Novelty Journals

ISSN 2394-9694

International Journal of Novel Research in Humanity and Social Sciences
Vol. 6, Issue 6, pp: (96-116), Month: November - December 2019, Available at: www.noveltyjournals.com

DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF INFRASTRUCTURAL PROJECTS IN NYAMIRA COUNTY, KENYA

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Abstract*: The purpose of the study was to establish the determinants of successful implementation of county government infrastructural projects in Nyamira County. The objectives of the study were to determine the influence of governance structure son implementation of County government infrastructural projects in Nyamira County, Kenya. The objectives of the study were to assess the influence of governance structure on the implementation of county government infrastructural projects, to examine the influence of project management practices on implementation of county government infrastructural projects, to determine the influence of resource allocation on implementation of county government infrastructural projects, and to establish the influence of stakeholder involvement on implementation of county government infrastructural projects. The study was guided by four research questions derived from the research objectives. The study used Descriptive research survey design. The target population for the study comprised of, the department of roads, transport and public works staff with 65 staff, 38 community representatives(chiefs), Chief officers 15, 15 Contractors of completed and ongoing projects and 20 members of the county assembly. This makes a target population of 153 respondents. Structured Questionnaires were used to collect information from the sampled respondents. The data was analyzed using the SPSS 25.0 software program. Data was presented using tables and associated explanations. Correlation was used for hypotheses testing. The study established that governance structure, project management practices, resource allocation and stakeholder involvement influenced implementation of infrastructural projects as was indicated by 37.4 percent of the respondents for governance structure, 40.7 percent of the respondents for project management practices, 34.1 percent of the respondents for resource allocation and 31.9 percent of the respondents for stakeholder involvement. The study recommended that the county government should allocate substantial infrastructural development budget; that the county government should set up strategic communication unit so as to engage with stakeholder and the general public on matters of development effective; that the county government should raise the level of stakeholder involvement so as to ensure that there is ownership and sustainability of projects and the county should ensure that there is fairness in hiring of County staff so that all County clans and ethnic groups in Nyamira are represented in the county government.

***Keywords:* Determinants of Successful Implementation of Infrastructural Projects.**

ABBREVIATIONS AND ACRONYMS

CIDP: County Integrated Development Plan

CSF: Critical Success Factor

DFI: Direct Foreign Investment

ECDE: Early Childhood Development Education

ERP: Enterprise Resource Planning
FBO: Faith Based Organizations
FY: Financial Year
GDP: Gross domestic Product
GOK: Government of Kenya
HRM: Human resource management
IDA: International Development Association
IGA: Income Generating Activities
KIBHS: Kenya Integrated Household Budget Survey
KNBS: Kenya National Bureau of Statistics
KNBS: Kenya National Bureau of Statistics
NGO: Non-Governmental Organization
PBB: Program Based Budgeting
PMBOK: Project Management Book of Knowledge
PMI: Project Management Institute
PPP: Public private Partnership
QM: Quality management
RBV: Resource Based View
SPSS: Statistical package Social science
TPI: Time Performance Index
WB: World Bank

1. INTRODUCTION

Infrastructure encompasses both public and private assets, including public services, the economic sector as well as social contributors influencing living standards and quality of life (Grimsey and Lewis, 2004). Infrastructure is the basic services or social capital of a nation, which bolsters economic and social activities (Rutherford, 2002): Economic infrastructure is constituted from large, long-standing structures such as transportation, power, communications and utility systems which facilitate economic activity (Gramlich, 1994). Social infrastructure encompasses municipal, housing, education, health, justice and recreational assets which ameliorate human development, quality of life and living standards (Howes and Robinson, 2005).These infrastructures according to DPLG, 2007 facilitate social development and form the backbone of a community.

Infrastructural facilities include; water supply ,housing, sanitation, electricity, waste disposal, roads and transport, health infrastructure, sports facilities, schools, social amenities. Indeed, the seminal work of Aschauer (1989) estimated an output elasticity of core infrastructure of 1% increase in investment in public infrastructure will result on a 0.24% increase in the output of the private sector. Infrastructure is the physical undergirding of any society, and a country's infrastructure plays a large role in determining its long-term economic and social trajectory. One World Bank study found that infrastructure not only accounted for over half of Africa's improved growth performance from 2001 to 2005, but also yielded indirect human development benefits in terms of disease reduction, health and education, and market creation. There is broad consensus that infrastructure is beneficial to growth and development.

Infrastructure contributes to growth and development via productivity gains, and by reducing adjustment costs, especially for small firms, increasing the durability of private capital and markedly improving health and educational outcomes (Agénor and Moreno-Dodson, 2006). Infrastructure development, moreover, can facilitate trade and foreign direct investment and has the power to foster intraregional trade and investment flows, thereby creating regional markets, and in the process further accelerate growth and reduce poverty. Together with expanded demand, infrastructure development can also encourage supply diversification and regional economic convergence. Most current investment in infrastructure

comes from the public sector. Infrastructure development is a multifaceted task that typically requires large-scale funding involving complex financial engineering, an appropriate regulatory framework, active public policy and above all human, technical and institutional capacities: privatization, PPPs and financing from RDBs.

The implementation of projects in a sustainable manner is complex. It requires the coordination of a wide range of activities, diverse institutional arrangements, and different time frames (DFID 1998). The World Bank's World Development Reports (1993; 1998) observe that many government development projects have been mismanaged over the years. Boyd (2001) points out in his research that software development projects are notoriously poorly managed and that it is not uncommon for the projects to be delivered late and over budget by a factor of 50 per cent - 100 per cent.

Andersen, Grude, Haug, & Turner (1987) identified project pitfalls or things that the project managers might do or not do which increased the possible chance of failure. They identified pitfalls in the way the project is established, planned, organized and controlled. Only once in their list is the project manager mentioned directly and that is in organizing the project, the project manager should be chosen for his or her managerial competence and not their technical skills. Their reasoning is that technical experts are not good at Barnard's (1938) cognitive and cathartic roles. Andersen et al. (1987) produced a list by asking project managers to record why their projects had failed. Morris .Internationally, there has been a recorded failure by governments to appreciate the potential benefits of social infrastructure. Described as the 'glue which holds communities together' (World Bank, 1998) Social infrastructure is a myriad of explicit and implicit benefits, and is thus difficult to measure. There is a growing body of literature which demonstrates the benefits of social infrastructure far outweighing its provision costs.

Bebbington and Bajekal (2003) and Rasulo et al. (2007) correlated poorer general health, both in absolute and relative terms to social deprivation. Leipziger et al. (2003) opined, by improving a country's infrastructure index by as little as 10%, child mortality may be reduced by 5%, infant mortality by 3.7% and maternal mortality rate by 7.8%. Casey (2005), citing Marmot and Wilkinson (2001) purported, for every $1 invested in community infrastructure, $10 could be saved through reduced crime, better employment opportunities and so on. Moreover, social infrastructure creates employment opportunities. At least a third of the world's rural population does not have all-weather roads. Daamen (2010) argues that 'governments have found themselves not above but between the other actors concerned, signifying a definite shift in their power to enforce and regulate particular land-uses and planning activities. Research has established that social infrastructure provision positively influences economic growth and social development.

(De Zeeuw, 2007; Van Rooy, 2009) argue that Dutch urban development practice is characterized by a growing sense of ineffectiveness and inefficiency. They argue that legal and organizational arrangements could assist in solving the implementation problem. However, Van Aken (2004) and Klijn (2008) argue that it is often the actors' management of projects which makes a difference in achieving successful outcomes of projects. Schmidt (1986) claims that there are clear examples of participation in the World Bank financed operations leading to increased project effectiveness, increased efficiency, strengthened capacity of community level groups and empowerment of beneficiaries. Holmes and Krishna (1986) also agree that participation motivates clients to be more vocal and demanding in their dealings with the agencies concerned. They argue that such efforts have resulted into a more responsive and accountable system overall. John Twiggs (2004) contends that the principle of accountability lies at the heart of genuine participation and community involvement in development. It can be applied to everyone, from village elders to the United Nations. It applies to state institutions that are expected to be accountable through the democratic process and to private sector and non-profit organizations which are not directly subject to democratic control. According to the 2017 Ernest & Young attractiveness report, Africa's key hub economies; South Africa, Nigeria, Kenya, Egypt and Morocco remain the continent's top recipients by FDI projects. Collectively, these markets attracted 58% of the continent's total FDI projects in 2016.Therefore; infrastructure helps facilitate human activity, in particular by lowering the cost of various economic activities and by improving their quality. This is why it has an essential role to play in the economic transformation of the African continent. Modern infrastructure is especially needed for national land-use planning and to meet regional integration objectives within the various regional economic communities. The weakness of infrastructure in Africa is well known and it is a significant hindrance to our capacity to face international competition. . Since the beginning of the 1990s, a number of empirical studies have found that public investment in infrastructure has a positive and significant impact on output. In his seminal work, David Aschauer (1989) triggered a long overdue dialogue among economists and policymakers when he published a study arguing that much of the decline in the United States of America's productivity

in the 1970s was precipitated by declining rates of public capital investment. On average between one-third and one-half of infrastructure services is for final consumption by households (Prud'Homme, 2004).

Infrastructure tends to be particularly important along the process of structural transformation, as developing countries move away from primary to secondary and tertiary economic industries. In a recent paper, Battacharya et al. (2012) show how for most developed economies a temporary boost in investment and infrastructure spending has indeed been necessary to move to the next stage of economic growth and development.

2. REVIEW OF RELATED LITERATURE

It is said that a good plan is only as good as its implementation and without plan implementation it is just as good as not having a plan at all. A project's main purpose is to meet stakeholders' needs and expectations (Burke, 2003). The way of structuring the workload in the project-format enables companies to be more flexible and apt to changing environments. One of the reasons why the project-organization has become so popular is its ability to adapt to the changes in consumer preferences, which for the past decade or so has been to focus on customized products and solutions (Karlsen, 2013). Another reason is that assessing risk, resource demands, time required, cost and profitability, in order to evaluate the overall project performance, is easier when tasks and activities are separated into projects (Burke, 2003; Karlesen, 2013).Effective project implementation requires a unique skill set that may not be exactly the same as ones daily job description, Omweri,C(2019).

A project is considered a success if the project management is a success and the project product is a success (Shojaie et al., 2016). People say that a project is successful as far as project management is concerned if the project is complete within time, within the given budget and meets the customer requirements with the specified quality (Bodicha, 2015). Different stakeholders of the project such as project manager, team members, senior management, functional managers, CEO, directors, suppliers, vendors, customers and third parties have a different perspective on project success (Ramos &Mota, 2016). For example, a project which is considered as successful by senior management may not be considered as successful by team members. This is because the team has worked extra hours and weekend as well (Project Management, 2016). Similarly, a project considered as a success by a project team may not be considered as a success by the customer. This is because the project is delayed by 20% and the costs go out of the track by 30%.

Different stakeholders interpret the project success differently (Beleiu et al., 2015). According to Attarzadeh and Ow (2008), the factors which cause the project success include user involvement, good planning and estimations, good leadership and team member's technical skills. Next, Verner et al. (2005) have studied the effect of requirements engineering on project success. Differently, according to DeMarco and Lister (2003), good effort and schedule estimates have a huge effect on project success. Meanwhile, politic, legality, culture, technic, management, economic, environment, society, corruption, and physic are the critical success factors for international development project management as stated by Kwak (2002). While Amberg and Wiener (2006) have studied the critical success factors for offshore software development projects from German Perspective. Then, according to Gido and Clements (1999), project success consists of four components such as budget, time, performance (quality and utility), and customer satisfaction.

Generally, the term governance is often referred to as an act of government. Governance as defined by United Nations Development Program (1997) is "the exercise of economic, political, and administrative authority to manage a country's affairs at all levels. It comprises of mechanisms, processes, and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences"Mr Kofi Annan, emphasized many times that "good governance was perhaps the single most important factor in eradicating poverty and promoting development" (United Nations, 1998).Governance matters have been an integral part of societies since the dawn of civilization, and especially so with respect to what values, ethics and rules of conduct and justice should be upheld, how societies should be organized, and who should hold power and authority.

The International Monetary Fund (IMF) expresses its view about the linkage between good governance and economic development stating that "promoting good governance in all its aspects, including ensuring the ruleof law, improving the efficiency and accountability of the public sector, and tackling corruption" can make economies prospers (International Monetary Fund, 1997). Good governance is important to achieve investment and thus economic growth by creating sound business environment. Good governance would minimize persistent occurrence of bad policy and therefore, enhance

policy implementation. Bloom et al.'s (2004) survey of the major theories of governance with respect to economic development (and with special reference to Asian countries) suggests that the successful society possesses the following key characteristics in terms of 'good governance' and exemplary economic development: Competitiveness – that is, the successful nation is competitive, and one of the main issues in this respect is the various ways that governments can facilitate the competitiveness of firms and industries; Strong institutions and rules-based conduct – as effective, adaptable, stable, rules-based and accountable institutions are crucial for successful development; and Social capital – for actions to facilitate competitiveness and build strong institutions occur within a social context. Furthermore, these pivotal aspects of governance require three conditions to facilitate economic development: clear definition of roles for institutions and other players; responsiveness of governance arrangements to existing conditions, plus adaptability to change; and a consistent focus on the public interest. Importantly, this way of thinking about governance and development also results in the pursuit of broad-based governance interventions or reform.

Countries with 'good' governance have higher rates of economic growth in comparison to those with poor governance (Knack& Keefer 1995). Rodrik (2008) offers a measured and cautionary conclusion to his recent paper on governance by noting that economists have little to say about 'good governance', but much to contribute to the governance for growth agenda. Acemoglu Michael Chibba (2008) argues that the link between enhanced governance and governance for growth is neither clear-cut nor can it be confidently pursued as a policy. He offers five additional recommendations that are essentially cautionary points (directed in the first instance to World Bank economists): There is no general recipe for improving institutions; The pitfalls of policy reform should be avoided, and the political economy constraints should be recognized; Policies can create new and potentially dangerous political constituencies; Public goods are indispensable; and Openness and transparency are important. Social order is maintained through the interplay between competition, institutions and beliefs. Second, with respect to the transition to open access, the historical and institutional context is important, but the specific details of change and the specific institutions that are the agents of change differ across societies(North et al. (2008).

Although the neoliberal ideology gradually emerged in the late 1980s and early 1990s, with its good governance and free-market agenda, the first clear official policy shift on governance matters in international development was announced in 1996 through a seminal address at the Annual Meeting of the World Bank and the International Monetary Fund (IMF), which placed good governance and tackling corruption as priority issues (World Bank 1996).Good economic management and aid contribute to growth (Burnside & Dollar 1998); fiscal decentralization can promote enhanced governance (Huther& Shah 1998); efficient and effective institutions matter (Rodrik 2007); and reforming public institutions can strengthen governance (World Bank 2000, 2003). Thus, enhanced governance is suggested to be at the heart of economic, social and political progress. The Global Monitoring Report (World Bank 2007) suggests that an appropriate governance framework assists in incorporating and systematizing the guiding principles towards a governance system that, in essence, has three parts how governments make things happen, how checks and balances in institutions hold government accountable, and how citizens are engaged as an active part of the governance process. Decentralization is also a key policy issue in development, but one that is increasingly being pursued by both donors and developing countries, to bring governance closer to the people through devolution of central authority and administration. In addition, decentralization is viewed by certain proponents as a means to promote inclusive development and, thus, to tackle key issues of poverty and inequality. In 'Decentralization of governance and development' Pranab Bardhan (2002) reaches the conclusion that politics (specifically, changes in existing power structures within communities) and inclusive development are central to effective decentralization. While the principles of good governance are laudable, in practice however, they are essentially donor driven, technocratic, and not profound in terms of the complexity involved in establishing a meaningful set of globally (or even nationally) acceptable principles and objectives that, importantly, the developing countries find to be appropriate and realistic (for example, see Fukuyama 2007a, 2007b; Odugbemi& Jacobson 2008).

Apropos, and with special reference to funding levels, the UNDP and the World Bank are the leaders in supporting the practice of governance. Within this challenging context, the World Bank (2006b) has noted that 'in spite of improvements in governance in a number of countries, there have been a similar number of countries where deterioration has taken place. This is a mild admission of the fact that the current approaches to the overall subject are not working as well as had been anticipated. Governance in practice is also influenced by the bargaining power, and national goals and plans of

developing-country partners. Botswana is often viewed as exemplary of good governance in Africa (Iimi 2006; Kaufmann et al. 2006; Rodrik 2007; Acemoglu 2008).

Bardhan (1997) has also elaborated that corruption, over centralization, and inside conflicts are common in various parts of the world. Weak governance would create distortions in economic policy and thus an environment for corruption. This is especially more so if there is no clear demarcation lines between the public and private spheres and if there is no proper regulation.

The Project Management Body of Knowledge (PMI, PMBOK®) defines Project management as "the application of knowledge, skills, tools and techniques to project activities in order to meet project requirements (PMI, PMBOK®, 2008 p6). In other words the project manager must do what is required to make the project happen (Burke, 2003 p3).Project management is "a set of principles, methods, tools and techniques for the effective management of objectives-oriented work in the context of a specific and unique organizational environment" (Knutson and Bitz 1991, 2). A number of authors agree with the assertion of Kinkus (2007) that project management in libraries is "here to stay" (361) and that project management skills are now essential for professional librarians working in a variety of roles (Mathews and Pardue 2009; Mosley and Kaspar 2008; Fagan and Keach 2011; Feeney and Sult 2011; Horwath 2012; Saunders, Rozaklis, and Abels 2014).

Katz (1974) is one of the pioneers who investigated effective managerial skills. He examined the skills which executives exhibited to carry out their jobs effectively. He suggested three basic developable skills, namely; Technical, Human, and conceptual skills. He defined technical skill as the "specialized knowledge, analytical ability within that specialty, and facility in the use of the tools and techniques of the specific discipline"; human skill as "the ability to work effectively as a group member and to build cooperative effort within the team"; and conceptual skill as the "ability to see the enterprise as a whole including recognizing how the various functions depend on one another and how changes in one part can affect all the others" (pp. 91, 93). Katz added that conceptual skill extends to visualizing the relationships of the business to the industry, the community, and the political, social, and economic conditions as a whole.

A project may be well conceived and adequately financed, the resources may be specialists, and consultants may be highly experienced, but if the efforts of all the participants are not skillfully coordinated and managed, the project may overrun the budget, fail to meet the schedule, or fall short in functional and technical quality. Strong planning skills, good communication, ability to implement a project to deliver the product or service while also monitoring for risks and managing the resources, will provide an edge towards your success. Project Managers can be seen in many industry sectors including: Agriculture and Natural Resources; Arts, Media and Entertainment; Building Trades and Construction; Energy and Utilities; Engineering and Design; Fashion and Interiors; Finance and Business; Health and Human Services; Hospitality, Tourism and Recreation; Manufacturing and Product Development; Public and Private Education Services; Public Services; Retail and Wholesale Trade; Transportation; and Information Technology.

Andersen et al. (1987) produced a list by asking project managers to record why their projects had failed. Morris (1988) identified success factors and failure factors. With different factors identified at successive stages of the PM life cycle, he mentioned poor leadership as a failure factor during formation, buildup and close-out but not during execution. Morris (1988) however mentions many of Barnard's (1938) cognitive and cathartic roles as success factors, and thus implicitly states that the project manager should be competent in these things.

People, including leadership and management overtly appear as success factors, as do many of Barnard's (1938) cognitive and cathartic roles. Studies have revealed the value of political skill in organizations. Mainiero (1994) found that political skill is an important factor that contributes to career advancement of women, while Perrewé and Nelson (2004) argued that political skill is essential for successful female managers. Spencer and Spencer (1993) suggested that well developed political skill is an important contributor that distinguishes superior performers. Ahearn et al. (2004) found that a leader's political skill causes teams to perform more effectively.

It is often said that the history of modern project management started with the Manhattan project. And for scholars of group dynamics, management, science studies, project management etc. this project to build the world's first nuclear bomb never seems to cease to be a source of inspiration. Technical tools in modern project management theory have their origins in very large technical/military projects. One of the most influential planning techniques, PERT, was even

developed by the US Navy in 1958 for the project to create the Polaris missile (Packendorff 1994, Meredith & Mantel 1995).Industry reports, e.g. KPMG (2002) also highlight the growing adoption of project management standards and practices across large numbers of organizations, including the creation of project management centers of excellence within UK 2 government departments (Thirty and Deguire, 2004).

Turner (1993) for example, observes; 'contrary to the common belief that the Western-oriented techniques of project management are just straight forward procedures that anyone can learn and implement, there are considerable cross-cultural problems in using the approach in non-Western Countries'. The need for empirical evidence on reasons for project failure and success in Ghana and perhaps other African countries with similar conditions, particularly third world countries, cannot be overemphasized. Generally, project management knowledge is low even among subject matter lecturers of some Polytechnics Institutions in Ghana (Moderator's Report, 2007). Problem Solving is a key skill required of project managers because projects (particularly start-up projects) are rife with problems and challenges.

According to the Project Management Institute (PMI, 2008), problem solving involves a combination of problem definition and decision-making. Problem definition requires distinguishing between causes and symptoms which may be either internal or external to the organization. At the same time problems may be technical, managerial and interpersonal as each of which requires specific knowledge and skill. Kerzner (2003) advocates that problem solving should be from a systems oriented approach which may be defined as a logical and disciplined process that considers all of the interrelationships and interdependencies of the various elements. The systems approach forces a review of the relationships of the various subsystems and is a dynamic process that integrates all activities into a meaningful total system. At the same time, the systems approach to problem solving assembles, matches the parts of the system into a unified whole and seeks an optimal solution or strategy in solving the problem (2003).

Smit and Cronje (1999) state that the success of an organization depends on how an organization's resources are organized and coordinated. The goals and resources determine the organizational structure and should accommodate the particular needs of an organization. These resources in general can take the form of financial resources, human resources, material &equipment needed to achieve a certain goal and finally infrastructure facilities needed to develop a certain area (Course Hero, 2011). Resources, be it people, money, hardware or similar, are necessary throughout the whole project development. Based on experience and specifics of each project it is possible to foresee the trend of amount of necessary resources in regards to each project phase.

Municipalities or local governments are known to be the engine for the provision of resources and implementing the central government's development decisions in their territories as they are providers of social services such as health, education, roads, etc. The responsibility of equitable distribution of resources is the municipalities' sole task because they are closer to local communities' needs and municipal councils are elected from their communities. The closeness of these councils to their local communities makes them realize the needs and aspirations of their communities better than the central government. Thus, these councils are urged to implement the local policies successfully so that socioeconomic improvement is felt by local communities (Abu Kharmeh& Abu Al Sondos, 2011).Again, when emphasizing on the importance of allocating resources properly, it has been widely argued that equitable resource distribution is a major contributor to people`s lives. Apart of course from impacting directly on living standards, equitable resource distribution also tends to enhance economic growth.

A system in which resources are not equitably allocated is simply inefficient, inefficiency in turn leads to price distortions and corruption (Bambangi & Seidu, 2005), it leads to social segregation, economic monopoly and instability and people trying to find alternate income resources by invading natural territories, and more widens the gap between citizens and their governments by reducing people`s trust in their governments` capabilities to provide them with good living conditions. An efficient resource allocation exists if society has achieved the highest possible level of satisfaction of wants and needs from the available resources and resources cannot be allocated differently to achieve any greater satisfaction (Economic Glossarym 2008).In an economic context, sustainable development requires societies to allocate resources in such a way that meets the needs of the poor and minimizes environmental damage (WCED, 1987).Ahire et al. (1996) postulated that human resources are the main drivers for TQM strategies to be implemented. More specifically, they identified that aspects of HRM, such as employee empowerment, employee participation, and technical training, are important in forming an ideal environment for QM.

Development projects in general and the resource management of those projects in specific can benefit from a systems perspective. Development projects are systems of diverse components linked by rich interactions (Simon, 1996). These interactions areas, or more, important to understanding and controlling project behavior and performance as the detailed features of specific components. Resource allocation can be based on a simple heuristic: allocate resources to each development activity in the same proportion that the activity's current backlog contributes to the total backlog (Repenning, 2001).Joglekar and Ford (2005) recommend basing allocations on estimates of future resource demands that are continuously adjusted based on current conditions.

One of the significant elements of project management is stakeholders (Wiśniewska, Świadek, 2014). S. Tchórzewski (2013) considers the identification of stakeholders and their role in project as a decisive factor for the project success or failure. According to PMI (2013) project stakeholders can be defined as: "an individual, group, or organization, which may affect, is affected by, or perceive it to be affected by a decision, activity, or outcome of a project."Stakeholder involvement is critical to the success of every project in every organization (Moodley 2012). Mitchell, Agle and Wood (2007) suggests that in a project environment, stakeholders are usually numerous, and can vary significantly in the degree of influence.

Stakeholder Involvement can take place in different parts of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs, predetermination of projects, information sharing, consultation, decision-making, partnership and empowerment. Involvement is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in developing the project (Andersen, 2009).Stakeholder involvement is arguably more important than ever because of the 'interconnected nature of the world' (Bryson, 2013).Any societal issue be it economic development, poor education performance, environmental concerns, ethnicity, terrorism affects numerous people, groups and organizations and in 'shared –power world, no one is fully in charge' (Kettler, 2009).Thus it requires participatory approach by all stakeholders in identifying and solving the problem afflicting the society (Mulwa,2008).Engaging citizens and local communities is indispensable when it comes to developing a sense of ownership in decision making.' (www.guardian.co.uk) Thus, to create a sense of ownership, stakeholders should be involved fully in the project meant to solve their needs. Stakeholders have power to influence the project outcome either positively or negatively (Chinyio & Olomolaiye 2010).

Stakeholders bring a wide range of skills, knowledge, and experiences to the project and if they are well managed (Bourne, 2006).Participatory planning requires the involvement of concerned stakeholders. This includes identifying public concerns and values and developing a broad consensus on planned initiatives. It is also about utilizing the vast amount of information and knowledge that stakeholders hold to find workable, efficient and sustainable solutions (CAP-NET 2008). The stakeholder analysis is the process of identifying and analyzing stakeholders, and plan for their participation (RIETBERGEN-Mc CRACKEN et al. 1998)The project objective is inherent in the organizational perspective, and for its success, stakeholders have to understand the project's most important purpose (Erling S.A., 2012).It is however widely accepted that all stakeholders have an interest either direct or indirect in the project and the related activities he is involved in (McElroy 2007, Starik 1994 &Kolk 2006).Stakeholder can be divided according to Calvert (1995) in two categories. Internal stakeholder whose are members of the project coalition such as the project management team or those who provide finance. And external stakeholders who are directly affected by the project in a significant way, they can be the client, the end-user but also the sponsor; it depends on the structure of the project organization. Inside stakeholders are a group which is called the most important, because they are important for the strategy. They are formally bound with the organization which implement the project, for example through an employer contract. Outside stakeholder group are people who aren't formally members of the organization which implements the project. However, they can exert a big meaning or they can be under a big meaning of the project. Due to its specification, the group requires constant supervision of the project manager (IFC, 2007).

The analysis of stakeholders is one of the most important elements initial phase of the project (Lacko, 2000). This process consists of three stages (Bukłaha, 2007): stakeholder identification; preparation of their characteristics, with rating of their power impact; designing the action strategy in reference to everyone. The first of above mentioned stages is related with pointing at the difference between groups, people or institutions who are still reasonably homogeneous (Trocki, Gruczy, 2007): which can have impact on the project; on which the project can have impact; which will be involved in the project; which can be a support, can become partners in.

Novelty Journals

ISSN 2394-9694

International Journal of Novel Research in Humanity and Social Sciences
Vol. 6, Issue 6, pp: (96-116), Month: November - December 2019, Available at: www.noveltyjournals.com

3. RESEARCH METHODOLOGY

Research Design

Saunders, *et al.* (2007) noted that optimal results of the study are achieved by using more than one approach. The study employed both the descriptive survey to establish the determinants of successful implementation of implementation of county government infrastructural projects in Nyamira County, Kenya. Descriptive research design based on a survey was appropriate to this study because it used quantitative approach to data collection, analyses and reporting of variables. It was also economical in the collection of quantitative data from a sizeable population (Mugenda &Mugenda, 2008). In addition, as noted by Saunders, *et al.* (2007) survey method is perceived as authoritative by researchers since it allows use of both descriptive and inferential statistics in data analysis.

Data Collection Tools and Techniques

According to Mugenda (2003), there are three data collection methods in social science research. To carry out this research, questionnaires were used. Questionnaires provided a high degree of data standardization and adoption of generalized information amongst any population (Chandran 2003). Chandran explains that they are useful in a descriptive survey study where there is need to quickly and easily get information from people in a non-threatening way. This study used both structured and non-structured questionnaires to collect data in order to determine influence of County government practices on implementation of county government infrastructure projects in Nyamira County, Kenya.

The questionnaires were dropped to the respondents and then were picked later for analysis. The questionnaires were used because they are easy to administer and the respondents would fill the required data in the absence of the researcher. Reyman and Harries (2008) and Leung Xha, (2014) suggest that it is appropriate to collect data from large samples using structured questionnaires. Lehman and Dubrene (2011) and Burges and Stern (2013) also noted that it is easier to analyze data collected using questionnaires.

Instrument validity

A pilot study was carried out prior to the actual data collection to establish the face validity and content validity of the main research tool, the questionnaire. Three county staff and three contractors were selected at random from Kisii County for pilot testing. They were each given a questionnaire and asked to rate each of the questions on the extent to which it measured what was intended. The identification of the experts is in line with the recommendations of Lynn (1986). Using the content validity index, the data collection instrument was found to measure what will be intended. After the validity tests the research instrument was further reviewed and updated. To ensure face validity and criterion validity the questionnaire was constructed based on the recommendations from other studies such as Becker (1997).

Instrument Reliability

Cronbach's alpha coefficient of internal consistency was used to test reliability of this study because it provides a unique quantitative estimate of the internal consistency of a scale (Mugenda & Mugenda, 2003). Cooper and Schindler (2003) argued that a Cronbach's alpha value of above 0.50 is regarded as a good indication of reliability of the research instruments and is considered acceptable in most social science research. The results of the pilot study achieved a Cronbach's alpha value of 0.72.According to Jackson (2009), an alpha value of greater than 0.70 indicates strong internal consistency of the research instrument. In this study, an alpha of 0.70 was the cut-off point.

Data Analysis and Presentation

Data cleaning was done by checking on errors and duplication of information. After data cleaning, the data was analyzed by using SPSS version25. Qualitative data was analyzed through content analysis where common themes were grouped together as recommended by Coopers and Schindler (2007). Content analysis helped to bring issues into the fore that would not have otherwise been captured through the use of structured questions in the questionnaire. The results were reported in chapter four of this study. Quantitative data was analyzed by using descriptive method. The information was presented by use of tables and expressed in terms of frequencies, percentages, mean and standard deviation.

Novelty Journals

ISSN 2394-9694

International Journal of Novel Research in Humanity and Social Sciences
Vol. 6, Issue 6, pp: (96-116), Month: November - December 2019, Available at: www.noveltyjournals.com

4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION

Governance structure and implementation of county government infrastructure projects

The research study sought to determine the influence of county governance structure on implementation of infrastructural projects .The respondents were asked to indicate the extent to which governance structure influenced implementation of infrastructural projects in the County. Their responses are presented in table 1

Table 1: Responses on influence of Governance structure.

	Frequency	Percent
Very small extent	10	11.0
small extent	17	18.7
Neutral	12	13.2
Large extent	34	37.4
Very large extent	18	19.8
Total	**91**	**100.0**

The study findings show that a majority of the respondents 37.4 percent strongly believe that to a large extent governance structure influenced the implementation of infrastructural projects in Nyamira County while 19.8 percent of the respondents belief that to a very large extent governance structure influenced implementation of projects .The study findings further indicates that 18.7 percent of the respondents were of the opinion that governance structure influenced infrastructural projects implementation to a small extent while 11.0 percent are of the opinion that governance structure influenced implementation of projects to a very small extent. The finding also shows that 13.2 percent maintained a neutral position on the variable under study. This means that governance structure had a great influence on the infrastructural projects implementation in Nyamira County.

Aspects of governance structure influence on implementation

Respondents were asked to indicate the extent to which they agree or disagree with following indicators of governance by using a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=Neutral, 4= agree and 5=strongly agree. The findings are presented in table 2

Table 2: Aspects of governance structure influence on infrastructural projects

Factor		**1**	**2**	**3**	**4**	**5**
Accountability contributes to successful project implementation	Freq	4	15	14	33	25
	%	4.4	16.5	15.4	36.3	27.5
Integrity plays an important role in project implementation	Freq	71	7	10	29	28
	%	7.7	18.7	11	31.9	30.8
Transparency is key for projects to succeed	Freq	11	15	9	37	19
	%	12.1	16.5	9.9	40.7	20.9

The study findings show that on the aspect of accountability a majority of respondents 36.3 percent agreed with the statement that accountability contributes to successful project implementation,27.5 percent indicated strongly agree,16.5 percent indicated disagree,15.4 percent indicated neutral while 4.4 percent of the respondents strongly disagreed with the statement. On average the respondents agreed that accountability contributes to successful project implementation.

On integrity aspect majority of the respondents 31.9 percent agreed with the statement that integrity plays an important role in project implementation, 30.8 percent of the respondents strongly agreed, and 18.7 percent disagreed, 11 percent indicated neutral and 7.7 percent strongly disagreed. On average the respondents agreed that integrity plays an important role in project implementation.

Lastly on transparency, the study findings show that a majority of the respondents 40.7 percent agreed with the statement that transparency in project implementation is key in project success, 20.9 percent strongly agreed, 16.5 percent disagreed, 12.1 percent strongly disagreed and 9.9 percent of the respondents were neutral on the same. On average the study findings show that transparency in project implementation is key in project success.

Hypothesis testing for governance structure and implementation of infrastructural projects

The researcher carried out hypotheses testing using correlation on SPSS to test the relationship between governance structure and Implementation of infrastructural projects in Nyamira County. The test results are presented in table 3

H_0: There is no significant relationship between governance structure and implementation of infrastructural projects in Nyamira County.

H1: There is a significant relationship between governance structure and implementation of infrastructural projects in Nyamira County

Table 3: hypothesis testing for governance structure

Correlations

		governance structure	Implementation projects
governance structure	Pearson Correlation	1	.853**
	Sig. (2-tailed)		.000
	N	91	91
Implementation of projects	Pearson Correlation	.853**	1
	Sig. (2-tailed)	.000	
	N	91	91

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

At 0.01 level of significance, Pearson correlation coefficient is 0.853 and the p value is 0.000.Since the p- value is less than 0.01, then there is a strong positive correlation between the variables. We reject the null hypothesis and accept the alternative hypothesis. Therefore we conclude that there is a significant relationship between governance structure and implementation of infrastructural projects in Nyamira County.

Project management practices and implementation of infrastructural projects

In this section the research study sought to determine the influence of project management practices on implementation of infrastructural projects in Nyamira County. Respondents were asked to indicate the extent to which project management practices plays a role in implementation of infrastructure projects in Nyamira County. The research findings are presented in table 4

Table 4: Response on project management practices influence

	Frequency	Percent
Very small extent	11	12.1
Small extent	15	16.5
Not at all	7	7.7
Large extent	37	40.7
Very large extent	21	23.1
Total	**91**	**100.0**

The study findings shows that a majority 40.7 percent supported the idea that project management practices had an influence in implementation on infrastructural projects to a large extent while 23.1 percent of the respondents were of the opinion that project management practices had an influence on implementation of infrastructural projects to a very large extent.16.5 percent indicated that management practices influenced implementation of projects to a small extent while 12.1 percent indicated that project management practices influenced project implementation to a very small extent. The study further shows that 7.7 percent of the respondents supported the not at all idea.

Novelty Journals

ISSN 2394-9694

International Journal of Novel Research in Humanity and Social Sciences
Vol. 6, Issue 6, pp: (96-116), Month: November - December 2019, Available at: www.noveltyjournals.com

Aspects of Project management practices

Respondents were asked to indicate the extent to which they agree or disagree with the statements on project management practices influence on implementation of infrastructural projects in Nyamira County on a scale of 1-5 where 1= strongly disagree, 2=Disagree, 3= Neutral, 4=agree and 5=strongly agree. The responses are presented in table 5

Table 5: Aspects of project management practices influence

Factor		1	2	3	4	5
Efficiency in decision making promotes project execution	Freq	14	18	9	34	16
	%	15.4	19.8	9.9	37.4	17.6
Team management is critical in project management	Freq	10	21	13	28	19
	%	11	23.1	14.3	30.8	20.9
Regular communication leads to successful project delivery	Freq	16	17	13	27	18.8
	%	17.6	18.7	14.3	29.7	19.8

From the study findings on the aspect of decision making, a majority of the respondents 37.4 percent agreed with the statement that efficiency in decision making promotes project execution ,17.6 percent of the respondents strongly agreed,19.8 percent disagreed,15.4 percent strongly disagreed and a minority 9.9 percent remained neutral on the same.

On the statement that team management is critical in project management, the study findings show that a majority of the respondents 30.8 percent agreed, 23.1 percent disagreed, 20.9 percent of the respondents strongly agreed,14.3 percent indicated neutral and 11 percent of the respondents strongly disagreed with the statement. On average the respondents agreed that team management is critical in project management. On the aspect of Communication majority of the respondents 29.7 percent agreed with the statement that regular communication leads to successful project delivery, 19.8 percent of the respondents strongly agreed, 18.7 percent disagreed, and 17.6 percent strongly disagreed and 14.3 percent of the respondents indicated neutral on the same. On average the respondents agreed with the statement that regular communication leads to successful project delivery.

Hypothesis testing for project management practices

The researcher carried out hypotheses testing to test the relationship between project management practices and implementation of infrastructural projects in Nyamira County. The SPSS version 25 soft ware program was used for correlation testing.

H_0: There is no significant relationship between project management practices and implementation of infrastructural projects in Nyamira County.

H1: There is a significant relationship between project management practices and implementation of infrastructural projects in Nyamira County.

Table 6: hypothesis testing for management practices

Correlations

		project management practices	Implementation of projects
project management practices	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	91	91
Implementation of projects	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	91	91

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

Novelty Journals

ISSN 2394-9694

International Journal of Novel Research in Humanity and Social Sciences
Vol. 6, Issue 6, pp: (96-116), Month: November - December 2019, Available at: www.noveltyjournals.com

Pearson correlation coefficient is 0.883 and the p value is 0.000.since the p value (0.000) is less than the level of significance 90.01) then there is a strong positive correlation between the variables. We reject the null hypothesis and accept the alternative hypothesis. Therefore we conclude that there is a significant relationship between project management practices and implementation of infrastructural projects in Nyamira County.

Project resource allocation and implementation of infrastructure projects

In this section the research study wanted to determine the influence of resource allocation on implementation of infrastructural projects .Respondents were asked to indicate the extent to which the county allocates resources for infrastructural projects development in Nyamira County. The responses are presented in table 7

Table 7: Resource allocation influence

	Frequency	Percent
Very small extent	31	34.1
Small extent	20	22.0
Not at all	10	11.0
Large extent	14	15.3
Very large extent	16	17.6
Total	**91**	**100.0**

The study findings show that majority of the respondents 34.1 percent indicated that the county allocated resources for infrastructural development projects to a very small extent, 22.0 percent indicated that the county allocated resources for infrastructural projects to a small extent. The study findings further shows that 17.6 percent were of the opinion that the county allocated resources for infrastructural projects development to a very large extent while 15.3 percent indicated to a large extent.10 percent of the respondents were of the not at all opinion.

Aspects of resource allocation influence

Respondents were asked to indicate the extent to which the county government undertakes certain activities pertaining to project resource allocation for infrastructure projects development in Nyamira County on a scale of 1-5 where 1= Very small, 2=small, 3= Neutral, 4=Large and 5=Very large. The frequencies and percentages of the responses were presented in table 8.

Table 8: Aspects of resource allocation influence

Factor		**1**	**2**	**3**	**4**	**5**
Mobilize financial resources required for projects	Freq	32	23	8	15	13
	%	35.2	25.3	8.8	16.5	14.3
Hire the required human resource	Freq	16	19	7	29	20
	%	17.6	20.9	7.7	31.9	22
Acquired modern equipment and machinery	Freq	30	21	13	12	15
	%	33	23.1	14.3	13.2	16.5

The study findings show that a majority of the respondents 35.2 percent indicated the county government mobilizes financial resources required for projects to a very small extent, 25.3 percent indicated small extent, 16.5 percent of the respondents indicated large extent, 14.3 percent indicated very large extent and 8.8 percent of the respondents indicated neutral. It can be deduced that on average the county government mobilizes financial resources from projects to a small extent.

On hiring of human resources, a majority of the respondents 31.9 percent indicated that the county hires required human resources to a large extent,22 percent of the respondents indicated very large extent,20.9 percent indicate small extent,17.6 percent indicated very small extent and 7.7 percent indicated neutral. On the extent to which the county acquired modern equipment and machinery ,majority of the respondents 33 percent indicated very small extent ,23.1 percent of the respondents indicated small extent,16.5 percent of the respondents indicated very large extent,14.3 percent

indicated neutral and 13.2 percent indicated large extent. From the findings it can be deduced that the county government acquired modern equipment and machinery to a small extent.

Hypothesis testing for Resource allocation

The researcher carried out hypotheses testing to test the relationship between resource allocation and implementation of infrastructural projects in Nyamira County. The SPSS version 25 soft ware program was used for correlation testing

H_0: There is no significant relationship between resource allocation and implementation of infrastructural projects in Nyamira County.

H1: There is a significant relationship between resource allocation and implementation of infrastructural projects in Nyamira County.

Table 9: hypothesis testing for resource allocation; Correlations

		Financial resources	Implementation of projects
Financial resources	Pearson Correlation	1	.654**
	Sig. (2-tailed)		.000
	N	91	91
Implementation of projects	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	
	N	91	91

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

Decision rule,

Pearson Correlation coefficient is 0.654 and p value is 0.000.Since the p-value is less than 0.01, there is a significant correlation. The strength of the association is moderate and the direction is positive correlation. Therefore we reject the null hypothesis and accept the alternative hypothesis. Thus there is a significant relationship between resource allocation and implementation of infrastructural projects in Nyamira County.

Stakeholder involvement and implementation of infrastructure projects

Respondents were asked to indicate the level of stakeholder involvement in implementation of infrastructural projects in Nyamira County. The responses are presented in table 10

Table 10: Responses on stakeholder involvement in project implementation

	Frequency	Percent
Very low	15	16.5
Low	29	31.9
Moderate	18	19.8
high	16	17.6
Very high	13	14.3
Total	**91**	**100.0**

The study findings show that 31.9 percent of the respondents were of the opinion that there was low level of stakeholder involvement in project implementation in Nyamira while 19.7 percent of the respondents indicated moderate level .17.7 percent of the respondents indicated high level, 14.3 percent of the respondents indicated very high level. The finding

further shows that 16.5 percent of the respondents indicated a very low level of stakeholder involvement in implementation of infrastructural projects in Nyamira County.

spects of stakeholder involvement influence

Respondents were asked to indicate the extent to which they agree or disagree with the statements on stakeholder involvement and implementation of infrastructure projects in Nyamira County using a scale of 1-5 where 1=strongly disagree,2=disagree,3=Neutral,4= agree and 5=strongly agree. The frequencies and percentages of the responses are presented in the table 11

Table 11: Aspects of stakeholder influence

Factor		1	2	3	4	5
Stakeholders were involved in identification of projects	**Freq**	9	15	14	31	22
	%	9.9	16.5	15.4	34.1	24.2
Stakeholders adequately participated in project planning	**Freq**	11	16	10	33	21
	%	12.1	17.6	113	6.3	23.1
Stakeholders were involved in implementation of county	**Freq**	10	15	12	31	23
Infrastructural projects	**%**	11	16.5	13.2	34.1	25.3

On the statement that stakeholders were involved in identification of projects the study findings show that a majority of the respondents 34.1 percent agreed, 24.2 percent strongly agreed, 16.5 percent disagreed, 15.4percent indicated neutral and 9.9 percent of the respondents strongly disagreed with the statement. On average it can said that stakeholders were involved in identification of projects in the county.

On the statement that stakeholders adequately participated in project planning, a majority of the respondents 36.3 percent agreed, 23.1 percent of the respondents strongly agreed, 17.6 percent disagreed, 12.1 percent strongly disagreed and 11 percent of the respondents indicated neutral.

Lastly on the statement that stakeholders were involved in implementation of county infrastructural projects, a majority of the respondents 34.1 percent agreed, 25.3 percent strongly agreed, 16.5 percent of the respondents disagreed, 13.2 percent indicate neutral and 11 percent of the respondents strongly disagreed with the idea. On average it can be said that stakeholders were involved in implementation of county infrastructural projects in the county.

Hypothesis testing for stakeholder involvement

The researcher carried out hypotheses testing to test the relationship between stakeholder involvement and implementation of infrastructural projects in Nyamira County. The SPSS version 25 soft ware program was used for correlation testing.

H_0: There is no significant relationship between stakeholder involvement and implementation of infrastructural projects in Nyamira County.

H1: There is a significant relationship between stakeholder involvement and implementation of infrastructural projects in Nyamira County

Table 12: Hypothesis testing for stakeholder involvement; Correlations

	Stakeholder	involvement	Project implementation
Stakeholder involvement	Pearson Correlation	1	.519**
	Sig. (2-tailed)		.000
	N	91	91
Projects Implementation	Pearson Correlation	.519**	1
	Sig. (2-tailed)	.000	
	N	91	91

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

Decision Rule;

At 0.01 level of significance, Pearson correlation coefficient(r) is 0.519, the p-value is 0.000.

Since the P value is less than 0.001, the correlation is significant. Therefore there is a moderate positive correlation between the two variables. Thus we reject the null hypothesis and accept the alternative hypothesis and so there is a significant relationship between stakeholder involvement and implementation of infrastructural projects in Nyamira County.

Project implementation state in Nyamira County

Respondents were asked to indicate the state of infrastructural projects implementation in Nyamira County in the last five years. The responses were presented in table

Table 13: State of project implementation in Nyamira County.

	Frequency	Percent
very bad	13	14.3
Bad	16	17.6
Static	34	37.4
Improved	17	18.7
Greatly improved	11	12.1
Total	**91**	**100.0**

The study findings show that a majority of the respondents 37.4 percent indicated that project implementation in Nyamira County has been static in the last five years, 18.7 percent indicated improved, 17.6 percent indicated bad, 14.3 percent indicated very bad and 12.1 percent indicated greatly improved. The study findings generally shows that implementation of infrastructural projects in Nyamira County in the last five years has no improved instead it has remained static.

Trends of various project implementation in Nyamira

Respondents were asked to rate the various projects implementation trends in Nyamira County in the last 5 years using a scale of 1-5 where 1=Very poor, 2=poor, 3=constant, 4=improved and 5=greatly improved. The responses were presented in the table 14

Table 14: project implementation trends in Nyamira County

Factor		1	2	3	4	5
Road network expansion	**Freq**	29	23	16	15	8
	%	31.9	25.3	17.6	16.5	8.8
Water supply	**Freq**	32	26	14	11	8
	%	35.2	28.6	15.4	12.1	8.8
Health infrastructure	**Freq**	12	18	10	22	29
	%	13.2	19.8	11	24.2	31.9
Education infrastructure	**Freq**	15	26	17	20	13
	%	16.5	28.6	18.7	22	14.3

The study findings show that on road network expansion a majority of the respondents 31.9 percent indicated very poor, 25.3 percent indicated poor,17.6 percent indicated constant,16.5 percent indicated improved and 8.8 percent of the respondents indicated greatly improved. The study findings on trends of selected projects in Nyamira County in the last five years show that road network expansion has been very poor as indicated by a majority 31.9 percent of the respondents.

On water projects, a majority of the respondents 35.2 percent indicated very poor,28.6 percent indicated poor,15.4 percent indicated constant,12.1 percent indicated improved and 8.8 percent indicated greatly improved. On average water projects implementation has been poor in the county.

On health facilities, a majority of the respondents 31.9 percent indicated greatly improved, 24.2 percent of the respondents indicated improved, 19.8 percent indicated poor, 13.2 percent indicated very poor and 11 percent of the respondents indicated constant. On average health facilities has greatly improved in the county in the last five years.

On education infrastructures(building of ECDE classrooms),a majority of the respondents 28.6 percent indicated poor,22 percent of the respondents indicated improved,18.7 percent indicated constant,16.5 percent indicated very poor and 14.3 percent indicated greatly improved.

5. SUMMARY, DISCUSSION AND RECOMMENDATION

Summary of the study findings

The purpose of the study was to establish the determinants of implementation of infrastructural projects in Nyamira County. On governance structure and implementation of infrastructural projects, the study showed that there existed a significant link between governance structure related factors and implementation of infrastructural projects in Nyamira County. The study revealed that accountability, integrity and transparency were much significant in the successful implementation of the infrastructural projects in Nyamira County.

On project management practices influence on infrastructural projects, the study established that there was a significant relationship between project management related factors and implementation of county infrastructural projects in Nyamira County. The study showed that efficiency in decision making, project team management and regular communication lead to successful delivery of county government infrastructural projects in Nyamira.

An assessment on the influence of resource allocation and implementation of infrastructural projects in Nyamira County, the study showed that there existed significant link between resource allocation aspects and implementation of infrastructural projects in Nyamira County. The study established that financial resource mobilization, hiring of the required human resource and acquisition of modern equipment and machinery contributed significantly to successful implementation of county infrastructural projects in the county.

On stakeholder involvement influence, the study established that there existed a significant link between stakeholder involvement related aspects and implementation of county projects. The study showed that involvement of relevant stakeholders in project identification, planning and implementation contributed significantly to successful delivery of infrastructural projects in Nyamira County.

Finally the study sought to establish the state of project implementation in Nyamira County in the last five years. Four basic infrastructural projects were considered for the study, they include road net work expansion, water supply, health infrastructure and education infrastructure. The study established that project implementation in the four areas under consideration had been static in the last five years.

Discussion of the research findings

The focus of this section is on the key variables analyzed in chapter four and gives a summary of the findings. The following are the major findings of the study:

The first objective of the study was to assess the influence of governance structure on implementation of County government infrastructural projects in Nyamira County. The study established that according to a majority of the respondents (37.4 percent) governance structure influenced implementation of County government infrastructural projects in Nyamira County to a large extent. The research study further established that on the aspects of governance influence on implementation of projects in Nyamira county; transparency influenced implementation of infrastructural projects according to the majority of the respondents 40.7 percent who agreed that transparency is key for projects to succeed, accountability by the county government also influenced implementation of infrastructural projects as indicated by a majority of the respondents 36.3 percent who agreed that accountability contributes to successful project implementation and lastly integrity also influenced implementation of infrastructural projects in Nyamira County as indicated by a majority of the respondents 31.9 percent who agreed that integrity plays an important role in project implementation. The findings agree with the United Nations ,1998 that good governance was perhaps the single most important factor in eradicating poverty and promoting development" (United Nations, 1998).

The second objective of the study was to examine the influence of project management practices on implementation of County government infrastructural projects. The study established that as indicated by a majority of the respondents (40.7 percent) project management practices influenced implementation of County infrastructural projects to a large extent in Nyamira County. On aspects of Project management practices influence on implementation of projects, the study established that efficiency in decision making by the county government had the greatest influence as indicated by a majority of the respondents 37.4 percent who agreed that efficiency in decision making promotes project execution, the study also established that team management practices also influenced implementation of infrastructural projects in Nyamira County as indicated by a majority of the respondents 30.8 percent who agreed that team management is critical in project management and finally efficient communication by county project managers also had an influence in project implementation according to the majority of the respondents 29.7 percent who agreed that regular communication leads to successful project implementation. The findings agree with Attarzardeh and Ow (2008) in the literature review that the factors which cause the project success include user involvement, good planning and estimations, good leadership and team member's technical skills.

The third objective of the study was to determine the influence of resource allocation on implementation of County infrastructural projects in Nyamira County. The research study established that the county allocated resources for infrastructural projects development to a very small extent as indicated by a majority of the respondents 34.1 percent. The study findings also revealed that on the aspects of resource allocation that were considered during the study, it as established that the county government mobilized financial resources to a very small extent as indicated by a majority 35.2 percent of the respondents, hiring of required human resource for project implementation also influenced implementation of county infrastructural projects as indicated by a majority of the respondents 31.9 percent who agreed that the count hires required human resource to a large extent. It was also established that acquisition of modern equipment and machinery for infrastructural projects implementation influenced implementation of project to a very small extent as indicate by a majority of the respondent 33 percent.

The fourth objective was to establish the influence of stakeholder involvement on implementation of County government infrastructural projects in Nyamira County. The study established that a majority of the respondents 31.9 percent were of the opinion that stakeholder involvement influenced implementation of infrastructural projects in Nyamira County. The study findings further shows that on the aspects of stakeholder involvement that were examined in the study, involvement of stakeholders influenced implementation of county infrastructural projects in Nyamira a indicated by a majority of the respondents 34.1 percent who agreed that stakeholders were involved in identification of projects, it was also established that stakeholders adequately participated in project planning according to the majority of the respondents 36.3 percent and lastly it was established that stakeholders were involved in implementation of county infrastructural projects as indicated by a majority of the respondents 34.1 percent. The findings concur with the findings of, Moodley(2012) that stakeholder involvement is critical to the success of every project in every organization.

On trends of project implementation in Nyamira county in the last 5 years, the study established that road net work expansion has been very poor as indicated by a majority of the respondents 31.9 percent, water supply has been very poor as indicated b y a majority of the respondents 35.2 percent, education infrastructure(building of ECDE classrooms)has been poor as indicated by a majority of the respondents 28.6 percent and lastly health infrastructure has greatly improved in the last five years as indicated by a majority of the respondents 31.9 percent.

The study findings further indicated that among the independent variables that were under study it was established that project management practices had the greatest influence on implementation of infrastructural projects with a correlation coefficient of 0.883 followed by governance structure with a correlation coefficient of 0.853,resource allocation had 0.654 and stakeholder involvement had correlation coefficient of 0.519

Conclusion of the study

The research study made the following conclusions based on the findings: The study established that according to a majority of the respondents (37.4 percent) governance structure influenced implementation of County government infrastructural projects in Nyamira County to a large extent. On aspects of governance that were considered in the study, it was further established that accountability, transparency and integrity influenced implementation of infrastructural projects in Nyamira county. Majority of the respondents 40.7 percent indicated transparence was key for project

success,36.3 percent indicated that accountability was important in successful project implementation and 31.9 percent of the respondents indicated that integrity played an important role in project implementation. Hypothesis testing results indicated a strong positive correlation(r=0.853) between governance structure and implementation of infrastructural projects in Nyamira county. Therefore the study concludes that governance structure influenced implementation of infrastructural projects in Nyamira County.

On the second objective of the study, The study established that as indicated by a majority of the respondents (40.7 percent) project management practices influenced implementation of County infrastructural projects to a large extent in Nyamira County, the research study findings further established that efficiency in decision making by county authorities influenced implementation of County projects. Team management practices and efficient communication system influenced implementation of County infrastructural projects in Nyamira. Hypothesis testing results indicated a strong positive correlation of 0.883 between project management practices and implementation of infrastructural projects in Nyamira County. The study therefore concludes that project management practices influenced the implementation of infrastructural projects in Nyamira County.

On the third objective of the study, it was established that the county allocates resources for infrastructural projects development to a very small extent as was indicated by the majority of the respondents 34.1 percent. The study further established that the county hired the required human resource to a large extent as indicated by a majority of the respondents 31.9 percent, it was also established that the county acquired modern equipment and machinery to a very small extent as indicated by a majority of the respondents 33 percent infrastructural projects in Nyamira County. The study further established that financial resource mobilization for project development by the county government was done to a very small extent as was indicated by the majority of the respondents 35.2 percent. Hypothesis testing indicated a moderate positive correlation of 0.654 between resource allocation and implementation of infrastructural projects implementation in Nyamira County. Based on the findings, the study therefore concludes that resource allocation influenced implementation of infrastructural projects in Nyamira County and that failure by the county government to allocate enough resources for project negatively affected implementation of infrastructural projects in the county.

On the fourth objective, the study established that the county had a low level of stakeholder involvement in infrastructural project implementation as indicated by a majority of the respondents 31.9 percent. The study further established that involvement of stakeholders in planning influenced implementation of projects. The study further established that involvement of stakeholders in project identification greatly influenced implementation of infrastructural projects in Nyamira County. Hypothesis testing results indicated a moderate positive correlation of 0.519 between stakeholder involvement and implementation of infrastructural projects in Nyamira County. The study therefore concludes that stakeholder involvement had low to moderate influence on implementation of infrastructural projects in Nyamira County.

The study findings further indicated that among the independent variables that were under study it was established that project management practices had the greatest influence on implementation of infrastructural projects with a correlation coefficient of 0.883 followed by governance structure with a correlation coefficient of 0.853,resource allocation had 0.654 and stakeholder involvement had correlation coefficient of 0.519 .based on the above findings the study therefore concludes that project management practices greatly influenced infrastructural projects implementation in Nyamira County.

Recommendations of the study

The study made the following recommendations:

i) The study recommends that the county governments should allocate substantial budget for infrastructural development projects so as to spur economic growth and raise the standard of living among the people.

ii) The study recommends that County governments should set up a strategic communication unit that ensures adequate, efficient and timely communication with all the stakeholders and the residents of the county in matters of development and general administration.

iii) The study also recommends that the county governments should raise the level of stakeholder involvement to ensure that the county residents and relevant stakeholders are involved at all stages of project planning, identification and implementation so as to ensure ownership and sustainability.

iv) The study recommends that the county government should ensure that there is fairness in hiring of county staff so as to ensure integrity in accordance to chapter six or the constitution of Kenya.

Suggestions for further study

The study focused on only four factors that influence implementation of infrastructural projects in Nyamira County, the researcher suggests that a research can be done on other factors that may influence implementation of projects.

The study was limited to Nyamira County; the researcher suggests that the same research can be done in other counties.

The study instrument used for this study was questionnaire; the researcher suggests that future scholars can combine questionnaire and other research instruments such as focused group discussions and scheduled interviews.

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