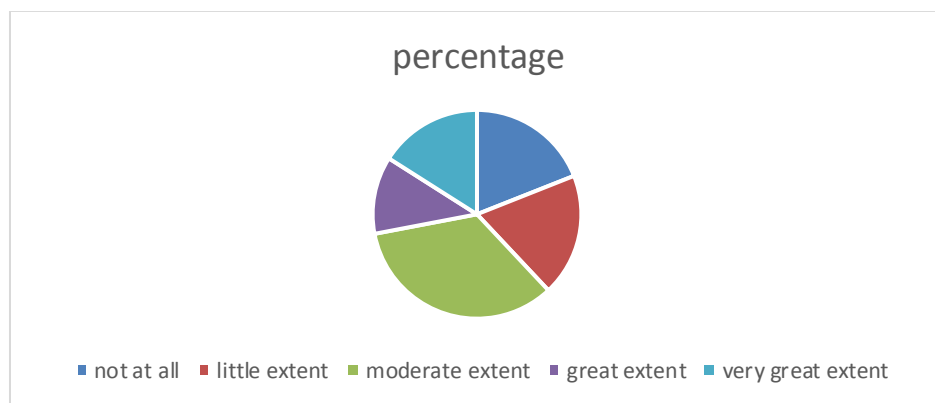
Table: 4.4.1 Number of Policies and Strategies are reviewed often

Number of Policies and Strategies are reviewed often	Frequency	Percentage
Not At All	15	19%
Little Extent	15	19%
Moderate Extent	27	34%
Great Extent	10	12%
Very Great Extent	13	16%

Source: Researcher (2017).

Politics plays a very big role in terms of changing policies and standards. The number of policies and strategies are reviewed often is a factor that was investigated. The respondents agreed that it was to a moderate extent that number of polices and strategies are reviewed often affected political intervention influence on the rate of implementation of development projects with a percentage of 34%. 19% agreed that it was to a little extent and a further 19% agreed that it was to no extent at all. 16% agreed that it was to a very great extent and 12% agreed that it was to a great extent.

Figure 11 Number of Policies and Strategies are reviewed often



Source: Researcher (2017).

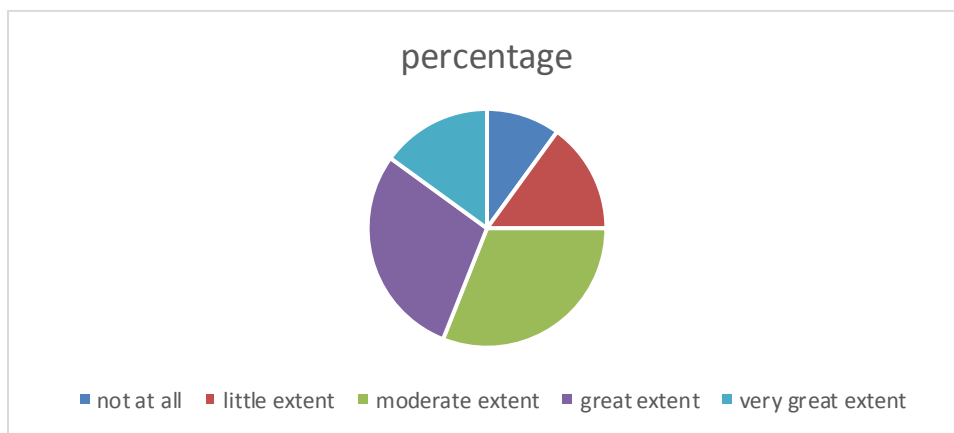
Table: 4.4.2 Cost of implementation of the project is monitored.

Cost of implementation of the project is monitored	Frequency	Percentage
Not At All	8	10%
Little Extent	12	15%
Moderate Extent	25	31%
Great Extent	23	29%
Very Great Extent	12	15%

Source: Researcher (2017).

The respondents agreed to a moderate percentage of 31%, that the cost of implementation of the project is monitored affects the rate of implementation of development projects. 29% of the respondents agreed that the cost of implementation affected the rate of implementation of development projects. 15% of the respondents agreed that it was to a very great extent that the rate of implementation of development projects was affected by the cost of implementation of the project. 15% of the respondents agreed to little or no extent that the cost of implementation was affecting the rate of implementation of development projects. A small 10% of the respondents agreed that it was to no extent at all.

Figure 12 Cost of implementation of the project is monitored



Source: Researcher (2017).

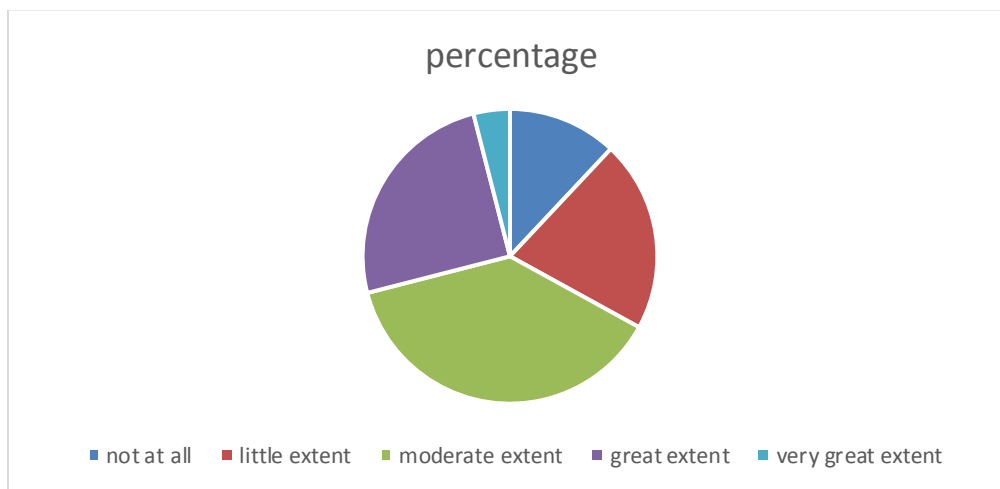
Table: 4.4.3 Speed in deployment of project resources

Speed in deployment of project resources	Frequency	Percentage
Not At All	10	12%
Little Extent	17	21%
Moderate Extent	30	38%
Great Extent	20	25%
Very Great Extent	3	4%

Source: Researcher (2017).

38% of the respondents agreed that it was to a moderate extent that the speed in deployment of project resources affected the rate of implementation of development projects. 25% however agreed that it was to a great extent that the rate of implementation of development projects was affected. 4% of the respondents agreed to a very great extent that the speed in deployment of project resources affected the rate of implementation of development projects. On the other hand, 21% of the respondents agreed that it was to a little extent and 12% agreed that it was top no extent at all.

Figure 13 Speed in deployment of project resources



Source: Researcher (2017).

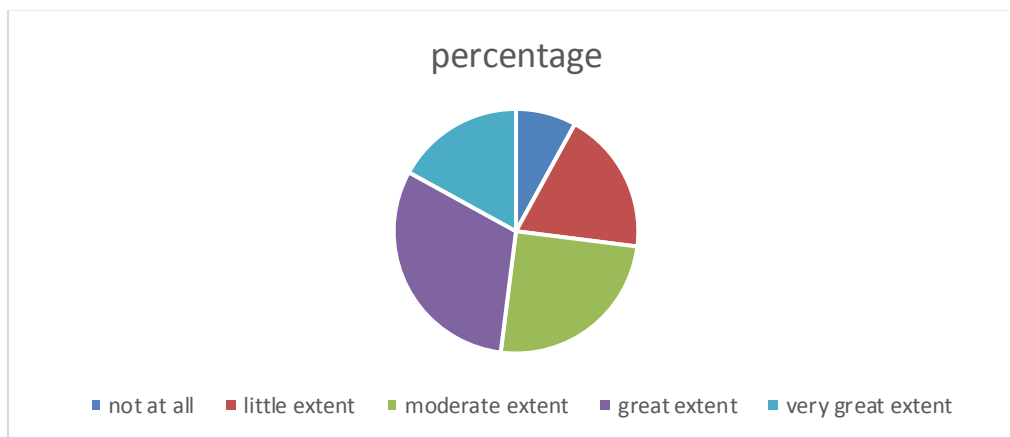
Table: 4.4.4 Effect on ease of project staffing

Effect on ease of project staffing	Frequency	Percentage
Not At All	6	8%
Little Extent	15	19%
Moderate Extent	20	25%
Great Extent	25	31%
Very Great Extent	14	17%

Source: Researcher (2017).

The respondents were required to indicate the effect on ease of project staffing on the rate of implementation of development projects. 31% of the respondents agreed that it was to a great extent that the implementation rate of development projects affected ease on project staffing. 25% decided that it was to a moderate extent. 19% of the respondents agreed that it was to a little extent. 17% agreed that it was to a very great extent that the effect on ease of project staffing influenced the rate of implementation of development projects. Only 8% said that it was to no extent at all.

Figure 14 Effect on ease of project staffing



Source: Researcher (2017).

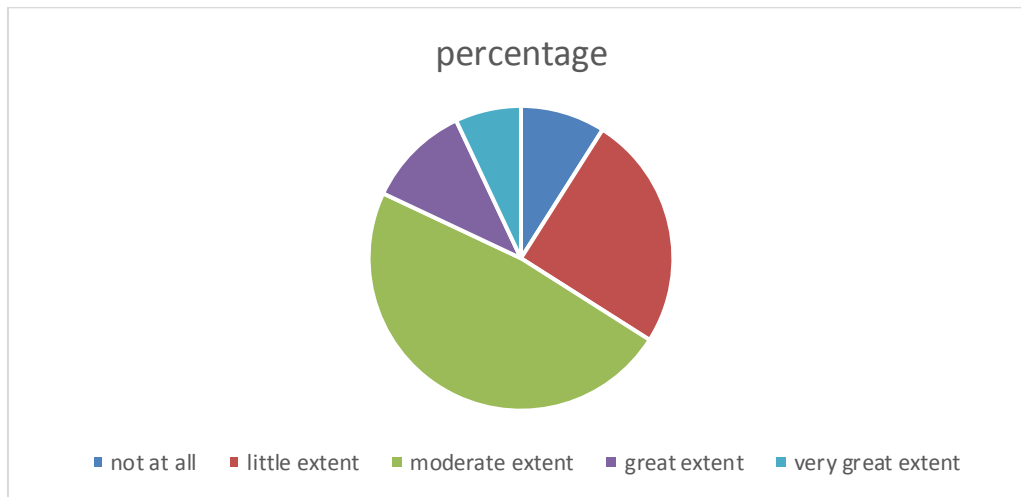
Table: 4.4.5 Effect on adequacy of scheduling

Effect on adequacy of scheduling	Frequency	Percentage
Not At All	7	9%
Little Extent	20	25%
Moderate Extent	39	48%
Great Extent	9	11%
Very Great Extent	6	9%

Source: Researcher (2017).

The effect on adequacy of scheduling was a factor that was investigated in the questionnaire. The respondents agreed to a moderate extent 48% that the effect on adequacy of scheduling influenced the rate of implementation of development projects. The respondents who thought that the effect was of little extent were 25% and those that thought it was to no extent at all were only 9% of the total respondents. 11% of the respondents thought that it was to a great extent and a further 7% of the respondents thought that it was to a very great extent.

Figure 15 Effect on adequacy of scheduling



Source: Researcher (2017).

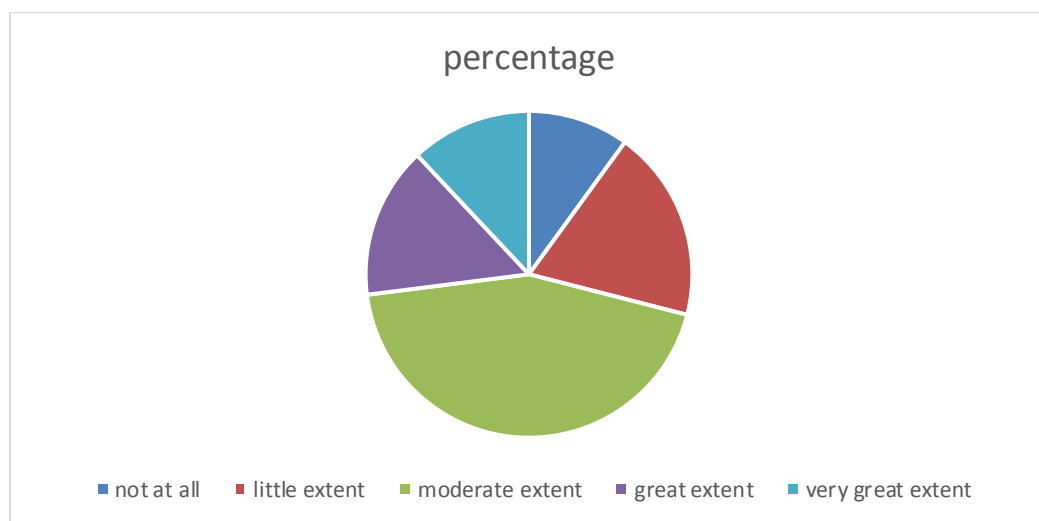
Table: 4.4.6 Effect on clarity of required frequency of funds disbursement

Effect on clarity of required frequency of funds disbursement	Frequency	Percentage
Not At All	8	10 %
Little Extent	15	19%
Moderate Extent	35	44%
Great Extent	12	15%
Very Great Extent	10	12%

Source: Researcher (2017).

The respondents agreed to a moderate extent 44% that the effect on clarity of required frequency of funds disbursement affected the rate of implementation of development projects with regard to influence by political structures and policies. 19% of the respondents agreed that it was to a little extent that the effect of clarity of required frequency of funds disbursement affected the rate of implementation of development projects. 15% of the respondents agreed that it was to a great extent and 12% of the respondents agreed also that it was to a very great extent. Only a small 10% of the respondents said that it was to no extent at all.

Figure 16 Effect on clarity of required frequency of funds disbursement



Source: Researcher (2017).

4.5 To examine how the level of security influence the rate of implementation development projects

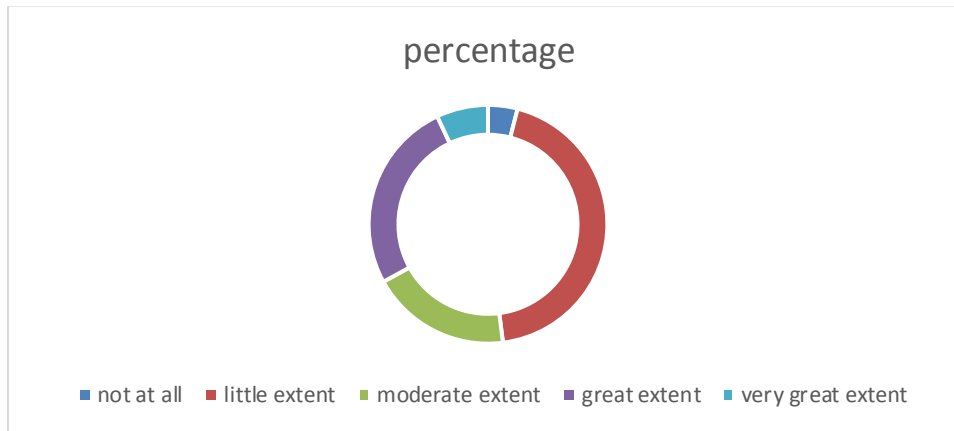
Table: 4.5.1 The number of availed security is adequate

The number of availed Security is adequate	Frequency	Percentage
Not At All	3	4 %
Little Extent	35	44%
Moderate Extent	15	19%
Great Extent	21	26%
Very Great Extent	6	7%

Source: Researcher (2017).

The level of security influences the rate of implementation of development projects. The number of availed security is adequate was a factor investigated. The highest number of respondents agreed that it was to a little extent 44% that there was little extent to which the number of availed security was adequate. This shows that there is seemingly increased insecurity in implementation of development projects. 26% of the respondents agreed that the security availed was to a great extent during the rate of implementation of development projects. 19% of the respondents were on a neutral ground where they said that it was to a moderate extent. 7% agreed that it was to a very great extent that the number of availed security is adequate. Only 4% of the respondents said that it was to no extent that the number of availed security is adequate.

Figure 17 The number of availed security is adequate



Source: Researcher (2017).

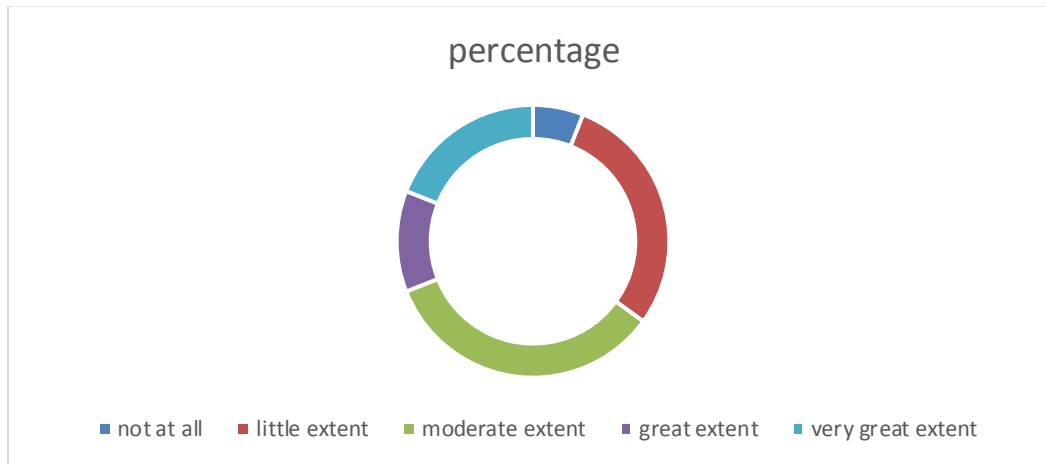
Table: 4.5.2 Environmental survey index on security is satisfying

Environmental Survey Index		
On Security Is Satisfying	Frequency	Percentage
Not At All	5	6 %
Little Extent	23	29%
Moderate Extent	27	34%
Great Extent	10	12%
Very Great Extent	15	19%

Source: Researcher (2017).

The environmental survey index on security is satisfying was a factor that was investigated. The respondents agreed to a moderate extent with a 34% percentage that the environmental survey index on security was satisfying. 29% of the respondents agreed that it was to a little extent that the environmental survey index on security is satisfying. 19% of the respondents thought that it was to a very great extent that the environmental survey index on security is satisfying. 12% agreed that it was to a great extent while a small percentage of 6% said that it was not at all satisfying.

Figure 18 Environmental survey index on security is satisfying



Source: Researcher (2017).

Table: 4.5.3 The security level is high by both regular police and National Police Reserve

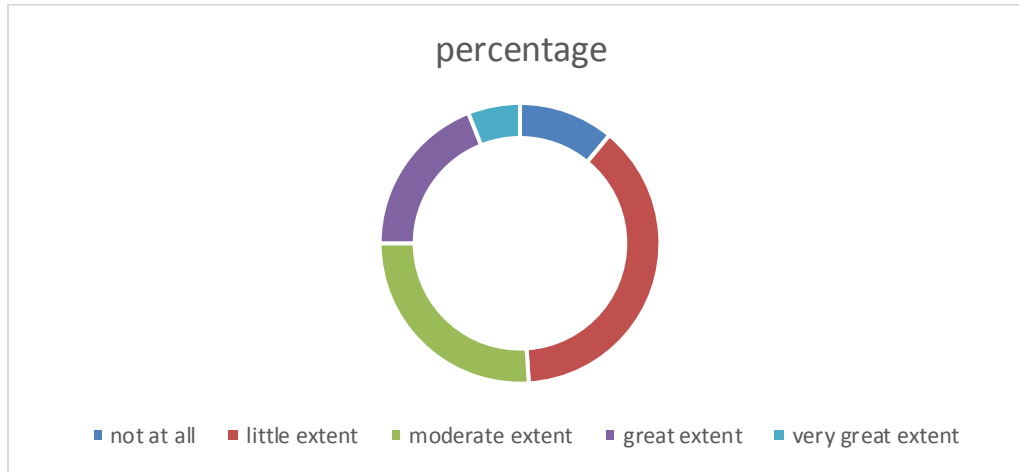
The Security Level Is High By Both Regular Police And National Police Reserve	frequency	percentage
Not At All	9	11 %
Little Extent	30	38%
Moderate Extent	21	26%
Great Extent	15	19%
Very Great Extent	5	6%

Source: Researcher (2017).

Security in any place is best offered by trained personnel in the police department. In the study, investigation was carried out to determine the security level in both the regular police and the national police reserve. 38% of the respondents said that it was to a little extent that the security level is high by both the regular police and national reserve police. 26% of the respondents agreed to a moderate extent that security was high in both police institutions of study. 19% of the respondents agreed that the security level was high in both departments. 11% said that it was to

no extent at all and the least 6% of the respondents agreed that it was to a very great extent that the level of security was high in both regular police and national police reserve.

Figure 19 The security level is high by both regular police and National Police Reserve



Source: Researcher (2017).

Table: 4.5.4 Experts working on the projects have trust on security installed

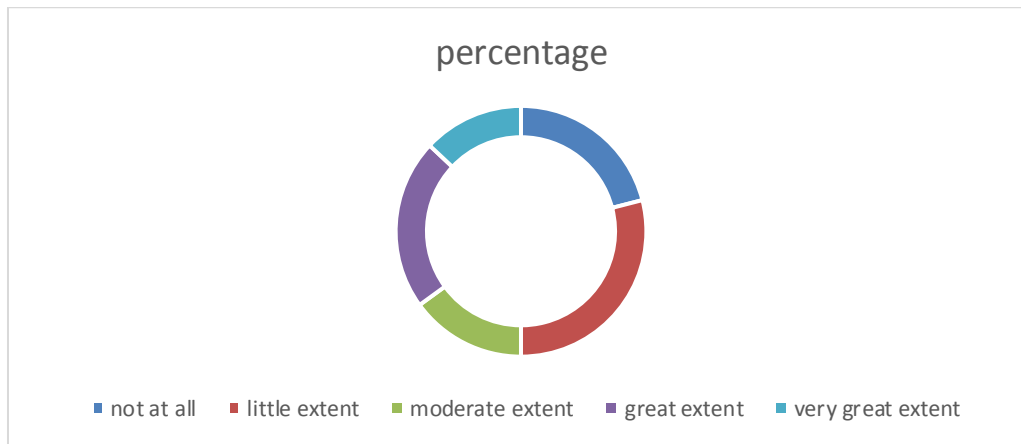
Experts working on the projects have trust on security installed	frequency	percentage
Not At All	17	21 %
Little Extent	23	29%
Moderate Extent	12	15%
Great Extent	18	22%
Very Great Extent	10	13

Source: Researcher (2017).

The respondents agreed to a 29% that the experts working on the projects have a trust on security installed. 21% of the respondents said that it was to no extent at all that experts working on the

projects have trust on security installed. 22% of the respondents thought that it was to a great extent that the experts working on the projects have trust on security installed.13% of the respondents agreed by saying that it was to a very great extent that the experts had trust on security installed.15% of the respondents took a neutral ground by indicating that it was to moderate extent that experts working on the projects trusted on installed security.

Figure 20 Experts working on the projects have trust on security installed



Source: Researcher (2017).

4.6 Hypotheses Testing

Hypothesis testing is the use of a statistical approach to prove whether a given hypothesis is true. The above analysis of data was represented in the form of tables, charts and graphs. The results are shown clearly regarding each factor that was investigated to determine how each factor influenced the rate of implementation of development projects. The hypothesis sought to test for the influence of project size, funds allocation, political intervention and the levels of security on the rate of implementation of development projects.

The hypothesis test was conducted on the basis of graphical and chart representation of the rate of implementation of development projects.

1. **H₀**: Project sizes do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.

From the results collected, the hypothesis Project size do not influence the rate of implementation of development projects by County Government of Kilifi, project size influences the rate of implementation to a great extent as seen above the project product meets project objective and user descriptions to a great extent with a percentage of 34% response. Thus we can nullify the hypothesis that Project size do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya

2. **H₀**: Allocation of funding do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.

The allocation of funds in Kilifi County Government influences the rate of implementation of development projects. This is evidenced by the data collected and analyzed regarding the allocation of funding. The allocation of funds affects the rate of implementation of development projects with moderate extent to a great extent. Thus we nullify this hypothesis.

3. **H₀**: Political interventions do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.

Political intervention affects the rate of implementation of development projects. This is illustrated by the results which show that the extent to which political intervention influences the rate of implementation of development projects is from moderate extent to very great extent. Thus this hypothesis is nullified.

4. **H₀**: Level of security do not influence the rate of implementation development projects by County Government of Kilifi, in Kenya.

The level of security affects the rate of implementation of development projects from a medium extent towards no extent at all. This shows a decline in security during project implementation. Thus the hypothesis level of security do not influence the rate of implementation development projects by County Government of Kilifi, in Kenya is nullified.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter summarizes the topic of research to establish factors that influence the rate of implementation of development projects by County Government of Kilifi, in Kenya. It includes a summary regarding the results of data collected and the hypothesis, a conclusion which finalises the topic of research and draws the conclusive results and finally the recommendation on further study to establish factors that influence the rate implementation of development projects by County Government of Kilifi.

5.1 Summary

In summary, the implementation rate of development initiatives is affected by the size of the project to a great extent. It is also affected by the allocation of funding from a moderate extent to a great extent and affected by political interference from a moderate extent to a very great extent. Finally, it is affected by levels of security from a moderate extent to a very great extent since most of the analysis shows a lack of security during project implementation.

5.2 Conclusion

To conclude our study, it's revealed that the four factors influencing the rate of implementation of development projects included initiative size, allocation of funding, political interference and level of security. The size of the project determines the rate of implementation of development initiatives to a great extent.

Allocation of funds also affects the rate of implementation of development initiative to a great extent. Political interference and the level of security also affect the implementation rate of development initiatives.

5.3 Recommendation

The study of the factors affecting the rate of implementation of development initiatives gives rise to the below recommendations.

1. Kilifi county government should employ parties who can help in terms of security during implementation of development projects
2. Implementation of development projects should have all considerations resources including size, intervention and funds required during the process.

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APPENDIX 1:

LETTER OF INTRODUCTION

**Laphet Andrews Sikudi,
P. O. Box 6093 – 00100,
Nairobi.**

TO WHOM IT MAY CONCERN

RE: RESEARCH

I am a student at University of Nairobi pursuing a Master of Arts degree in Project Planning And Management. Currently, I am in the process of collecting data on my research project work on the factors that influence implementation of development projects by County Government of Kilifi, in Kenya. I therefore, kindly request you to provide information related to the study by filling in the attached questionnaire. Note that the information you will provide will be treated confidentially and will be used for research purposes only.

Thanking you in advance.

Yours Faithfully,

Laphet

APPENDIX II:

QUESTIONNAIRE

Section A: Demographic Information.

1. Your position.....

2. Gender of the respondent?

Male Female

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

Primary Secondary

College Bachelors' degree and above

4. Years of service/working period (Tick as applicable)

Less than 1 year 1-5 6-10 over 10years

Section B: To determine how Project size influence the rate of implementation of development projects.

To what extent does Project size influence the rate of implementation of development projects?

(Tick the most appropriate option using the provided scales). Not at all =1, To a little extent =2,

To a moderate extent =3, To a great extent =4, To a very great extent = 5.

	Statement	1	2	3	4	5
5	User assessment of outcome/product or Benefits to stakeholders					
6	Corrective action on deviations by Choice by majority					
7	Loss avoidance					
8	Project product meets project objectives and user descriptions					

Section C: To establish how allocation of funding influence the rate of implementation of development projects

To what extent does allocation of funding influence the rate of implementation of development projects?(Tick the most appropriate option using the provided scales). Not at all =1, To a little extent =2, To a moderate extent =3, To a great extent =4, To a very great extent = 5.

	Statement	1	2	3	4	5
9	Delivery of project activities in terms of time-taken					
10	Effect on project staff relations – adequacy and timeliness of remuneration					
11	Effect on overall implementation effort and efficiency					
12	Sponsor evaluation and estimation of the return on investment					
13	Effect on project size in terms of funding					

Section D: To establish how political intervention influence the rate of implementation of development projects.

To what extent does political intervention influence the rate of implementation of development projects? (Tick the most appropriate option using the provided scales).

Not at all=1, To a little extent =2, To a moderate extent =3, To a great extent =4, To a very great extent = 5

	Statement	1	2	3	4	5
14	Number of Policies and Strategies are reviewed often					
15	Cost of implementation of the project is monitored.					
16	Speed in deployment of project resources					
17	Effect on ease of project staffing					
18	Effect on adequacy of scheduling					
19	Effect on clarity of required frequency of funds disbursement					

Section E: To examine how the level of security influence the rate of implementation development projects.

To what extent does the level of security influence the rate of implementation of development projects? (Tick the most appropriate option using the provided scales).

Not at all=1, To a little extent =2, To a moderate extent =3, To a great extent =4, To a very great extent = 5.

	Statement	1	2	3	4	5
19	The number of availed security is adequate					
20	environmental survey index on security is satisfying					
21	The security level is high by both regular police and National Police Reserve					
22	Experts working on the projects have trust on security installed					

F: implementation of development projects

What in your opinion about the implementation of development projects? (Please tick as appropriate on each row)

	Statement	1	2	3	4	5
23	Are not made for revenue generation					
24	The Level of Financial assistance to shareholders is adequate					
25	There is adequate time application of project management tools					
26	The Channels of feedback to/from project staff to/from users are accessible					
27	The quality of Development projection is recommendable					

28	Cost incurred is standard in legal framework					
29	Are of high Quality					
30	Help in Poverty alleviation					
31	Create of employment					

Not at all=1, To a little extent =2, To a moderate extent =3, To a great extent =4, To a very great extent = 5.

Thank you for your participation.

APPENDIX I11:

BUDGET OF THE STUDY

	ITEM / PARTICULAR	COST (KSHS)
1	Stationery and other purchases	8,200
2	Researcher's transport and subsistence	40,000
3	Typing and printing	6,600
4	Gathering materials	8,500
5	Support services - Air time - Internet services	6,750
6	Binding	1800
	Total	71,850

APPENDIX IV:

TIME SCHEDULE OF THE STUDY

Item	May, 2017	June, 2017	July, 2017	Aug, 2017
Formulation of instruments and proposal writing				
Piloting				
Data collection				
Report writing				