

**CRITICAL SUCCESS FACTORS THAT INFLUENCE THE  
SUCCESSFUL IMPLEMENTATION OF URBAN  
DEVELOPMENT PLANS IN KENYA: A CASE OF MTWAPA  
TOWN, KILIFI COUNTY**

**BY**

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**A research project report is submitted in partial fulfilment of the requirements for the  
award of the Master of Arts Degree in Project Planning and Management of the  
University of Nairobi.**

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## DECLARATION

This research project report is my original work and has not been presented for a degree or any other awards.

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This research project report is submitted with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate my work to my lovely son; Said Aboud for having granted me the time to undertake my study, and that this work will inspire him and his siblings in their future endeavours. I also dedicate this piece of work to my husband Aboud Said for giving me moral and emotional support and to my wonderful sister Moza Ally Jadeed for inspiring me. And also to my parents will in my education and the nurturing of their adorable principles in bringing me to this level compels me to dedicate this study to them.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

CSFs	Critical Success Factors
ERP	Enterprise Resource Planning
UN	United Nations
M and E	Monitoring and Evaluation
IPA	Independent Project Analysis, Inc
IEG	Independent Evaluation Group
KMP	Kenya Municipal Programme
UPDP	Urban Policy Development Programme
KISIP	Kenya Informal Settlements Improvements Programme
PIP	Implementation Profile Model
TPM	Top Management Support
SPSS	Statistical Package for Social Sciences
MOLG	Ministry of Local Government
CSUDP	Civil society Urban Development Programme

## **ABSTRACT**

In recent years, urban planning in Kenya has been experiencing a paradigm shift from the concept of master planning to strategic urban development planning and subsequently integrated strategic urban planning. The purpose of the study is on critical success factors that influence the successful implementation of urban development plans in Kenya using the Strategic urban development plan for Mtwapa town in Kilifi County as a case. The study discusses on four factors that are pertinent in urban development plans. The study had four objectives which included establishing the influence of top management support, to explain the influence of project team, to examine the influence of client consultation and also to establish the influence of monitoring and evaluation on successful implementation of urban development plans in Kenya. To achieve this, the researcher used a descriptive survey research design to conduct the study. A sample of 140 respondents has been arrived at using proportionate stratified random sampling technique at 64% of the target population. The 140 questionnaires were distributed and the return rate was 51.4%. The respondents came from different groups. They included Ministry of local government, Ministry of Lands, Kilifi County council officials, private planners, young planners and Mtwapa Stakeholders. The four objectives of the study were analysed using the guideline provided by the questionnaire. The analysis was done using descriptive, spearman rank correlation and content analysis. From the study it was found that top management support was a key factor in influencing implementation of urban development plans in Kenya. This was followed by monitoring and evaluation. Project team and client consultation were seen as the least critical success factors that can influence the successful implementation of urban development plans. The recommendations for the study were to encourage the top managers to be effective project champions, secondly the project team needs to be highly motivated and equipped with adequate planning skills, thirdly there also needs to be constant client consultation and efficient monitoring and evaluation programmes for the plan. Further studies needs to be undertaken to see if may be the other six critical success factors has an influence to successful implementation of urban development plans. The six critical success factors include project mission, project schedule/plan, technical tasks, client acceptance, communication, and troubleshooting.

## CHAPTER ONE

### INTRODUCTION

#### 1.1: Background of the study

According to Hague (2008) modern urban planning had its origins in Europe. It developed as a response to the industrialization and associated urban growth which swept across the continent from the early nineteenth century onwards. Okpala (2009) also states that urban planning emerged in 19th century in Britain and Europe largely as a reaction to address the health crisis brought about by the industrial revolution. In the European context, spatial planning has shifted from focusing purely on land use towards an emphasis on the spatial integration of sectors and policies. Strategic spatial planning has become significant over the past decade as a way of shaping urban growth according to Todes, Karam, Klug, and Malaza (2010). Some countries are moving from a regulatory planning system to a more discretionary one, and others are trying to implement a stricter framework to avoid ad hoc decisions as observed by Polat (2009).

So as to achieve success in implementation of the urban development plans, the European region came up with approaches to planning. According to Polat (2009) European countries have introduced different types of plan. These range from structure plans and strategic plans to local plans. Several of these approaches have been modified or adapted over time. They include the comprehensive plan which is the adopted official statement of a local government's legislative body for future development and conservation, Regional plans or development plans, structure plans, master plans can operate at the municipality or city-wide levels, Local land-use plans are more precise and detailed, Action planning, Informal plans Strategic plans which reflect the process view and are characterized by intersectoral coordination and financial feasibility. The output is not just a plan for land use but a set of interrelated strategies for land, infrastructure and financial and institutional development.

In China (S.-W. Wong, Tang, & van Horen, 2006) confirm that with the changing global urban context in which greater emphasis has been placed on the market-led approach, traditional statutory-based planning has been subject to extensive criticism because of its

inflexibility and rigidity, and thus there is a strong call for a more flexible approach to urban planning and management. Such similar views are upheld by Chinese planners. Yeh and Wu (1999) suggest that the present planning system of China should be streamlined and the utopian vision of 'comprehensive control' should be discarded. They advocate that master planning work in China should be reformed so as to adapt itself to the rapidly changing economy and society. All these views are considered as dynamics in planning and for the various stakeholders to ensure that the urban development plans are a success right from inception to implementation. They also need to adapt the changes. Allmendinger and Haughton (2010) confirm that planning, too, has undergone incessant change with often competing objectives. On the one hand, the modernisation of development planning in all parts of the United Kingdom has sought to make the system more flexible and strategic, emphasising the need to coordinate public and private strategies around development across administrative boundaries.

In developing country contexts, strategic structure planning, drawing from an action planning base, has been used by UN Habitat in post-conflict situations (Majale, 2009) Regionally, urban planning paradigm in Uganda, Kenya, and to some extent Tanzania has followed the master plan/structure plan approach. Master plans or structure plans are long-term plans intended to provide long range development guidelines. They have to take into account broad policy issues and the economic development of the urban area. Local plans are short term plans prepared within the framework provided by the master plans or structure plans. They are more detailed and they provide a basis for exercising development control. According to Todes et al. (2010) argue that master plan became an end in itself. It was not linked to sectoral departments or to budgets and the institutional organisation and negotiations necessary to make it operable was seen as outside of its scope. Master planning was also often separate from development control and did not necessarily impact on these activities.

Musoga (2011) views urban planning in a different way. He states that the lack of combining planning with budgeting process has led to ineffective planning as evidenced by widening gap between planning and implementation. He gives an example of the Masaka Interim Structure Plan in Uganda, which has now expired and has largely been abused in its implementation because it was not based on a shared vision for the development of the town by its key stakeholders. It is after this that Uganda moved to a more participatory planning

paradigm which the strategic urban development was planning. This involved consultative, interactive and implementation oriented. The approach represented a move away from the traditional 'top-down' institutional framework to a more 'bottom-up' and 'lateral' approach in both the planning and implementation of prioritized interventions. Majale (2009) also adds that planners have moved from comprehensive/ master plans to action planning to structure to strategic urban development plan and to now the integrated strategic urban development plans. He further notes that strategic spatial planning has provided the needed alternative since it is more process oriented and contains broader spatial ideas, prioritizes plans according to participation and consensus building among stakeholders, aims to provide a spatial dimension to sectoral interventions as a means of integrating them.

### **1.1.1: Urban Planning In Kenya**

Urban development plans in Kenya has followed the same trend since the inception of the Physical Planning Act Cap 286 in 1996. The main aims of these plans were to bring about harmony in developments across the country. The act was also to harmonize planning procedures and requirements provided for in other pieces of legislation; provide an effective institutional frame work to regulate planning practice; provide a framework for public participation in planning and plan implementation and provide a legal framework to protect public land intended for public amenities and utilities from misappropriation. The preparations of the plans are under the mandate of Director of Physical Planning. Since 1996, urbanisation has been rapid; however a few plans have since been prepared. This has led to many problems in Kenya, one of them being issues of land tenure system, poor sewer system, poor transportation, land use conflicts and subsequently deaths.

Due to this the Ministry of Local Government being the custodians of all lands parcels in their respective councils came up with an intervention. Under the stewardship of the former Deputy Prime Minister, Ministry of Local Government; Hon.Musalia Mudavadi five pilot projects were started across Kenya in 2008.The five pilot projects were done in five towns. They were Mtwapa in Coast, Garrisa in N.Eastern, Bungoma in Western, Eldoret in Rift Valley and Othaya in Central region. The five pilot projects involved the preparation of strategic urban development plans. The plans were to guide the spatial growth and transform the towns into modern urbanized areas. The plans were meant to be the antidotes to those continuing urban challenges.

Because these pilot projects rolled out well, the government earmarked seven more towns for planning. Like in the pilot projects, the planning of these seven towns was awarded to private consultants with a background in Physical Planning. Though all the 12 town planning projects have come into successful completion, the government is yet to evaluate whether the projects have benefited the locals as intended. Werner, Otieno, and Wakhungu (2011), opine that the success record of managing these two development domains has been poor. The management of physical development has largely failed. Municipalities and cities make plans that are not followed through.

For instance, Mtwapa is a town in Kilifi County at the Kenyan Coast. The name of the plan was known as Digital mapping and preparation of strategic urban development plan for Mtwapa town. The planning area was approximately 40Km<sup>2</sup>. The plan for this town had various objectives and out puts. The objectives of the project included to express in spatial terms national and local development aspirations with particular emphasize of the Kenya Vision 2030; to assist the Central, Local Government and the Community as a whole in physical, economic and social development by providing them with framework for guiding development; to provide the Kilifi County Council with a new and up-to-date planning document with which to manage development of Mtwapa and to review existing land uses with a view to harmonizing them to facilitate the participation of the community in shaping up the future of their own environment and among others.

## **1.2: Problem Statement**

Projects remain the instruments of choice for policy makers in international development. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality, (Ika, Diallo, & Thullier, 2012). According to Kealey, Protheroe, MacDonald, and Vulpe (2006) performance improvement for companies and governmental agencies involved in “international projects” is a major challenge of the new century. Business joint ventures, subsidiaries of multinational corporations, aid projects, and similar international projects have been multiplying in recent decades and have had spotty records of success. Young (2013) also notes that the performance of Australian projects benchmarked by

Independent Project Analysis, Inc (IPA) varies significantly by project type, project complexity, and the relevant experience of the project team.

Ika et al. (2012) states that in an independent rating, the Independent Evaluation Group (IEG) claimed that 39% of World Bank projects were unsuccessful in 2010, World Bank projects all too frequently fail to achieve their goals due to a number of problems that could be termed “managerial” and “organizational. Several studies have been conducted to look at one or more CSFs in light of several projects. Turner and Müller (2005), have been studying the impact of project leader and his/her leadership style on project success. Proper implementation of a plan will have substantial impact on the success of an organization. The elements of a plan that must be analyzed include the objectives, key issues and team motivation.

Nyaga (2006) on his part conducted his research on an investigation of CSFs for successful implementation of ERP systems in Kenya. Further to this concept of critical success factor Salleh (2009) studied a closer project to urban development projects on CSFs of project management for Brunei construction projects. Ika et al. (2012) wrote a report on CSFs of World Bank projects through an empirical investigation. Ackel, Kidombo, and Gakuu (2012) also carried out a research on the human resource factor in successful implementation of World Bank Funded projects in Kenya.

Despite these existing studies, research on CSFs influencing successful implementation of urban development plans are rare and if available fragmented. To date little has been done to theorise the same. According to United Nations Human Settlement Program (UN-Habitat) (2012) “Urban planning for City leaders” report, the attempts to create comprehensive plan may take decades and that plans could be outdated even before they are implemented. According to Werner et al. (2011) stated that five Kenyan Municipalities undertook to prepare a strategic urban development plan in the year 2008 so far, only one of these five has started plan implementation. This plan is the strategic urban development plan for Eldoret. This means according to Werner et al. (2011), the other four where Mtwapa is one of them have not been implemented.

The consultant that had been assigned the Mtwapa planning project worked on the project goals and handed a complete product to the government in 2009. But to date little has been



done to implement the proposal given by the consultant and a number of the residents in Mtwapa are not aware of the plan. It is therefore not known if the project was a success or not. As Pinto J.K and Slevin (2006) put it that a project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion and is it accepted and used by the clients for whom the project is intended client satisfaction criterion).

Hence the need to undertake this study to investigate the CSFs that influence the implementation of strategic urban development plan for Mtwapa town in Kenya.

### **1.3: Purpose of the study**

The purpose of this study was to investigate the CSFs influencing the successful implementation of urban development plans in Kenya. The focus of this study was in Mtwapa town in Kilifi County in the Coastal region.

### **1.4: Objectives**

1. To establish the influence of top management support on successful implementation of urban development plans in Kenya.
2. To explain the influence of the project team on successful implementation of urban development plans in Kenya.
3. To examine the influence of client consultation on successful implementation of urban development plans in Kenya.
4. To establish the influence of monitoring and evaluation on successful implementation of urban development plans in Kenya.

### **1.5: Research Question**

1. What is the effect of top management support on successful implementation of urban development plans in Kenya?
2. To what extent does the level of client consultation influence the successful implementation of urban development plans in Kenya?

3. How does the project team influence the successful implementation of urban development plans in Kenya?
4. What is the influence of monitoring and evaluation on the successful implementation of urban development plans?

### **1.6: Significance of the study**

The study will also contribute to the frontiers of knowledge by assessing the various factors that affect implementation of urban development plans. This will help the government, relevant ministries and county government system especially county budgets which will only be implemented if urban plans are prepared. This study will be of use to planners, policy makers and various stakeholders in the Department of Physical Planning as it will shed light on the implementation of urban development plans. Researchers might also be encouraged to make a follow up on some of the CSFs influencing the successful implementation of urban development plans in Kenya.

### **1.7: Limitations of the study**

Some limitations of the research were experienced and identified during the development of the questionnaire, literature review. However, despite the below challenges the researcher was able to achieve her goals. First, the time given for undertaking the study was inadequate however; the researcher was able to get some few days off from office to complete her work. Second, the literature review material on CSFs for urban development plans projects was limited and majority of the literature found were only confined to a general review of the CSFs in various general industries for instance ERP and manufacturing industries. Nevertheless, the researcher did some in depth discussion with the supervisor and found out a way to help in carrying out the study.

### **1.8: Delimitation of the study**

The study covered Mtwapa town in Kilifi County of an area of 40km<sup>2</sup>. According to the area plan, Mtwapa is 40 km<sup>2</sup>. The government strategic urban development plan divided the area into 14 villages based on the scope of the planning area. This study however limited itself to the town because of limited resources like time and financial costs.

### **1.9: Definition of significance terms**

<b>Client consultation</b>	The constant communication in the project between the consultants and the client (ministry officials and local residents of Mtwapa)
<b>Implementation</b>	The process by which the proposals that were made in the urban development plans are actualized.
<b>Master Plans</b>	These are old forms of plans which were rigid and traditional
<b>Monitoring and evaluation</b>	The constant and periodic checks done for during and after the project to ensure project success
<b>Project team</b>	The staff involved in a project
<b>Strategic plans</b>	These are the current forms of plans in Kenya whose methodology is flexible
<b>Top management support</b>	The commitment given by senior manager to organizational activities
<b>Urban planning</b>	The study has used it interchangeably with spatial planning. Urban planning has been used in the study as the process of achieving urban development plans.

### **1.10: Organisation of the Study**

This section describes the themes in each chapter of the study. The study is divided into five major chapters, they include chapter one, two three, four and five. First, chapter one is divided into eleven sections. They include the background of the study. The background is discussed within the global, regional and local context of the study. The background also seeks to give the evolution of the concept of urban planning and a brief definition of the concept of CSFs. Then the problem statement comes in as part of the chapter highlighting the gap that the study wants to fill. After this, the chapter has several subtopics on the following: research question, hypothesis, significance of the study, limitations of the study, delimitation of the study and definition of significance terms.

Second, this study also discusses on the literature review of the study. This chapter is divided into two major sections. The first section explains the concept of urban planning, its approaches and some challenges facing urban planning and consequently the urban development plans. Then the second section explains the concept of critical success factors and zero in into the four critical success factor picked for the study. The four critical success

factors have been explained and their indicators too. It also discusses some three other factors that the researcher felt that they influence implementation of urban development plans.

Third, the study explains on the research methodology to be used. It discusses on the research design, research instrument, the validity and reliability of the research instrument. It also discusses on data collection and data analysis methods for the study. The study also explains on the sources of the target population and how the sample size and sample selection technique of the study was arrived at. In addition to that several ethical considerations have also been discussed and the operationalization of variable is also done in this chapter.

Fourth, the study presents the data that was collected, it analyse and further interprets it. It therefore discusses on the demographic characteristics of respondents, questionnaire rate return, and the discussion of data analysis for the four objectives of the study. The chapter then gives a summary of the data analysis. The summary of the analysis of data has been informed by the analysis done using correlation analysis.

Finally, chapter five the study gives a summary, discussion of findings and conclusion for the study. Recommendations for policy and practice for the study were also done in this chapter. Areas of further study were also proposed to encourage research growth in the field of Urban Development plans.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1: Introduction**

This chapter first discusses on the concept of urban planning. It gives a deeper meaning on the concept of urban planning and urban development plans. It seeks to verify that urban planning is a process and urban development plan is a product of that process. The chapter also highlights the principles and various approaches of urban planning using different literature. Next, it discusses on CSFs from other literature and then explains the four CSFs limited to this study. These are top management support, project team, client consultation and monitoring and evaluation.

#### **2.2: The Concept of Urban Development Plans**

According to Ramlall (2010) the dominant economic benefits of urban areas such as trade opportunities and labour surpluses, concerns will inevitably arise without adequate preventative measures. These adversities include the growth of informal settlements, increasing ecological footprints, urban crime and the seemingly inevitable sprawl which then aggravates efficient provision of public services such as transport and health. Given the ongoing urbanization trends, and its accompanying adversities, great attention has been diverted to the creation of sustainable cities. Ramlall (2010) posits historically, master plans have played a central role in the urban planning process. The master planning approach has been changed or improved in some countries, but this remains the starting-point of urban planning for many countries. This type of planning is a fundamental tool of urban development and management. Nevertheless, in recent years it has been much less effective than it could be. It has been severely criticized as being too complex, bureaucratic, time-consuming, static and elitist. Many of its policies can become outdated, rendering the process irrelevant.

However, Ramlall (2010) adds that today, there is a new emphasis on decentralization, transparency and accountability. A more flexible, indicative and proactive type of planning is needed. Reeves (2012) poses a solution to what Ramlall has earlier said. He observes that urban planning is a significant tool for dealing with the sustainable urbanization challenges facing 21st century cities, including where and how to house people and connect people with

the facilities they need. Within a specific legislative context, planning involves the various formal structures of government at different levels, working and engaging with the informal groupings that make up communities. Allmendinger and Haughton (2010) adds that in practice, spatial planning is part of the reworking of the boundaries of planning as a profession and a discipline in the face of confusion at a national level about its purpose. It is an asymmetrical reworking of boundaries, however, as the professional cadre of planners seeks to retain its monopoly on the regulatory functions of planning. The result is still unclear reworking of the role of planners within the development process.

Allmendinger and Haughton (2010) suggest that in some cases this widening of function simply formalises planners' contribution to development processes in terms of technical expertise on land use and participation processes. Crucially, spatial planning's key emphases such as improved sectoral policy integration, the adoption of a balanced or integrated definition of sustainable development, and improved participation have helped to provide legitimacy to state projects for high economic growth, whilst promising some parallel improvements to social welfare and environmental objectives. Ramlall (2010) opines that to achieve the goal of establishing a sustainable city, the role of urban planners is critical. However, given the dynamism of urban areas, urban reform is somewhat mandatory on a regular basis and urban planners need to be aware of the changes which occur and even be able to adopt relevant international best practices to ensure sustainability through effective urban planning instruments. Allmendinger and Haughton (2010) indicate that in some cases additional new planning and regeneration spaces have been introduced which run alongside the formal regulatory spaces of planning (e.g. local and regional plans), often rooted in a desire to improve planning delivery and housing supply.

United Nations Human Settlements Programme (UN-HABITAT) (2010) highlighted 10 principles of new urban planning. They include , promote sustainable development, achieve integrated planning, integrate plans with budgets, plan with partners and stakeholders, meet the subsidiary principles, promote market responsiveness, ensure access to land, develop appropriate planning tools, be pro-poor and inclusive and recognise cultural diversity. Seymoar (2008) defines a development plan as an extension to due diligence but the plan also addresses the actual mechanics of the development by setting out operating procedures, establishing the project team, project management and finally monitoring/control

systems. The development plan is effectively a live document which should be continually referred to during the life of the project to ensure systems and protocols are being adhered to; or if certain elements of the plan should be amended. Seymour (2008) further ahead developed a six stage concept on planning processes as shown below:

**The Sustainable Cities: Plus Planning Cycle: Six Key Stages**

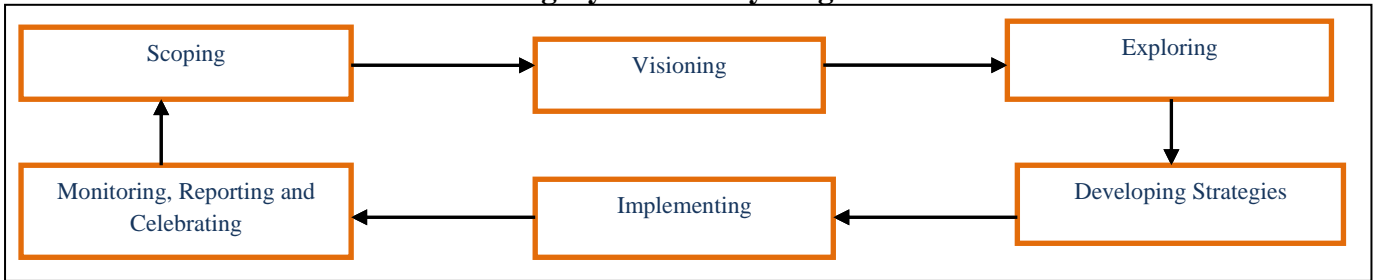


Figure 1: The six planning stages

Ramlall (2010) states that there are three critical urban planning instruments which command significant focus are development plans, development controls and zoning policies. Firstly, development plans seek to create sustainable cities through a multi-disciplinary approach by correcting the physical, economic and social inequalities. Guidance for construction of these development plans are based on the issues facing the respective urban areas, which aid in providing direction for growth. In addition to development plans, development standards are another crucial urban planning instrument in the quest towards sustainable cities. Ramlall (2010) adds that zoning policies play a crucial role in ensuring land use compatibility amongst the competing uses. However, it must be acknowledged that zoning policies are highly ineffective especially in less developed territories where uncontrolled urban growth manifests in the form of informal settlements, not only proving to be a nuisance to adjacent land uses but also encroaching on fragile ecosystems in some cases. For instance in Kenya the developments of Informal settlements like Korogocho which is partly along Mathare River and Mukuru Slums in South B Nairobi is cut across by Ngong River.

From the foregoing, it is quite evident that to accomplish the vision of a sustainable city, multiple appropriate urban planning tools are available and can be quite effective if implemented and monitored regularly. Ramlall (2010) opines that there are some factors that need to be considered to ensure achieving sustainable cities. Polat (2009) adds that urban planning include refinement of development plans, revision of development standards, and enforcement of zoning plans. New approaches to planning, including environmentally sound

land-use policies, responsibility and participation are essential to achieving healthy, productive, liveable and equitable human settlements. The new approach to make urban planning more effective has the following components: community participation, involvement of all stakeholders in the city, coordination between national plans and policy guidance, interaction of urban and economic planning to ensure clearer links between the various planning processes for cities, sustainability, financial feasibility and subsidiary.

Moreover, the other factor of achieving urban development plan is through the use of public participation approaches. As Seymoar (2008) confirms general public participation involves different engagement strategies at various stages. Broad public participation is most common in visioning, setting priorities and monitoring progress. Agreement on principles of community engagement, such as acceptance, active listening, collaboration and inclusiveness, is essential to success. Ragheb, El-Baghdady, and Ayad (2012) also observes that the Urban Planning and Management arena is progressively evolving with new approaches and programmes underway to address amongst others, the growing concern of expanding informal settlements. CSUDP is cognizant of these evolutionary trends and is paying specific attention to the emerging national programmes on urban planning and management, such as; Kenya Municipal Programme (KMP), Urban Policy Development Programme (UPDP), and Kenya Informal Settlements Improvement Programme (KISIP). Polat (2009) also states that strategic spatial planning is appeared a new and recent approach in planning.

In as much as there are several approaches to ensure sustainability of the plans, there are some challenges being faced in the implementation of the same. As Ramlall (2010) observes that accounting for the failure of these tools are multiple factors such as the poor implementation strategies, inadequate enforcement capabilities, insufficient allocation of resources as well as poor stakeholder relationships. Friesecke (2010) adds that during the planning and implementation stage of urban development and redevelopment measures, public and private concerns are balanced against each other to ensure fairness and objectivity, and in so doing bringing all parties into the process as early as possible. UN HABITAT (2010) also adds that in many developing countries, planning systems and processes are still largely based on colonial laws, designed to support spatial segregation and population control. They fail to reflect the need and priorities of urban residents. The urban model they



have promoted has proved both unaffordable and inadequate for catering to the diversity of ways of life and needs of developing world cities.

Hague (2008) also adds that traditional urban planning has been substantially rejected in practice over the last generation in many poorer countries that are unable to afford or unwilling to prioritize practices that seek to implement outdated master plans. There are many countries that are experiencing rapid urbanization but where little or no political priority is given to planning. First, the depth of the international political rejection of the traditional, state-centred model of planning during the last 25 years; and secondly, the window of opportunity that is now opening up in which planning might be re-invented as a form of governance.

### **2.3: Critical Success Factors that influence successful implementation of urban development plans**

Hoang and Lapumnuaypon (2008) define CSFs as facilitated or impeded conditions which influence the project outcome. CSFs are those fundamental issues inherent in a project(s), which must be maintained in order for team working to take place in an efficient and effective manner. Jaramillo and Marshall (2004) view CSFs as tasks or attributes that should receive priority attention by management because they drive performance. Lim and Mohamed (1999) suggest that CSFs are extremely important factors which determine the success or failure of an endeavour – programme. Kuen, Zailani, and Fernando (2009), confirm that success factors have indeed evolved according to the type of project and the environment that the project is operating. This is due to the dynamic business environment that organizations are operating nowadays. For instance some of the success factors for some projects like Enterprise Resource Planning (ERP) might not be the same success factors in projects as Urban Development plans.

Pinto and Slevin (1988) are the first that attempt to develop a collective set of CSFs related to project implementation success through their empirical study in 1986. They studied a project implementation profile model (PIP) in order to identify which aspects of a project determine its success and provide a measurement instrument for project managers to assess those factors. The result of their study is the list of 10 CSFs namely project mission, top

management support, project schedule/plan, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, and troubleshooting.

Holland and Light (1999) grouped the 10 CSFs identified by Pinto and Slevin (1988) into two groups that is strategic and tactical. Strategic include Legacy systems, Business vision, ERP strategy, Top management support and Project schedule/plans while the Tactical CSFs included Client consultation, Personnel Business process change and software configuration, Client acceptance, Monitoring and feedback, Communication and Trouble Shooting. Apart from developing or confirming the 10 CFS identified by scholars,(Kuen et al., 2009) found out that in his study that there are three CFSs which are important than the others. These include top management support, clear project mission and competency of the project team. Hoang and Lapumnuaypon (2008) concord that even if all critical factors are present, a project can fail from uncontrollable factors.

Kumar, Roth, and Karunamoorthy (2002) argue that for a project to be successful as one need to formulate a simplified and a standardized project plan prior to the design of the project. Standardization is always good but sometimes it proves to be rigid and so planning, personnel team, processes, communication, well defined plan and evaluation.Steed (2005) has a different way of describing the success factors. He views that Client focus, clarity of objectives, deliverables and outcomes, adaptation to client readiness, up front learning about the environment, prototyping and emphasis on incremental successes, partnership with the project team and availability of the consultants for the implementation phase were all critical to improved project outcomes. They were all more evident in projects rated as “successful” than not, and they are able to predict subjective ratings of project success.

Tullett (1996) views that the detail in which a project is planned and subsequently monitored and controlled through its various phases is a factor which is critical to its success. Belassi and Tukel (1996) then grouped the success factors listed in their literature and described the impact of these factors on project performances. They grouped the factors into four areas: factors related to the project factors related to the project managers and the team members, factors related to the organization factors related to the external environment. Vaidya, Sajeev, and Callender (2006) opine that CSFs were split into two categories: human factors and

technology factors. Human factors are those issues dependent on human behaviour and expertise while technology factors are those issues dependent on construction and deployment technologies. Human factors consist of end-user uptake and training, supplier adoption, business case and project management, and top management support. Technology factors consist of system integration and security and authentication. Change management, e-Procurement implementation strategy, process re-engineering, performance measurement, and technology standards are factors that involve aspects of both categories.

#### **2.4: Top management support on successful implementation of urban development plans**

Top management support in this study is taken as any commitment that the project is given by senior managers in organization. The project in this case will involve the project design, the project team (staff), the goals, resources, the ability of the managers to see problems, welcome solutions from their project team and focus solutions on the same. This clearly shows that the senior's managers are in control, planning, organizing well the organizational needs for the successful implementation of projects. According to B. Wong and Tein (2003) views that top management gained eminence during his study findings over other CSFs.

According to Ackel et al. (2012), top management support and commitment needs to be regular, focused, inclusive and proactive through the implementation of the project. The technical decision regarding the project needs to be made with due consultation. Project management and implementation is therefore dependent on the top management support for direction and implementation of set goals. Werner et al. (2011) postulates that once a plan is well prepared and adopted, it must be followed. To have it followed requires integrity and leadership. Cleland (1986) however suggested that "project success is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise."

Baccarini and Collins (2004) identified two distinct components of project success: Project management success focuses upon the project process and, in particular, the successful accomplishment of cost, time, and quality objectives. It also considers the manner in which the project management process was conducted while Product success deals with the effects of the project's final product. Ngai, Law, and Wat (2008), stated in their study top

management was cited as one of the frequently cited CSF for ERP implementation and that the presence of a project champion has also facilitated many successful projects.

Vaidya et al. (2006), found out from their study that top management support and performance measurement is critical. Successful projects require the use of effective internal integration strategies, such as use of outside technical expertise, selection of an experienced project manager, and selection of team members with significant previous work relationships. Sumner (1999) suggests CFS means that achieving the support of senior management for accomplishing project goals and objectives and aligning these with strategic business goals. Re-designing of business processes to be consistent with system specifications, investing in training, re-skilling, and professional development of the IT workforce and using a mix of consultants and internal staff to work on the project team, so that internal staff members can “grow” the necessary technical skills for implementation are vital in project implementation.

A good manager is the one who can see problems and find a solution for the same in his organization. As identified by Pinto and Slevin (1988) that problem areas exist in almost every implementation. Regardless of how carefully the project was initially planned, it is impossible to foresee every trouble area or problem that could possibly arise. As a result, it is important that the project manager make adequate initial arrangements for “troubleshooting” mechanisms to be included in the implementation plan. Such mechanisms make it easier not only to react to problems as they arise, but to foresee and possibly forestall potential trouble areas in the implementation process. Holland and Light (1999) on the other hand suggests that trouble shooting must be performed continually throughout the project. Mistakes and potential problems need to be dealt with rapidly so that the project stays on target.

Resources in urban development plans are considered as any materials be it human, physical, fiscal, technological, economical that are key in facilities the planning processes from the inception stage till the implementation stage. Ramlall (2010), then observes that another critical success factor for urban sustainability is efficient allocation of resources which can generally be obtained only through strong political support. Resources include technical equipment such as Geographic Information Systems (GIS) software to create baseline information to aid in the tracking of changes to land uses. Also, human resources are quite essential both in numbers and at a required level of training in their respective field given the multi-disciplinary nature of planning. In addition, financial resources cannot be overlooked in

its ability to aid in development and implementation of plans. Reeves (2012) also adds that funding is also key to the success of most projects. Only on the rarest occasions can social capital be expected to deliver all the outcomes, with little or no funding needed.

Apart from resources the other important factor in a project is the ability to formulate goals and objectives which are SMART. When goals are smart and that they get top management commitment in achieving them, then a project is bound to succeed. Ngai et al. (2008), state that it is recommended that the goals of the project be set before the support of top management is sought. There is no doubt that project management is necessary for implementing any kind of project. Excellent project management against a project plan with clear objectives, deliverables, and milestones ensures that the project is effectively planned and delivered. Clarke (1999), further adds that by targeting the main problems and issues using the key success factors as a focus could make a significant difference to the effectiveness of project management. In order to ensure that a project is completed successfully, project plans need to be updated regularly. Holland and Light (1999), indicated that a clear business vision for the project is required to give the project direction and scope. Without this, implementation is likely to be lengthy, costly and the result misaligned with the organisation's overall strategic vision.

### **2.5: Project team on successful implementation of urban development plans**

Ackel et al. (2012) note that the nature and composition of the project team is an important aspect. Their findings show that the project teams performed contractual functions perfectly and that they fully understood the project goals and objectives. Kuen et al. (2009) also suggests that competent project personnel are significant to direct project success. A competent project team comprised a project leader with its members, who are specifically selected, trained and possessed the required skills, knowledge and experience to handle the demands of the project. When the project is completed and later being introduced to the clients or end users, the ability of the team members to convince and sell the benefits of the project is important to ensure that the project are readily accepted by the clients.

According to United Nations Human Settlements Programme (UN-HABITAT) (2010) urban planning requires that the skills and capacities of planning professionals, as well as those of other urban stakeholders, are continuously revisited. Without developing these skills, the emerging innovations which could put cities on the path of sustainable development cannot

progress. Reeves (2012) opines that training and on-going support for programmes is crucial, especially where a project is intended to run for a number of years and involves large groups of people. Reeves (2012) further adds that training is critical for raising awareness across all staff, board members and councillors. Training needs to be timely—not too early, or some officials will fail to see the relevance of the project, and not too general or they will not see that it applies to their areas of responsibility.

Staff turnover in this study is also seen as an indicator for the project team. The rates of it can affect a project success. Kuen et al. (2009) confirms organizations with long serving employees and who are then selected as the project leaders or members stand a higher chance to better control their projects and the probability of facing crises and major problem will be lower. Loquercio, Hammersley, and Emmens (2006) notes that staff turnover has become a major concern for humanitarian agencies. Unplanned staff turnover is problematic and expensive, affecting not only learning and efficiency, but also the capacity of agencies to respond to new emergencies, or even sometimes just to continue existing programmes. The study further reports that there are direct and indirect consequences of staff turnover. The consequences are that there will be lack of continuity, inferior programme quality and loss of talent in the organization.

## **2.6: Client consultation on successful implementation of urban development plans**

Consultation in this study is taken as the constant communication, discussion between the consultants, the client, stakeholders in order to advice or giving direction on the project. In this case the urban development plans are considered as projects. This can be done in discussion talk session, meetings, workshop or conference. According to Pinto and Slevin (1988) p. 136, projects are often subject to changes throughout their development, and as a result, clients must be kept informed of the progress of the project rather than being surprised at the end when the project is transferred to them. This would explain that as long as the advisory team can clarify with the client on the project's objectives, goals and scope, the team can go on with the process at its own pace. The client is only kept informed and consulted from time to time. Overall, the criticality of 'Client consultation and acceptance' is as high as that of 'Complete and clear objectives, goals & scope of the project'.

Contrary to Pinto and Slevin's work, (Kuen et al., 2009) in his study, it was found that client consultation is not relevant to project success in manufacturing. This could be true but to service product like urban development plans constant client consultation is vital. As evident from a master plan document done for Manchester Airport, consultations were done. The project involved a wide range of our stakeholders in developing our Master Plan and our Action Plans. The views and the comments from the Government, local planning authorities, transport providers and local communities are an important part of the planning process. The Master Plan and the Action Plans have been subject to extensive informal and formal consultation. Reeves (2012) emphasises that consultation is central to better policy-making and implementation. The most successful consultations for both officials and user or representative groups are those carried out through on-going consultative forums that provide a means for organisations to look ahead at emerging issues as well as receive feedback on existing policies and practice.

Community participation is a key tenet approach in today's urban planning. Without community participation urban development plans might risk a situation of the plan not being approved, loss of ownership of the plan by the community and sustainability of the same. Therefore communities need to be involved in preparing urban development plans. This is supported by Ramlall (2010), that the issue of public trust follows on to another critical success factor for the urban planning instruments, that is, increased stakeholder engagement. Given the myriad of stakeholders relevant to the planning process, through the participation of these groups more comprehensive plans can be devised to meet the needs of maximum stakeholders and thereby attain urban sustainability. As per the (United Nations Human Settlements Programme (UN-HABITAT), 2010) participatory processes are becoming more and more embedded into planning processes in order to provide for meaningful engagement and involvement of the public in all phases of decision making, implementation and monitoring. Participatory planning empowers communities and results in better design outcomes that are more responsive to the diverse needs of the different urban groups. Participation also ensures the relevance of plans when faced with limited resources and can also increase effectiveness.

The Asian Development Bank (ADB) reports that it is important to recognize that participation is a means to achieving improved development results, rather than an objective

in itself (2011). Ensuring participation requires effective communication, which creates an environment where stakeholders are able to acquire and share knowledge, develop understanding, enhance engagement, and take action. Werner et al. (2011) state that the legal requirement for public participation in the planning and budget process for counties is an “innovative element”. It is, since nowadays urban development plans do easily get approval from community through their active involvement in the project. The starting point was a culture of unplanned development and non-compliance with existing laws and regulations. But development led by community participation is not enough. A local community may easily be concerned with neighbourhood improvement and lose sight of the big picture of regional development.

As B. Wong and Tein (2003) suggests that public participation is of considerable importance. It would make policies more acceptable to the general public as it would ensure that the development policies are responsive to community views and values. According to Vaidya et al. (2006) the importance of stakeholder involvement cannot be under-estimated. This conclusion is drawn from the findings of their study on (e procurement projects) that from their findings user uptake and training turned out to be the most important factor followed by supplier adoption. Agevi (2012) suggests that public participation in urban planning and development has been unstructured and ineffective. Furthermore, it has been characterised by apathy and political interference. There are several reasons for this: lack of clear guidelines on stakeholder participation; limited information sharing; poor appreciation of urban planning; and vested interests. In addition, planning outcomes and decisions have not always reflected the public interest. Poor public participation at the local levels has seriously constrained the work of city and town planning departments or units.

A good communication strategy is very vital during consultation. The Asian Development Bank (ADB) (2011) confirms that the level of participation, communication can contribute to increasing awareness, fostering behavioural changes, facilitating mobilization, and establishing partnerships in pursuit of common goals. However, the lack of it can also break down negotiations, limit alternatives to addressing problems, constrain benefit distribution of development interventions, lead to marginalization of stakeholders and, ultimately, restrict the attainment of desired outcomes. According to Sumner (1999) another important CSF is to tell everyone in advance what is happening, including the scope, objectives, and activities



of the project. Pinto and Slevin (1988) it is essential to ensure that communications can effectively transfer and exchange relevant information among projects participants and the client's key stakeholders during the project process. In terms of the communication channels, quantity and quality of face-to-face meetings, the richest medium available, characterize good communication. Other forms such as memos, e-mail, videos, and etc. should be deployed as well.

Kuen et al. (2009) however points out from the findings of his study that effective communication by itself was found not related to project success. One of the reasons for this finding could be that this element is already embedded and weaved in the success factors. He went ahead and cited project mission where clear project objectives and directions are made known to the project team through some form of communication. The communication element is also present in the personnel and client acceptance factor. It is from this insight and many more from other related literature that communication as critical success factor is seen as an indicator for community participation. Holland and Light (1999) therefore emphasises a conscious effort to manage the communication between the project group and the wider user community is therefore essential to ensure commitment and identify problems quickly.

## **2.7: Monitoring and evaluation on successful implementation of urban development plans**

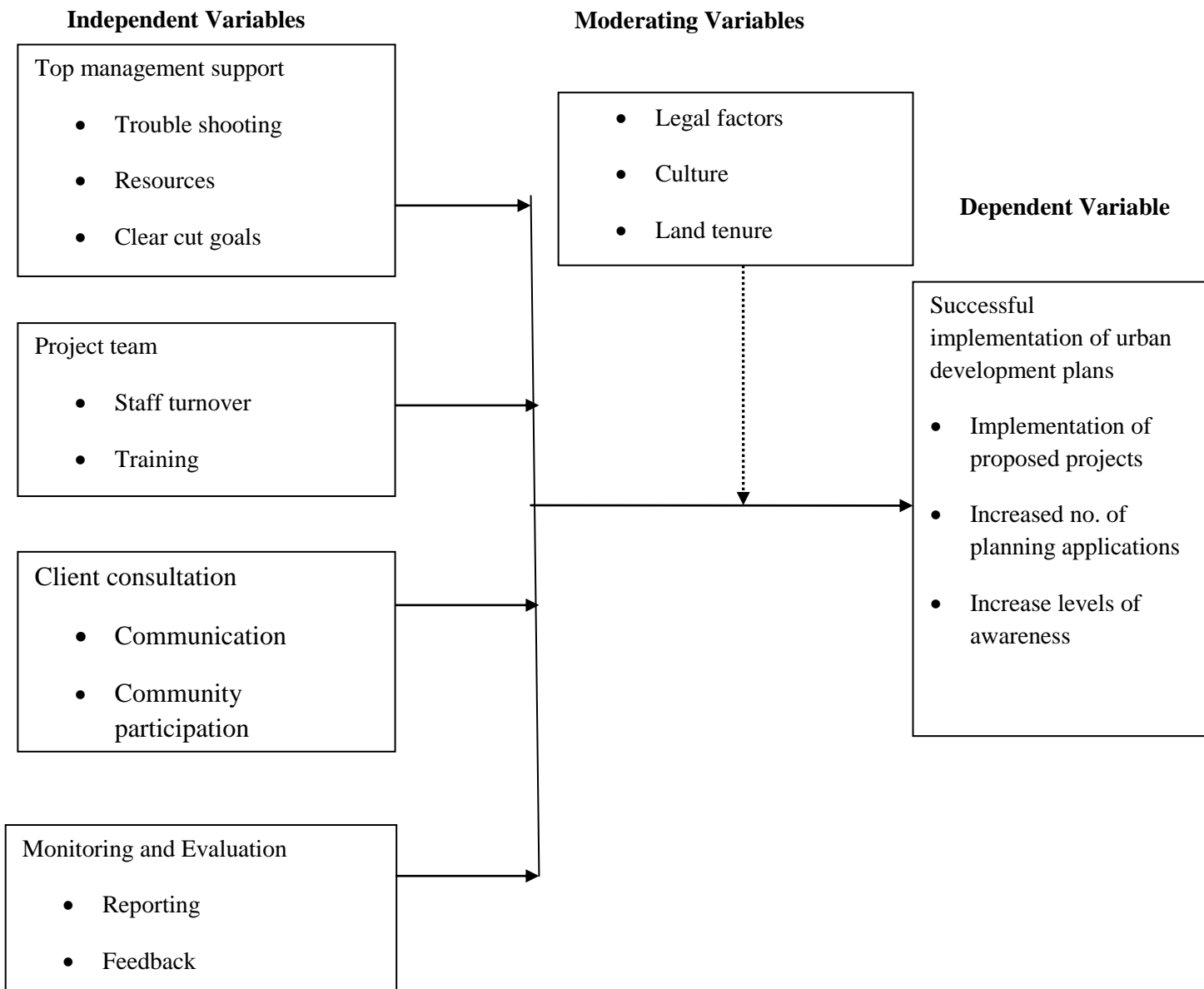
Once the urban development plans are completed and given to the respective implementers, monitoring and evaluation needs to be carried out to ensure if objective set for them was achieved. UN HABITAT (2010) confirms to be successful in helping to achieve urban development, planning needs continuous updating. More so, its effectiveness and efficiency, sustainability needs to be measured. According to Gawler (2005), supports that On-going monitoring and evaluation designed at the inception of the project, including the collection of baseline data, is the only way success of projects can be evaluated. Ongoing monitoring and periodic evaluations are integral elements of project implementation. If done properly and openly, the project is implemented in a context of learning. The continuous analysis of project results allows for remedial measures to be taken. This is adaptive management, which greatly enhances the probability of success for any project.

Ragheb et al. (2012) support that by stating that Monitoring and Evaluation (M&E) is a significant instrument of management in urban planning practice. Its implementation on development projects and determining their priorities has immense prospects to assure successful performance of such plans. With social, economic, and public reforms and improvement of information systems, increasing attention has been paid to evaluation and monitoring in planning policy making, academic research, and practice. It is expected that such monitoring and evaluation will play more important roles in the future and lead to improvement in planning procedures and management. According to Thomet and Vozza (2010) from the International Labour Organization, evaluation is essentially a reality test to assess the significance of the project. In particular, it looks at the efficiency, effectiveness, impact, sustainability and relevance of the project given its stated objectives. The manual further explains that monitoring is a core management responsibility. It involves collection, analysis and communication concerning the progress of the project and outputs achieved. It identifies actual and potential successes or failures as early as possible, and facilitates timely adjustments to what is being done. It enables the stakeholders to review progress and to propose action to achieve the objectives.

Ngai et al. (2008) confirm that monitoring and evaluation of performance is a critical factor in the success of any IT system, including ERP systems. In addition to that a United Nations Human Settlements Programme (UN-HABITAT) (2010) suggests that monitoring and evaluation of urban plans is also a key tool for ensuring better outcomes and compliant results. In a number of developing countries, limited resources have often led to both plan enforcement and monitoring being severely hindered. This has been exacerbated by weak technical capacities and frail institutional commitment. The report further states that participatory monitoring and evaluation, as well as urban appraisals, can provide effective, transparent assessments of progress and quality of the implementation. This will include conducting assessments of planning practice and outcomes. In addition to that, Thomet and Vozza (2010) highlight more on advantages of an M and E system. An M&E system allows you to assess the project's progress toward its objectives, and it provides the basis for any adjustment necessary. It also makes it possible to evaluate and document the Project's performance once the project has finished.

Thomet and Voza (2010) indicate that an M&E system is an essential tool for results-based project management. It makes the project accountable to the target group, the stakeholders and the donor. It also contributes to organizational learning and to the improvement of projects. That learning can then be transferred and used in other locations and projects. A good evaluation strategy will ensure learning can be passed on to relevant cooperative organizations. Control and monitoring by cooperative members is an expression of responsibility for mutual learning, and provides feedback to other stakeholders. Furthermore Ramlall (2010), points out tracking changes is important as a tool for monitoring and Evaluating the success of urban planning instruments. Through the establishment of performance indicators, urban planning instruments can be regularly assessed to determine whether they are in fact achieving urban sustainability or urban reform is required. Such indicators can include number of persons per doctor to assess social sustainability and even projected energy consumption rates to determine environmental sustainability.

## 2.8: CONCEPTUAL FRAMEWORK



**Figure 2: Conceptual framework**

According to Price water house Coppers (PWC) (2012) it was found out that senior managers that supports project management driven key initiatives achieve stronger business results and effective project management is vital to many organisation. Top management support from the review is therefore seen to be a very crucial factor in the success of urban development plans. This means without the support of the senior manager a project in an organization might not see the light of the day. The managers are the ones who prepare both strategic and tactical plans in an organization. To articulate the plan they need to have clear cut goal and

commit themselves in achieving them. It is their full commitment to the objectives that shows that they support the project, hence the success of the same. Additionally, a good manager is the one who always is able to see problems in a positive way and always fore cast on issues and the solutions. Once the manager has the ability to foresee problems and find solution a project is bound to succeed. Thirdly, without resources one cannot move an inch. A project therefore needs the following resources but not limited to financial resources, material, time. A manager therefore needs to procure, provide the best and quality resources in a timely manner. He needs to be behind the effective and efficient use of them for his organisation to record success.

The manager cannot exist on his own without a project team. He needs to recruit people so as they can work in team to achieve the organizations goals and objectives. The project team needs to be well trained and well selected to perform their respective duties. A professional team and one that work cohesively always records success in an organization. However care has to be taken on the issue of staff turnover. An organization with the highest rate of turnover might incur costs at the end and mostly the costs might be to the disadvantage of an organization and in turn no success. The project team needs to be motivated, evaluated in terms of their performance to discourage staff turnover.

Without consultation one cannot make good decisions. Consultations have to be made so as one can get views from different people. With this regard client consultation has to be made widely for a success of a project. The manager needs to discuss be in meeting or stakeholder workshops with client to obtain view and also come with unitary decision. This process might be slow but it encourages participation, ownership of a project and lastly sustainability of a project. Sustainability is very important in any project for it to a stand the taste of time. Even the urban development plans need during their preparation their needs to be frequent consultation between the client and consultant. This will eventually translates to mutual understanding of the plan and since the client is the implementer will be able to implement the plan without hesitation. This will also remove the idea of plans being a ghost and always kept on shelves.

The constant reporting and feedback of a project is a very key stage in a project cycle. Without this the project life is not complete. A project manager needs to undertake monitoring and evaluation for the purposes of checks and balances the project. Constant

monitoring needs to be done when the project is ongoing. This can be done through reports being submitted to the project managers and them giving a feed back on the same. The reports can also be presented to the public concerned for instance in urban planning, the communities that they are going to consume the plan. This will ensure there is transparency, accountability and trust between the members of the public and the consultants.

Apart from the aforementioned factors, there other factors that affect the successful implementation of urban development plan in Kenya. These are legal factors, culture and land tenure. Legal factors concern all the laws relevant in planning in Kenya. The laws are supposed to propagating the same and not conflicting and this applies the same to institutions involved. The development approval process also need not to be lengthy, stringent and in comprehensible. This makes the plans made to be seen as ghost for those consuming the plans. Through client consultation and constant community participation, the laws can be made user friendly.

The culture of the people meant to benefit the project can also influence the successful implementation of the project. Culture influences the attitude of people towards something. Factors like land tenure also affect widely the implementation of a project. For instance land tenure at the coast is a very interesting issue. Since urban development plans aspect the land resource, land tenure then becomes critical in planning. The development proposals made in the plans can only be effected if the people consuming the plan have security of land tenure and when this aspect is absent the proliferation of unplanned settlements take its course. According to Kwak (2002) cultural misfit of the project objectives and a lack of local knowledge and understanding can result into rejection of the project by the intended beneficiaries. In order for these projects to be successful, the project manager must take cultural factors of traditions, values, customs, and beliefs into consideration at the project planning stage itself so that project objectives are consistent with the values and customs of the beneficiaries.

## **2.9: Summary of Literature Review**

The literature review has looked at four factors that are deemed to be necessary for a project to be successful. The factors have been borrowed from Pinto and Slevins' work of 1988 on effective project implementation. The study has therefore dwelled on four factors which

include, top management support, project team, client consultation and monitoring and evaluation. Several works have been on these four factors, but the study has picked these four since they are very critical in planning. Nevertheless, there has been little or no study that looked into factors that affect successful implementation of urban development plans, hence the rationale of the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1: Introduction**

This chapter discusses the research methodology that was used to achieve the objectives set for this study. This included the research design, the target population sample size of the study, validity of sample, reliability, data collection instruments, data analysis technique, ethical consideration and operational definition of variables.

#### **3.2: Research design**

The study employed a descriptive survey research aimed at describing the CSFs that influence the implementation of urban development plans in Kenya, a case of Mtwapa strategic urban development plan. According to Pinsonneault, Hautes, Commerciales, Québec, and Kraemer (1993) the purpose of survey research is to find out what situations, events, attitudes or opinions are occurring in a population. Survey research aimed at description asks simply about the distribution of some phenomena in a population or among subgroups of a population. The researcher's concern is simply to describe a distribution or to make comparisons between distributions. The design was therefore chosen to give a correct account, people opinion, beliefs and knowledge of the successful implementation of urban development plans in Kenya.

#### **3.3: Target population**

The target population of this study can be described as all those affected with urban development plans in Kenya. They included the following Ministry of local government officials (senior managers in the urban Development Department), Ministry of Lands official (Department Of Physical Planning), Kilifi County officials, professional related in land matters in Mtwapa town, developers, Private planners, young planners in the field and developers in Mtwapa town.

#### **3.4: Sample Size and Sample Selection**

Sampling is the process by which you reduce the total research population for a research project to a number which is practically feasible and theoretically acceptable. A sample is a subset of the population being studied. It represents the larger population and is used to draw



inferences about that population. The sample size for the study was 140 respondents. The 140 sample size was arrived at by using Krejcie and Morgan (1970) table of determining sample size from a given population. That is from the table for 220 population (N) the sample size is 140 (n). Therefore the proportion of the population was  $n/N \times 100$ . Where N is the population size and n the sample size  $(140/220)100=63.6\%$  which is approximately 64% of the population. Therefore 64% was used as a fraction to get the sample size from all the subgroups in the study.

The study used a proportionate stratified random sampling method. According to Marion (2004), stratified sampling is a technique in which the researcher divided the entire target population into different subgroups or strata and then randomly selects the final subjects proportionally from the different strata. Proportionate random sampling is then defined by Castillo (2009) as a technique that requires a small sample size which can save a lot of time, money an effort of the researcher. The sample size of each stratum in this technique is proportionate to the population size of the stratum when viewed against the entire population. This means that each stratum has the same sampling fraction which in this case is 64%.

The table below shows a summary of the sample of this study:

**Table 3.1: Sample size for the study**

Population	Population sample	Sample size (64%)
Ministry of local government officials(MOLG);Urban Development Department)-senior managers	10	6
Ministry of Lands officials, Department Of Physical Planning- senior managers	10	6
County Council officials senior managers	15	10
Other professionals in Mtwapa	10	6
Stakeholders in Mtwapa town	80	51
Practicing planners	15	10
Young Planners	80	51

Total	220	140
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### **3.5: Research Instrument**

According to Arvin (2012) a research instrument is a survey questionnaire, test, scale, rating or a tool designed to measure the variables, characteristics or information of interest .This study used a questionnaire to measure the variables. The questionnaires had both open and closed questions.

### **3.6: Validity of research instrument**

MacDonald and Headlam (2008)also define validity as the extent to which your research findings can be said to be accurate and reliable, and the extent to which the conclusions are warranted. Content validity was used to ensure that the information provided is what the study wants to achieve. This study will utilize the concept of content validity by ensuring that the questionnaires will be formulated in a simple and easy to understand language. The researcher also gave clearer instructions pertaining to the answering of the questionnaires.

### **3.7: Reliability of research instrument**

MacDonald and Headlam (2008) define reliability as the extent to which the same result will be repeated/achieved by using the same measure. Key (1997) confirms that reliability of a research instrument concerns the context to which the instruments yield the same results on repeated trials. A pilot study of 10 questionnaires was carried out to see if they will be consistent result from the questionnaires administered. A test and Retest reliability will be used where the same questionnaire was presented to the ten respondents at different time but to give the same results. The test assumes that there will be no change in the quality questionnaire measured.

### **3.8: Data Collection Method**

Primary data for this study was collected using a self-administered questionnaire (appendix 2).It shall comprise of both open and closed ended questions. The semi-structured questionnaire is divided into five parts. Part one questions relate to respondents general information while part B, C, D, E relates to the independent variables in relation to the dependent variable of the study and part F include questions for measuring the dependent variable. Secondary data will also be obtained from available records to supplement primary data. These were drawn from books, electronic journals, reports, web documents and reports.

As most of the respondents are on e-mail, the questionnaires were e-mailed to the various stations and follow ups were made by telephone calls in order to confirm receipt and request for prompt response. A drop-and-pick up later method was used to collect the data from the some offices within Nairobi. For the senior officers at the MOLG headquarters, Urban Development Department and Ministry of Lands, department of physical planning an interview guide was used to facilitate an in depth discussion on the CSFs for urban development plans in Kenya.

### **3.9: Data analysis technique**

The data collected from this study was analyzed using descriptive, correlation and content analysis. This included measures of central tendency and the use of ANOVA and correlation analysis in measuring the relationships of the independent variable and dependent variable. The data was analyzed using the tool Statistical Package for Social Sciences (SPSS).The researcher have used Spearman rank order correlation analysis since it will help to show the relationship between variables that are not directly related. The researcher used this since it is easy to work out and interpret.

### **3.10: Ethical Consideration**

According to MacDonald and Headlam (2008) they considered the following as principles of ethical research. As research should be designed, reviewed and undertaken to ensure integrity and quality; Research staff and subjects must be informed fully about the purpose, methods and intended possible uses of the research, what their participation in the research entails and what risks, if any, are involved; the confidentiality of information supplied by research subjects and the anonymity of respondents must be respected; research participants must participate in a voluntary way, free from any coercion and harm to research participants must be avoided.

The researcher ensured integrity and quality of this study as proper citation was done and validity of the sample also done. The researcher upheld integrity of the data collected by keeping it in its original format without manipulating it to suit the anticipated results. Secondly the respondents of the research were briefed and informed that the purpose of this study is purely academic. Thirdly, any information given by respondents was treated as confidential without exposing any one. The respondents participated voluntarily and were not coaxed so as to give information.

### 3.11: Operationalization of Variables

The table contains objectives, the dependent and independent variables. It also shows the data collection and methods of data analysis for the study.

**Table 3.2: Operationalization of variables**

Objective	Variable	Indicators	Measurements	Level of measurements	Question	Data collection	Analysis
1. To establish the relationship between top management support on successful implementation of urban development plans in Kenya.	<b>Dependent:</b> Successful implementation of urban development plans in Kenya	<ul style="list-style-type: none"> <li>Implementation of proposed projects</li> <li>Increased no. of planning applications</li> <li>Increase levels of awareness</li> </ul>	<ul style="list-style-type: none"> <li>No. of projects</li> <li>No. of planning applications</li> <li>Levels of awareness</li> </ul>	<ul style="list-style-type: none"> <li>Ordinal</li> <li>Ordinal</li> <li>Interval</li> <li>Interval</li> </ul>	<ul style="list-style-type: none"> <li>How has the top management supported the implementation process?</li> <li>How many projects have so far been implemented</li> <li>What is the rate of planning applications?</li> <li>Can you rate the influence of the top managers in creating awareness?</li> </ul>	<ul style="list-style-type: none"> <li>Documents review</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Descriptive</li> <li>Content analysis</li> <li>Content analysis</li> <li>Correlation analysis</li> </ul>
	<b>Independent</b> 1. Top management support	<ul style="list-style-type: none"> <li>Resources</li> <li>Trouble shooting</li> </ul>	<ul style="list-style-type: none"> <li>Availability of resources</li> <li>No. of responses to challenges</li> <li>No. of goals</li> </ul>	<ul style="list-style-type: none"> <li>Ordinal</li> <li>Ordinal</li> <li>Nominal</li> <li>Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>Were resources for the project available on time?</li> <li>How would you rate their availability?</li> <li>Were there any challenges experienced during the</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> <li>Descriptive</li> <li>Correlation analysis</li> </ul>

		<ul style="list-style-type: none"> <li>• Clear cut goals</li> </ul>	<p>achieved</p>	<ul style="list-style-type: none"> <li>• Interval</li> <li>• Nominal</li> <li>• Nominal</li> <li>• Interval</li> </ul>	<p>project</p> <ul style="list-style-type: none"> <li>• Can you rate the of response to challenges by top managers</li> <li>• How was the top management committed to achieving the objectives of the plan</li> <li>• Do you think the objectives of the project were achieved?</li> <li>• What was the role of top management to the project?</li> <li>• From the project experience do you support this statement that there is a relationship between top management support and successful implementation of the project?</li> </ul>		
2. To assess the influence of the project team on successful implementation of urban	<p><b>Dependent:</b> Successful implementation of urban development plans in Kenya</p>	<ul style="list-style-type: none"> <li>• Implementation of proposed projects</li> <li>• Increase levels of awareness</li> </ul>	<ul style="list-style-type: none"> <li>• No. of projects</li> <li>• Levels of awareness</li> </ul>		<ul style="list-style-type: none"> <li>• How has the project team influence the implementation process?</li> <li>• Can you rate the influence of the project team in creating awareness?</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive</li> <li>• Correlation analysis</li> </ul>

development plans in Kenya.	<b>Independent</b> 2.Project team	1. Training	No. of qualified personnel	<ul style="list-style-type: none"> <li>Interval</li> </ul>	How was the training of the project team	<ul style="list-style-type: none"> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Descriptive</li> </ul>
		2. Staff turnover	No. of resignation	<ul style="list-style-type: none"> <li>Nominal</li> <li>Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>Do you view the following as the challenges faced by the project team that affected the implementation of the project?</li> <li>If so how efficient were the methods used to counter the problems?</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> <li>Descriptive analysis</li> </ul>
3. How does the level of client consultation influence the successful implementation of urban development plans in Kenya?	<b>Dependent:</b> Successful implementation of urban development plans in Kenya	<ul style="list-style-type: none"> <li>Implementation of proposed projects</li> </ul>	<ul style="list-style-type: none"> <li>No. of projects</li> </ul>	<ul style="list-style-type: none"> <li>Interval</li> </ul>	<ul style="list-style-type: none"> <li>How has the client consultation influence the implementation process?</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Correlation analysis</li> </ul>
	<b>Independent</b> Client consultation	<ul style="list-style-type: none"> <li>Community participation</li> </ul>	<ul style="list-style-type: none"> <li>No. of stakeholders work shops</li> <li>No. of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Nominal</li> <li>Nominal</li> <li>Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>Was there community participation for the project</li> <li>How many times was it done?</li> <li>How effective were the methods used for the purpose of communication?</li> </ul>	<ul style="list-style-type: none"> <li>Documents review</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> <li>Descriptive</li> </ul>
		<ul style="list-style-type: none"> <li>Communication</li> </ul>	<ul style="list-style-type: none"> <li>No. of communication</li> </ul>	<ul style="list-style-type: none"> <li>Nominal</li> </ul>	<ul style="list-style-type: none"> <li>What were the methods used in the project for</li> </ul>	<ul style="list-style-type: none"> <li>Documents</li> </ul>	<ul style="list-style-type: none"> <li>Content</li> </ul>

			<p>methods</p> <ul style="list-style-type: none"> <li>• Reduced haphazard developments</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal</li> <li>• Interval</li> </ul>	<p>communication?</p> <ul style="list-style-type: none"> <li>• How can you rate the communication between the consultants and the client?</li> <li>• Do you feel that client consultation is vital to successful implementation of urban development plans?</li> </ul>	<p>review</p> <ul style="list-style-type: none"> <li>• Questionnaire</li> </ul>	<p>analysis</p> <ul style="list-style-type: none"> <li>• Descriptive</li> <li>• Correlation analysis</li> </ul>
	<p><b>Dependent:</b></p> <p>Successful implementation of urban development plans in Kenya</p>	<ul style="list-style-type: none"> <li>• Implementation of proposed projects</li> </ul>	<ul style="list-style-type: none"> <li>• No. of projects</li> </ul>	<ul style="list-style-type: none"> <li>• Interval</li> </ul>	<ul style="list-style-type: none"> <li>• Do you think Monitoring and evaluation can increase the number of projects to be implemented?</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• Correlation analysis</li> </ul>
<p>4. What is the influence of Monitoring and evaluation on the successful implementation of urban development plans?</p>	<p>Monitoring and evaluation</p>	<p>Reporting</p>	<p>Types of reports</p> <p>no. of reports</p>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Nominal</li> <li>• Interval</li> </ul>	<ul style="list-style-type: none"> <li>• What was the methods use for reporting?</li> <li>• Were they efficient?</li> </ul>	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Descriptive</li> </ul>
		<p>Feedback</p>	<p>Frequency of feedback given</p>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Ordinal</li> <li>• Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>• Did you benefit from the project?</li> <li>• How would you rank the benefits of the plan?</li> <li>• Was there a direct effect of reporting and feedback in</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive</li> </ul>

				<ul style="list-style-type: none"><li>• Interval</li></ul>	<p>the project?</p> <ul style="list-style-type: none"><li>• Please rank from 1 to 4 according to you the most important CSFs that influence successful implementation of urban development plans in Kenya?</li></ul>		
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## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION**

#### **4.1: Introduction**

The study had set to achieve four objectives. They include establishing the influence of top management support, to explain the influence of the project team, to examine the influence of client consultation and to establish the influence of monitoring and evaluation on successful implementation of urban development plans in Kenya. To achieve these objectives the study had 140 questionnaires as data collection instrument. The 140 questionnaires were distributed to the former Ministry of local government, Ministry of Lands, Kilifi County council officials, private planners, young planners and Mtwapa Stakeholders. Out of those distributed 68 questionnaires were not administered. This was because some respondents were away from offices or on vacation and others returned their questionnaires late when the analysis were already done. The return rate of the questionnaires was therefore 51.4% and this was used to draw conclusions for the study.

#### **4.2: Questionnaire rate return**

The questionnaire is also known as the response rate in the study. According to the University of Wisconsin (2010) response rate is the number of completed surveys divided by the number of eligible potential respondents contacted. The number of completed survey for the study was 72 while the eligible potential respondent for the study was 140. This therefore gives 0.514 and when multiplied by 100%. The return rate becomes 51.4%.

#### **4.3: Demographic Characteristic of Respondents;**

The nature of the respondents for this study was described in terms of their age, type of organization, profession and their position in the Mtwapa project. The table 4.1 below gives the demographic characteristics of the respondents. Most of the respondents were aged between 20 to 29 years at 51.4% while the rest of the respondents were at 48.6%. The least number of respondents were below the age of 2 at 1%. In terms of organization where the respondents came from, most of the respondents were unemployed standing at 59.7%. Those from public and private sectors were few. This means that most of the respondents were from the Mtwapa town. The respondents drawn from the part of implementing the project were 33.3% from planning profession, businessmen 8% and other who were not employed at 38.9%. Those

respondents who were involved in the project were Mtwapa stakeholders at 50%, planners at 20.8%, the consultants at 5.6% and some beneficiaries at 2.8%

**Table 4.1: Characteristics of respondents**

<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>1. Age</b>		
Below 20	1	1.4
Between 20-29	37	51.4
Between 30-39	19	26.4
Above 40	15	20.8
Total	72	100
<b>2. Organization</b>		
Public Sector	9	12.5
Private Sector	20	27.8
Not Employed	43	59.7
Total	72	100
<b>3. Profession</b>		
Planner	24	33.3
Businessman	8	11.1
Mason	1	1.4
Mechanic	2	2.8
Village Elder	3	4.2
Animator	1	1.4
Community Health Worker	2	2.8
ICT Technician	1	1.4
Hair Dresser	1	1.4
Accountant	1	1.4
Others	28	38.9
<b>Total</b>	<b>72</b>	<b>100</b>

From this analysis it can be said that the youth are more anxious of the implementation of the plan since they are the majority of the respondents. Secondly most of the respondents were

from Mtwapa town where the project took place and that the respondents were also involved in the projects as they were aware of the projects to be implemented.

#### 4.4: The influence of top management support to successful implementation of urban development plans in Kenya

**Table 4.2: Resource availability to the project**

Responses on a scale	Frequency	Percent
Very Poor	7	9.7
Poor	15	20.8
Neutral	22	30.6
Good	26	36.1
Excellent	2	2.8
<b>Total</b>	<b>72</b>	<b>100</b>

Analysis was done using a 5 – point scale: 1 being very poor, 2 poor, 3 neutral, 4 good and 5 excellent. The results show that 36.1% of respondents ranked the availability of resources to the project by the top managers as good while 30.6% ranked the availability of resources as neutral.

**Table 4.3: Top management commitment to achieving project goals**

Top management commitment to goals	Frequency n=72	Percent (%)
Poor	8	11.1
Adequate	58	80.6
Excellent	6	8.3
<b>Total</b>	<b>72</b>	<b>100</b>

When asked to rank the top management’s commitment to achieve the goals of the project 80.6% said their commitment was adequate, 11.1 % said their commitment was poor and 8.3 % ranked the commitment of top managers as excellent as shown in the table 4.3. This was

measured by their ability to respond to problem during the project. The responses to problems by top managers were rated using a scale of 1, 2,3,4,5. Majority of the respondents rated the top manager's response to problems as adequate at 76.4% as shown in table 4.4.

**Table 4.4: Rate of response to problems by top managers**

<b>Rate of response to problems by top managers</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Poor	15	20.8
Adequate	55	76.4
Excellent	2	2.8
<b>Total</b>	<b>72</b>	<b>100</b>

The respondents were also asked to state if top management support had an influence to successful implementation of urban development plans. Their responses were measured using a 5 point ranking scale from 1 which meant I strongly disagree, 2 is disagree, 3 is neutral 4 is I agree and 5 is I strongly agree. Their responses were measured using spearman rank order correlation analysis. The result confirmed that top management support had an influence on number of projects implemented (an indicator for successful implementation of urban development plans).

**Table 4.5: The influence of top management support to successful implementation of urban development plans**

	<b>Influence of top management support to successful implementation of urban development plans</b>		<b>Relationship between management and success of project</b>	<b>No. of projects implemented</b>
Spearman's rho	Relationship between management and success of project	Correlation coefficient	1.000	.143
		Sig. (1-tailed)	.	.116
	No. Of projects implemented	Correlation coefficient	.143	1.000
		Sig. (1-tailed)	.116	.
<b>n=72</b>				

The influence of top management support to successful implementation of urban development plans in Kenya was measured using the spearman rank correlation. The result obtained from the correlation analysis was 0.14. This also in turn means that top management

support is partly important in the successful implementation of urban development plans. Since the correlation is 0.14 top management support therefore needs to be all inclusive as it alone cannot achieve implementation and needs to incorporate all stakeholders on board. This is also evident by the roles that the top managers had during the project. The roles included the top managers supervising the projects, sensitizing the stakeholders in Mtwapa, giving technical advices to the stakeholders, attending all workshops, committing and supporting the project goals and ensuring availability of basic resources to the project.

#### **4.5: The influence of project team to successful implementation of urban development plans**

A project team is a very essential component in project implementation. The project team include all those people who are needed to plan coordinate, organize and control the activities of a project to ensure a success of the same. The project team needs to be available well versed with the objectives of the project for them to make the project success. The respondents were asked to rate the training of the project team using a likert scale of 1 to 5. Where 1 is poor, 2 quite poor, 3 adequate, 4 good and 5 means excellent. From the below table 68.1% of the respondents rated the training for the project team was adequate, 5.6% rated them as poor. This means that the respondents were confident on the levels of trainings of the project team.

**Table 4.6: Levels of training of the project team**

<b>Training of the project team</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Poor	4	5.6
Adequate	49	68.1
Excellent	19	26.4
<b>Total</b>	<b>72</b>	<b>100</b>

The respondents were also asked if they viewed staff turnover, lack of qualified project team, team motivation as challenges facing project team and that they directly affected the successful implementation of urban development plans. Their views were also measured

using a 5 point scale which include I strongly agree, I disagree, neutral, I agree and strongly disagree. Majority of the respondents at 30.6% as seen from table 4.7 gave a neutral answer, followed by those who agree at 27.8% that those factors indeed affect the project team.

**Table 4.7: Challenges faced by project team**

<b>Challenges faced by project team: staff turnover, lack of qualified project team, team motivation</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
I strongly disagree	13	18.1
I disagree	12	16.7
Neutral	22	30.6
Agree	20	27.8
I strongly agree	5	6.9
Total	72	100

This is because when they were asked on the rate at which the challenges faced by project manager were solved, the response they gave was the same. The response given by the respondents was neutral at 44.4 %. That is why from the results it was seen that the method used to counter the problems were fair.

**Table 4.8: The influence of project team on the implementation of urban development plans**

	<b>The influence of project team on the implementation process</b>		<b>Training of project team</b>	<b>Influence of the project team on the implementation process</b>
Spearman's rho	Training of project team	Correlation Coefficient	1.000	-.075
		Sig. (2-tailed)	.	.532
	Influence of the project team on the implementation process	Correlation Coefficient	-.075	1.000
		Sig. (2-tailed)	.532	.
<b>n=72</b>				

As illustrated in table 4.8 the influence of project team on the implementation of urban development plans was measured using correlation analysis. The result of the analysis was negative 0.075. This showed that there is no relation between the training of the project team (which is the indicator of the variable project team) to the successful implementation of urban plans.

#### **4.6: Influence of client consultations to successful implementation of urban development plans**

Client consultation is also very important for a project success. It ranges between several communications from the top management, consultants and the stakeholders. The respondents were therefore asked to state during the project how frequently stakeholder participation was carried out.

**Table 4.9: The frequency of stakeholder participation as carried out in the project**

<b>Frequency of stakeholder participation</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Once	17	23.6
Twice	13	18.1
More than 3 times	32	44.4
None of these	10	13.9
<b>Total</b>	<b>72</b>	<b>100</b>

They said that stakeholder participation was done for more than 3 times at 44.4% as shown in figure 4.9. This is because the methods used for communication in the project were seen to be effective. The project had used workshops as their main tool for communication at 30.6%, followed by public notices at 26.4% and telephone calls at 1.4% were as the least method used during the project.

**Table 4.10: The Method Used In the Project for Communication Purposes**

<b>Methods used in the project communication</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Public notices	19	26.4
Workshops	22	30.6
Focus group discussions	6	8.3
Telephone calls	1	1.4
Steering committee meetings(consultative)	8	11.1
All of the above	16	22.2
<b>Total</b>	<b>72</b>	<b>100</b>

Using a scale of 4 points the rate of communication between the consultants and the client who in this case are the stakeholders was measured. The respondents said that the method used were effective at 44.4% while those seeing the methods used as not effective were at 4.2% as shown in the table 4.11 below:

**Table 4.11: The rate of communication between consultants and the client**

<b>Rate of communication between consultants and the client</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Effective	32	44.4
Average	27	37.5
Slightly effective	10	13.9
Not effective	3	4.2
<b>Total</b>	<b>72</b>	<b>100</b>



In addition to that the respondents were also asked to state if community participation is vital to successful implementation of project. They gave their answers using a 5 point likert scale .That it is 1 meant I strongly disagree, 2 is I agree,3 neutral ,4 is I agree and 5 is I strongly agree. This was then measured against the number of projects successfully implemented to see if client consultation influenced the successful implementation of urban development plans. This was done using spearman rank correlation and the results given in the table 4.11 above.

**Table 4.12: Influence of client consultation to successful implementation of urban development plan**

<b>Influence of client consultation to successful implementation of urban development plans</b>		<b>No. of projects implemented</b>	<b>Influence of client consultation to the implementation process</b>
Spearman's rho	No. of projects implemented	Correlation Coefficient	1.000
		Sig. (2-tailed)	.120
Influence of client consultation to the implementation process		Correlation Coefficient	-.185
		Sig. (2-tailed)	.120
<b>n=72</b>			

From the table 4.12 it shows that there is a negative correlation on the influence of client consultation to the number of projects to be implemented. This means in as much client consultation is increased this could lead to slow decision making processes which in turn affected the implementation of projects and when client consultation is reduced then the level of decision making would increase.

#### **4.7: Influence of monitoring and evaluation to successful implementation of urban development plans**

Majority of respondents at 52.8% said they had not benefited from the project. This could be due to the fact that the methods used for reporting and feed back for the project were not effective.

**Table 4.13: Benefits of the plan to the Mtwapa people**

	<b>Benefit of the project</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Valid	Yes	34	47.2
	No	38	52.8
<b>Total</b>		<b>72</b>	<b>100</b>

When the respondents were asked to rate which method was effective in terms of evaluation they said stakeholders meeting were the most effective methods at 61.1% as shown in the table 4.14 below:

**Table 4.14: Methods of monitoring and evaluation**

<b>Methods of evaluation</b>	<b>Frequency n=72</b>	<b>Percent (%)</b>
Follow up calls	6	8.3
Regular communication with top managers	13	18.1
Regular analysis of reports	9	12.5
Presentations during stakeholders meetings	44	61.1
<b>Total</b>	<b>72</b>	<b>100</b>

The respondents were also asked through ranking their opinions regarding the influence of importance of monitoring and evaluation to the successful implementation of urban development plans. The numbers of projects completed were used to measure successful implementation of project in this case. Spearman correlation analysis was used to see if there was an influence. The result were positive and this indicated there is an influence of monitoring and evaluation to successful implementation of urban development plans as shown in the table 4.15 below.

**Table 4.15: Influence of monitoring and evaluation on successful implementation of urban development plans**

Variables			No. Of projects implemented	Importance of monitoring and evaluation to the implementation process
Spearman's rhos	no. of projects implemented	Correlation Coefficient	1.000	.034
		Sig. (2-tailed)	.	.777
	importance of monitoring and evaluation to the implementation process	Correlation Coefficient	.034	1.000
		Sig. (2-tailed)	.777	.
<b>n=72</b>				

When the respondent were asked if it was important to conduct monitoring and evaluation had an influence on successful implementation of urban development plans their responses were affirmative. Their responses were measured using correlation analysis on two variables. The variables included the number of projects implemented (an indicator of successful implementation of urban development plans) and an independent variable as monitoring and evaluation. The results were a weak positive correlation of 0.034. This means that there are slight chances that monitoring and evaluation can influence the successful implementation of urban development plans.

#### **4.8: Summary of data analysis**

From the study it was found out that most of the beneficiaries of the Mtwapa project were aware of the project and were indeed waiting for the implementation process. The study also noted that most of the respondents who were anxious of the implementation process were of youthful age. The study was looking at four critical factors that influence successful implementation of urban development plan. The study had used a 4 point ranking scale to

also determine among the four factors which one was more important in terms of urban development planning as compared to the rest of factors. The importance of factors was measured using spearman rank correlation analysis as shown in the table 4.16 below. From the table it was shown that project team was indeed one of the key critical success factors to ensure successful implementation of urban development plans. The factor was followed by top management support, Client consultation and monitoring and evaluation was however seen as the least important factor.

**Table 4.16: Critical success factors that influence successful implementation of urban development plans**

			Project team	Top management support	Client consultation	Monitoring and evaluation
Spearman's rho	Project team	Correlation Coefficient	1.000	.820**	.733**	.499**
		Sig. (2-tailed)	.	.000	.000	.000
	Top management support	Correlation Coefficient	.820**	1.000	.684**	.523**
		Sig. (2-tailed)	.000	.	.000	.000
	Client consultation	Correlation Coefficient	.733**	.684**	1.000	.647**
		Sig. (2-tailed)	.000	.000	.	.000
	Monitoring and evaluation	Correlation Coefficient	.499**	.523**	.647**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
			<b>n=72</b>	<b>n=72</b>	<b>n=72</b>	<b>n=72</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1: Introduction**

This chapter discusses on the summary of the findings of the study. It also has a discussion based on the findings of the study and includes a discussion of various scholars on critical success factors. The discussions are based on the four objectives for the study. In addition to that the chapter also gives some recommendation for policy and also proposes for some new areas of further study.

#### **5.2: Summary of Findings**

From the findings out of the four objectives top management support and monitoring and evaluation showed that had an influence on successful implementation of urban development plans. Whereas the other two objectives project team and client consultation indicated that they do not have an influence to successful implementation of urban development plans.

##### **5.2.1: Influence of top management support on successful implementation of urban development plans**

From the results it was found out that top management support had an influence on successful implementation of urban development plans. The influence of top management support was measured by spearman rank correlation from the 72 respondents. The coefficient obtained was 0.14. This showed that there is an influence, however a weak one.

##### **5.2.2: Influence of project team on successful implementation of urban development plans**

The study also sought to explain the influence of project team on successful implementation of urban development plans. The project team and implementation process were used as a measure of the influence. Spearman rank order correlation was also used. The results obtained were that the coefficient was -0.075. The results indicated that the project team however qualified it was had no influence to the successful implementation of urban development plans.

##### **5.2.3: Influence of client consultation on successful implementation of urban development plans**

Influence of client consultation on successful implementation of urban development plans was also measured using the Spearman rank order correlation analysis. The results obtained were -0.185. This indicated that from the analysis of the 72 respondents, there was no influence of client consultation on

successful implementation of urban development plans. This further meant that however much consultations were done the implementation process was seen to be slow. In as much as client consultation increases the chances of plan ownership, constant consultation can also sometimes causes delays in decision making and subsequently derailing a process.

#### **5.2.4: Influence of monitoring and evaluation on successful implementation of urban development plans**

The other objective was to establish if there was an influence of monitoring and evaluation on successful implementation of urban development plans. The measurement of the 72 respondents was also done using spearman rank order correlation analysis. A positive coefficient of 0.034 was obtained. This showed that there was a strong influence of the monitoring and evaluation on successful implementation of urban development plans. This meant the constant check and balances in a project ensure success in the implementation of the same.

#### **5.3: Discussion of Findings**

From the study the top management support was seen as the most important critical success factor in successful implementation of urban development plans. The top managers need to be proactive and ready to solve problems whenever they arise. The results also indicated that top management was also very crucial when communicating of project goals to its stakeholders. As Ngai et al. (2008), confirms that in their study top management was cited as one of the frequently cited CSF for ERP implementation and that the presence of a project champion has also facilitated many successful projects. Price water house Coppers (PWC) (2012) also confirm that senior managers that supports project management driven key initiatives achieve stronger business results and effective project management is vital to many organisation. This means that the top managers participate fully in the project by showing their commitment in achieving the objectives of the project. Once this is exhibited by the top managers a plan is bound to be successful.

Project team on the other hand from the findings was seen to have a negative correlation from the study. This meant that in as much as the project team was trained, it does not mean that the plan will be successfully implemented. Contrary to this is what Kuen et al. (2009) thinks that competent project personnel are significant to direct project success. A competent project team comprised a project leader with its members, who are specifically selected, trained and possessed the required skills, knowledge and experience to handle the demands of the project. However, Loquercio et al. (2006) foresee from their study some project team challenges like

that staff turnover is problematic and expensive, affecting not only learning and efficiency, but also the capacity of agencies to respond to new emergencies, or even sometimes just to continue existing programmes. The study further reports that there are direct and indirect consequences of staff turnover. The consequences are that there will be lack of continuity, inferior programme quality and loss of talent in the organization.

Client consultation was also seen to be the third least important factor in the implementation of urban development plans from the study. Although the results are contrary to the principles of urban planning which indicates that client consultation is key. Pinto and Slevin's work, (Kuen et al., 2009) in his study, found out that client consultation is not relevant to project success in manufacturing. However, urban planning is a service industry and consultation with client is very tenet. Reeves (2012) emphasises that consultation is central to better policy-making and implementation. The most successful consultations for both officials and user or representative groups are those carried out through on-going consultative forums that provide a means for organisations to look ahead at emerging issues as well as receive feedback on existing policies and practice. The (United Nations Human Settlements Programme (UN-HABITAT), 2010) also confirms that participatory processes are becoming more and more embedded into planning processes in order to provide for meaningful engagement and involvement of the public in all phases of decision making, implementation and monitoring. In addition to that participation also ensures the relevance of plans when faced with limited resources and can also increase effectiveness. Contrary to these thoughts is what Agevi (2012) thinks that public participation(client consultation in this case) in urban planning and development has been unstructured and ineffective. Furthermore, it has been characterised by apathy and political interference. There are several reasons for this: lack of clear guidelines on stakeholder participation; limited information sharing; poor appreciation of urban planning; and vested interests.

Monitoring and evaluation was also seen as the second most critical success factor in influencing successful implementation of urban development plans by the study. Once the urban development plans are completed and given to the respective implementers, monitoring and evaluation needs to be carried out to ensure if objective set for them was achieved. UN HABITAT (2010) confirms to be successful in helping to achieve urban development, planning needs continuous updating. More so, its effectiveness and efficiency, sustainability

needs to be measured. Ragheb et al. (2012) also support that by stating that Monitoring and Evaluation (M&E) is a significant instrument of management in urban planning practice. Its implementation on development projects and determining their priorities has immense prospects to assure successful performance of such plans.

#### **5.4: Conclusions**

This study has studied four critical success factors that influence successful implementation of urban development plans in Kenya. The factors include top management support, project team, client consultation and monitoring and evaluation. Among the four factors the study had indicated that top management support and monitoring and evaluation are the most important factors in influencing successful implementation of the urban development plans. Based on the finding top management was found to be playing very key roles. Among them is supervising the project, ensuring that all resources for the project are timely available and committing and supporting the project goals. Monitoring and evaluation on the other hand is also an important factor in a project. A project needs to undergo constant checking during and after completion of the same. This will ensure that the project is on course and whatever was set forth to be achieved is accomplished successfully. From the findings issues like constant reporting and giving feedback have been cited as tools for monitoring and evaluation.

In as much as these are two factors were not positively supported by the findings of the study, they are still very important in urban development plans projects. Client consultation need to be embraced as it is today's principle method of preparing strategic plans. The idea of doing constant client consultation is very critical. This in itself increases the ownership of plans and also increases the sustainability of the same. Project team is also another important factor in any project. A team that is qualified and has good skills ensures that the project goals are well articulated and achieved with ease. From the findings staff turnover, lacks of team motivation were found to be challenges facing the project team. However, if solved at an early stage they seem not to be challenges any more.

#### **5.5: Recommendations for policy and practice**

The recommendations for the study were to encourage the top managers to be effective project champions. They need to fully own the project and commit themselves in achieving project objectives. They also need to be very fast in providing project resources and proactive when it comes to decision making.



Secondly the project team needs to be highly motivated and equipped with adequate planning skills. The project also needs to communicate their challenges they face on ground to the top managers. They also need to be open and work hand in hand with the stakeholders on the ground.

Thirdly there also needs to be constant client consultation and efficient monitoring and evaluation programmes for the plan. The recommendations arising from this study is that it was observed that constant client consultation needs to be done. The consultants/project team needs to come up with effective ways of involving stakeholders into the project. This will ensure project ownership and sustainability of the same.

The successful implementation of the urban development plans needs effective and efficient monitoring and evaluation programmes. The institutions in charge need to set a requirement for the plans in that a good team for monitoring and evaluation needs to be actively involved. The client also needs to ensure a SMART monitoring and evaluation plan is done before the plan is initiated. Later on a meta-evaluation needs to be done to ensure that the implementation process for the plan is on course.

### **5.6: Suggestion for Further Study**

Further to this study other studies should focus on:

1. The role of other six critical successes factors and finds out if they influence the successful implementation of urban development plans in Kenya. The six include project mission, project schedule/plan, technical tasks, client acceptance, communication and trouble shooting
2. The studies should use larger sample of both the planners in and the beneficiaries of the plan. This will reduce the researcher's biasness over the sample size.
3. There is also need to research on the strategies to be put in place to ensure that the plans are implemented as proposed.
4. Other methods of data analysis could be used since in the study the researcher had a bias on descriptive (the use of percentile) and spearman rank order correlation analysis.

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## APPENDIX I

### LETTER OF TRANSMITTAL

Munira Ally Jadeed,  
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Mombasa,  
[munnylight2005@yahoo.com](mailto:munnylight2005@yahoo.com)

5<sup>th</sup> May, 2013

#### TO WHOM IT MAY CONCERN

I am a student in the University of Nairobi undertaking a Masters degree in Project Planning and Management in the Department of Extra Mural Studies. I am undertaking a study on critical success factors that influence urban development plans in Kenya: A case of Mtwapa town in Kilifi County. The study has four objectives which include the influence of top management support, project team, client consultation, monitoring and evaluation; on successful implementation of urban development plans in Kenya. I humbly request for your time to assist in administering the questionnaire during my data collection. Kindly find attached the questionnaire

The scope of my study will be to Mtwapa town during the study. The sample size for the study was carefully selected and a sample size of 140 respondents was arrived at. The sample size was selected from various groups among them include: Ministry of Local Government Officials, Ministry of Lands Officials, County Council of Kilifi officials, young planners, practicing planners, stakeholders in Mtwapa and other professionals in Mtwapa.

I therefore kindly request you to fill the attached questionnaire and return through my email. By you returning the questionnaire it will be a way of you consenting to participate in the study. Upon your request I can also send the summary of the results.

Your cooperation will be highly appreciated.

Thanking you in advance,

Munira Ally Jadeed.



## APPENDIX II

### QUESTIONNAIRE

**Declaration:** This study is authorized by the University of Nairobi and is conducted by the researcher on an already completed project as partial fulfilment for the award of Masters of Arts Degree in Project Planning and Management. The study being undertaken is on critical success factors that influence successful implementation of urban development plans in Kenya: a case of Mtwapa town in Kilifi County. The data collected will be treated with utmost confidence and strictly used for academic purposes only.

#### A. PERSONAL DETAILS

Name.....Age.....

Organisation.....

Profession.....Position in the project.....

#### B. TOP MANAGEMENT SUPPORT

1. Were resources for the project available on time?

Yes  No

2. How would you rate their availability?

Very poor  Poor  Neutral  Good  Excellent

3. Were there any challenges experienced during the project?

Yes  No

4. Can you rate the response to problems by top managers during the project?

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5

Poor Adequate Excellent

5. How was the top management committed to the objectives of the plan?

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5

Poor Adequate Excellent

6. To what extent was the communication level between the top managers and the stakeholders?

Very poor  Poor  Neutral  Good  Excellent

7. Do you think the objectives of the plan were achieved?

Yes  No

8. To what extent were they achieved?

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5  
Poor Adequate Excellent

9. What was the role of top management to the project?(you can pick more than one)

- a. Supervising the project
- b. Sensitize the stakeholders in Mtwapa
- c. Give technical advice to the consultants
- d. Attend all workshops
- e. Commit and support the project goals
- f. Ensuring availability of basic resources to the project
- g. All of the above

10. From the project experience do you support this statement that there is relationship between management support and successful implementation of the project?

1----- 2----- 3----- 4 ----- 5  
I strongly disagree Neutral  Strongly agree

### C. PROJECT TEAM

11. How can you rate the training of the project team?

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5  
Poor Adequate Excellent

12. Do you view the following as the challenges faced by the project team that directly affected the implementation of the project?(staff turnover, lack of qualified project team, team motivation),

I strongly disagree  I disagree  Neutral  Agree  Strongly agree

13. If so how efficient were the methods used to counter the problems?

Effective  Average  Slightly effective  Not effective

**C. CLIENT CONSULTATION**

14. How frequently was stakeholder participation carried out in the project?

- a. Once
- b. Twice
- c. More than 3times
- d. None of these

15. What were the methods used in the project communication?(you can pick one or more than one method)

- a. Public notices
- b. Workshops
- c. Focus group discussions
- d. Telephone calls
- e. Steering committee meetings(consultative)
- f. All of the Above

16. How can you rate the communication between the consultants and the client?

Effective     Average     Slightly effective     Not effective

17. Do you feel that community participation is vital to successful implementation of projects?

1----- 2----- 3----- 4    ----- 5

I strongly disagree

Neutral

Strongly agree

**E.MONITORING AND EVALUATION**

18. Identify the methods used for reporting and feed back in project?

- a. Follow up calls
- b. Regular communications with the top managers
- c. Regular analysis of reports
- d. Presentations during stakeholders meetings

19. Did you benefit from the project?    Yes  No

20. How would you rank the benefit of the plan to the following:

**Table 3.3: Benefits of the plan**

	→				
	1		3		5
Rates	very poor		Average		Excellent
Beneficiaries					
Yourself					
Residents of Mtwapa					
County Council of Kilifi					
Land in Mtwapa					

21. Please rank from 1 to 4 according to the most important CSFs that influence successful implementation of urban development plans in Kenya

**Table 3.4: Ranking of Critical Success Factors that influence the successful implementation of urban development plans**

Least Most important

	→						
Ranks	1	2	3	4	5	6	7
Critical Success Factors							
Top management support							
Project team							
Client consultation							
Monitoring and evaluation							
Legal factors							
Land tenure							
Cultural factors							

**F. SUCCESSFUL IMPLEMENTATION OF URBAN DEVELOPMENT PLANS**

22. How has the top management supported the implementation process?

Slightly <input type="checkbox"/>	Average <input type="checkbox"/>	High <input type="checkbox"/>
-----------------------------------	----------------------------------	-------------------------------

23. How many projects have so far been implemented

- a) less than 5   b) more than 5   c) none of the proposed   d) all of the proposed

24. What is the rate of planning applications?

Low <input type="checkbox"/>	Average <input type="checkbox"/>	High <input type="checkbox"/>
------------------------------	----------------------------------	-------------------------------

25. Can you rate the influence of the top managers in creating awareness?

1	2	3	4	5
Poor		Adequate		Excellent

26. How has the project team influence the implementation process?

1	2	3	4	5
Poor		Adequate		Excellent

27. Do you agree that the project team played a role in creating awareness?

1-----	2-----	3-----	4	-----5
I strongly disagree		Neutral <input type="checkbox"/>		Strongly agree <input type="checkbox"/>

28. How has the client consultation influence the implementation process?

1-----	2-----	3-----	4	-----5
I strongly disagree		Neutral <input type="checkbox"/>		Strongly agree <input type="checkbox"/>

29. Do you think Monitoring and evaluation can increase the number of projects to be implemented?

1-----	2-----	3-----	4	-----5
I strongly disagree		Neutral <input type="checkbox"/>		Strongly agree <input type="checkbox"/>

