

DETERMINANTS OF THE IMPLEMENTATION OF CONSTRUCTION PROJECTS FUNDED BY COUNTY GOVERNMENTS IN KENYA: A CASE OF KILIFI COUNTY

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Abstract: For economic development to be achieved in any community then the indicators of performance should be tied to the number of development projects that have been funded and implemented successfully and transferred to the relevant bodies for use. Project implementation is a concept that has taken the center stage of government plans in Kenya today. Despite the fact that has seen large amounts of funds directed towards the implementation of construction projects with an aim of making Kenya an industrialized country by 2030, many projects have dragged in completion while others have been abandoned altogether. The situation is not different in the counties where construction projects have been dragged in completion, stalled, abandoned while others are failing to kick off. This therefore necessitated such a study. The study was therefore carried out with the purpose of examining the determinants of the implementation of construction projects funded by county governments in Kenya; a case of Kilifi County. The study was guided by the following objectives: to establish the influence of funding on the implementation of construction projects funded by county governments in Kenya; to examine the influence of manpower on the implementation of construction projects funded by county governments in Kenya; to examine the influence of socio-political factors on the implementation of construction projects funded by county governments in Kenya; to determine the influence of feasibility study on the implementation of construction projects funded by county governments in Kenya. The study employed a descriptive research design. The target population was 230 respondents comprising of county project managers, finance officers, county design staffs and contractors who were availed by the county human resource personnel head contained in the county service board. 196 respondents were considered as the sample size for the study. A questionnaire was used to collect data from the respondents. The reliability of the instrument was established using Cronbach's alpha. Data was analyzed using Statistical Package for Social Sciences (SPSS). The data was analyzed and presented using descriptive statistics such as means and percentages, frequency counts, and standard deviations. The hypothesis was tested by use of the Chi-Square. The study achieved response rate of 76.5%. Male respondents dominated the study at 66.6% compared to the female who made 33.4%. From the results: majority of the respondents supported the idea that funding significantly influences the implementation of construction projects in Kilifi County; Majority of the respondents agreed with the concept that manpower significantly influences the implementation of construction projects in Kilifi County; majority of the respondents strongly supported the idea that socio-political factors influence the implementation of construction projects in Kilifi county; Majority of the respondents supported the idea that feasibility study influences the implementation of construction projects. Researcher concluded that: funding, manpower, socio political factors, and feasibility study have an influence on the implementation of construction projects in Kilifi county.

Keywords: Funding; manpower; socio political factors; feasibility study; and construction projects implementation.

1. INTRODUCTION

1.1 Background to the Study:

For economic development to be achieved across the globe, governments should always be identifying a number of development projects, finance them and implement them sustainably Babalola *et al* (2015). In fact, according to World Bank Report of 2015, after the conclusion of the Millennium Development Goals and undertaking a transition to sustainable development goals, economic development and growth is practically measured by looking at the number of projects implemented in various sectors of the economy. Projects in these sectors include the construction projects that run from the roads, buildings like hospitals and schools, water reservoir projects, other transport and communication infrastructures and many more (World Bank, 2017). Africa development bank (2018) supports the above findings by arguing that for any community to be said to have performed better, the indicators of performance should be tied to the number of development projects that have been funded and implemented successfully and transferred to the relevant bodies for use. The projects in this category include the transport and communication infrastructures, water and sanitation infrastructures, health infrastructures, food security enhancing infrastructures and many more. Puspasari (2015) has also indicated that projects construction by the government is key in the economy of any country in Asia. According to him, these projects contribute to approximately 10% of the global gross domestic product (GDP); making them central in economic performance of any given country. In the same note, Takin and Akintoye (2016) have shown that in many developed countries, construction has become important player in the economy. They continue to show that development sector is of great importance to the economic progress of a nation since it contributes to the GDP and create employment. It set the stage upon which other various sectors can grow by constructing facilities needed in the supply chain of goods and services. The multiplier effect of the construction industry to the economy is significant and thus needs much attention (Mbachu and Nkando, 2017). World bank (2018) noted that China is credited with much recognition of initiating, designing, funding and implementing a number of mega construction projects (AsDB, 2018). According to one of its quarterly reports for example, world Bank indicated that between 2018 January and end of March 2018, the government of China was able to implement successfully over 90% of major development projects as contained in the 2017/2018 budget. This has made China being credited with much recognition of initiating, designing, funding and implementing a number of mega construction projects. The projects ranged from the ICT exportation projects and its enabling infrastructure, schools, transport and communication infrastructure with the electrified train having leaping highest this year, irrigation and HEP dams, health projects and many more. Report by OECD (2018) indicated that unlike other Asian countries, China is performing better in relation to development projects implementation due to: availability of financial resources from the various government sourced avenues aimed at driving the country into a super power, availability of well-trained experts who manage and monitor the projects, the development culture that promotes nationalism, handwork and eliminates corruption, good will from the government, collaboration with other development partners from the private sector and other international bodies etc. A study by Mbachu and Nkando (2017) notes that various development projects in South Africa are affected by several negative factors. The factors include: lack of sufficient finances from the government, poor initial projects planning, corruption, political conflicts and poor agenda, lack of qualified experts locally, poor community perception towards some give projects, foreign interference and many more. Equally, Mavetera *et al.*, (2015) has shown that projects are non-compliant to quality requirements, time as well as cost and scope. Interview responses on focus groups linked these issues to unqualified project contractors who have little or no project management skills. Enshassi *et al.*, (2016) add that project performance in SA is mainly influenced by: inadequate resources; poor road network leading to delay and lack of materials; lack of proper project management skills; increase in prices of materials; inadequacy of highly skilled professionals; as well as unavailability of quality equipment and required raw materials. Africa union (2015), Rwanda has been credited for being among the emerging economies that has overseen a number of development projects since the country healed from the civil war of 1994. Rwandese government has been credited for steering a number projects that range from education projects, transport projects, communication projects, health, water and sanitation among others. The report indicates that the government's willingness to support the various sectors of the economy and its ability to collaborate with various development partners has accelerated the development projects implementation. Furthermore, a study by Gichoya (2016) found out that: financial resources, political good will, security and social stability, skilled labour, management support, legislation etc. World Bank (2017) has also shown that in Rwanda projects implementation are highly influenced by the country's leadership where the Rwandese presidents have been reaching various development partners and countries for both

financial resources and skilled expertise for various projects. Delays in completion of government funded projects are on high alert due to corruption and poor reporting in the public sector (DFID, 2013). Further the bill of rights as enshrined in the 2010 Kenyan constitution entitles every citizen the right to enjoy quality and efficient services. Infrastructure provision consumes approximately 10% of the National budget as outlined in the printed budget estimates (Republic of Kenya, 2011). In Kilifi county delays and non-completion of projects from initial cost plan has been persistent. The projects initiated by the county have either stalled, abandoned or failed due to poor funding among other factors. For example, the construction of Mtwapa modern bus park and market, Construction of sunrise market in Mariakani, construction of model early childhood development centres (ECDE) have been abandoned and stalled among other projects while the construction of milk collecting and cooling centres in Bamba have failed to kick off (Kilifi county projects status, 2018).

1.2 Statement of the Problem:

Economic development globally is heavily dependent on the number of development projects that are implemented and completely passed to the end user (World Bank, 2014). According to the World Economic Development Survey Report published by the World Bank in 2014, the infrastructural projects implemented in developing countries in sub Saharan Africa consumed over 52% of the budget (World Bank, 2014). This means that infrastructure projects implementation is very important both in terms of country development and resources consumptions hence calling for an in-depth research and focus from various bodies and scholars. Fida (2018) has indicated that development projects in Africa have evolved over time and the amount of resources (financial, time and human resources) consumed have increased and need much focus for general development of the continent. The government and other stakeholders have heavily borrowed the idea of economic development and infrastructural projects implementation; an idea that has seen the Kenyan government heavily invest in mega infrastructural projects implementation. Despite the fact that these projects have seen much funds pumped into their implementation with an aim of making Kenya industrialized country by 2030, many projects have dragged in completion while others have been abandoned altogether with other failing to kick off (National taxpayers Association, NTA, 2014). Delay and non-completion of projects from initial cost plan have been persistent for projects sponsored by government. In Kilifi county, the construction of Mtwapa modern bus park and market, Construction of sunrise market in Mariakani, construction of model early childhood development centres (ECDE) have been abandoned and stalled among other projects while the construction of milk collection and cooling centres in Bamba have failed to kick off (Kilifi county projects status, 2018). Nyika (2015) did a study on analysis of the causes of failures in the implementation of projects in Kenya; Kagendo (2015) factors affecting successful implementation of projects in non-governmental organizations within urban slums in Kenya; Cherotich (2015) determinants of implementation of construction projects funded by constituency development funds: a case of public secondary schools in Kikuyu sub-County, Kiambu County Kenya etc. From these examples of studies, it has been confirmed that there are a number of challenges or factors influencing the implementation of various projects but there is no known study that has been carried out to address these factors in Kilifi county; calling for this study. Also, a study by World Bank (2014) has indicated that in Kilifi County, delays and non-completion of projects from preliminary cost plan has been rampant on construction projects funded by the county government. However, it is noted that little efforts have been made to solve the problem; a need for such a study. This study was therefore carried out with the aim of examining the determinants of the implementation of construction projects funded by county governments in Kenya; a case of Kilifi county

1.3 Purpose of the Study:

The purpose of this study was to examine the determinants of the implementation of construction projects funded by county governments in Kenya; a case of Kilifi County.

1.4 Objectives of the Study:

The study was guided by the following objectives:

- i) To establish the influence of funding on the implementation of construction projects funded by county governments in Kenya.
- ii) To examine the influence of manpower on the implementation of construction projects funded by county governments in Kenya.

- iii) To examine the influence of socio-political factors on the implementation of construction projects funded by county governments in Kenya.
- iv) To determine the influence of feasibility study on the implementation of construction projects funded by county governments in Kenya.

1.5 Research Hypotheses:

This study tested the following hypothesis at the 95% level of significance.

i). H_1 : Funding significantly influences the implementation of construction projects funded by county governments in Kenya.

H_0 : Funding doesn't significantly influence the implementation of construction projects funded by county governments in Kenya.

ii). H_1 : Manpower significantly influence on the implementation of construction projects funded by county governments in Kenya.

H_0 : Manpower doesn't significantly influence on the implementation of construction projects funded by county governments in Kenya.

iii). H_1 : Socio-political factors significantly influence the implementation of construction projects funded by county governments in Kenya.

H_0 : Socio-political factors doesn't significantly influence the implementation of construction projects funded by county governments in Kenya.

iv). H_1 : Feasibility study significantly influence on the implementation of construction projects funded by county governments in Kenya.

H_0 : Feasibility study has no significant influence on the implementation of construction projects funded by county governments in Kenya.

2. LITERATURE REVIEW

2.1 Construction Projects Implementation Concept:

PMI (2017), defines a project as a temporary undertaking that has a given timeframe as one of the resources, consumes financial resources and labour with the aim of giving out a particular deliverable/outcome. It is a basic outcome that is always expected out of an undertaking that consumes time resource, human resource, financial resources and many more. The project needs project team which may include individuals who may not necessarily work together but may come from different organizations and across different environment – (Barreto, 2017). In his work, Barreto (2017) has indicated that construction projects constitute major projects in the world today. According to him, projects are activities such as software development with an aim improving processes in a business, building construction, natural calamity response efforts and market expansion in different areas with an aim of increasing sales volume. And all must be expertly figured out how to convey the timely, budgetary results, learning and joining that organizations require. Barreto (2017) has shown that the implementation of construction projects in the various field included the stages of designing the project, pre-construction, procurement, build, and owner occupancy or passing it to the end user. Moriarty *et al* (2017) has indicated that for a construction project to be said that it is being implemented, there should be initial project designing (the design stage is where the project begins. This stage has to look at more than the planning stage in project management. Anastasios (2017) has explained the remaining two phases as execution phase and closing phase (closure). According to her, the plan of construction project management is put into operation during the execution stage which constitutes of two processes including executing as well as monitoring and controlling. The team that oversees the project ensures the various activities relating to the project are done. The team monitors progress and note any deviation. During the final stage of completion, the project manager evaluates what was ok and note down failures. Finally, the team conducts project report that highlights final budget and provide information that is material of any activity that is not finished. This report with its analysis will be of value to the construction projects in the future.

2.2 Influence of adequate funding on the Implementation of Construction Projects:

In its definition of a project, PMBOK (2008) has shown that a project is a temporary undertaking that is fueled with three major resources so as to give some outputs. The resources indicated in this definition are; time as a resource, financial resources and human resource. According to the PMBOK (2008) for a project to be successfully implemented, there must be a well-defined source of financial resources that are well managed and have a continuous flow besides being sufficient. Sambasivan and Soon (2017) have also indicated that financial resources are critical among other determinants of projects implementation in Malaysia. In their study that focused on four mega roads construction projects funded by the Asian development bank between 2012 and 2016, it was noted that respondents supported ideas that the sources of financial resources, the amounts, the flow of these finances and the conditions attached to them influence the completion of road projects. Abdelhak and Mohamed (2016) in their study indicated that financial resources and funding is a key determinant of projects deadline spillage. In the study that was carried out in 2016 between January and June focusing on four states of the art construction projects in the capital city (one model university halls construction and three government business centres) which were funded by the government, they noted that: adequacy of projects funding; phased projects funding; intermittent projects funding; delays in payment of progress valuations among other factors influenced the completion rates of the projects. According to Frank and Adwoa (2015) noted that building construction projects in Ghana delay due to a number of factors that includes community involvement, projects planning, projects prioritization, political good will, expertise availability, natural calamities, financial resources and other more factors. Olabosipo and Adedamola (2016) in their comparative study carried out in Nigeria and Uganda have shown that performance of construction projects funded by the government is directly related to financial resources. In their findings; project funding levels, sufficiency in funding, absorption of allocated funds by stakeholders, contractor financial capacity, late payments to contractors, and irregular funds disbursements affects the completion of construction projects in these countries. In Kenya, various studies have been carried out and have confirmed that financial resources influence the implementation rates of projects (Nyika, 2015; Kogi, 2013; Cherotich, 2015; Mburung'a, 2014). Nyika (2015) did affirm that financial resources and financing are part of the major determinants of projects failure in the country. According to Kogi (2013), majority of the projects received inadequate funds from the government and other funding agencies, these funds if are from the government in most cases are delayed, if the funding comes from other bodies like the IMF (International Monetary Fund) have very many conditions and at times the flow of these funds is uncertain. This according to his work that he carried out in Nairobi negatively influenced the rates at which construction projects in the public sector are completed. According to Kogi (2013) projects success strongly depend on the amount of funds allocated towards their implementation, the duration of funding, the flow of these funds, the legal frameworks attached to them, the financial management concepts involved and the financial monitoring and evaluation concept. Cherotich (2015) found out that level of funding by CDF influence on implementation of CDF funded projects with a correlation coefficient of 0.863, a strong positive relationship that shows that level of funding determines the implementation of construction projects CDF funded projects.

2.3 The Influence of Manpower on the Implementation of Construction Projects:

Manpower is the energy and the real ability that enables the project to have its deliverables achieved as planned (WB, 2014). According to Sambasivan and Soon (2015), manpower involves the people who are either trained to work or not trained to work on some projects to enable the projects achieve their objectives. In this study, it was observed that the number of employees handling the various components of the projects, their knowledge, interests, their availability and levels of motivation strongly determined the rates of projects completion. According to Takin and Akintoye (2016) have shown employees' training and continuous orientation influences their performance and thus the performance of construction projects implemented by local governments. Callaway (2015) argues that a firm may have the employees with the right qualifications and experience with the right tools and equipment available in the organization with the support from the management, but productivity may still fall below the expected standards. In several cases what is missing is lack of sufficient knowledge and skills which is attained through training and development. According to him, well trained manpower is able to execute their responsibilities; they must be knowledgeable on their mandates and must be sufficient enough to avoid burn down which is normally associated with shoddy deliveries. World Bank (2016) argues that the projects implemented in the sub-Saharan Africa from time to time fail to beat the deadlines since the continent lacks sufficient trained experts, poor levels of management skills among project managers, nepotism and favoritism in employees' identification and poorly motivated employees. AsDB (2017) blames the poor implementation of various

development projects in Africa on their failed system of education that gives half-baked manpower to the industry. The AsDB (2017) report concludes its findings by showing that Africa has a system that doesn't train its human resource on how to use the local models to turn the available resources into deliverables that could see mega projects implemented effectively and efficiently to help the citizens. Gichoya (2016) who did a study on the factors influencing successful implementation of ICT projects in government also concluded that the type of training of employees, their experience, their levels of motivation, their availability, their attitude and their ability to feel owned by the projects influence the rates at which projects are implemented in the country (Kenya). Githenya and Ngugi (2014) have shown that the availability of training policies in organizations influences the performance of employees significantly.

2.4 Socio-Political Factors' Influence on the Implementation of Construction Projects:

According to AU (2017), Africa is endowed with very many resources but due to political and socio-cultural uncertainties, the continent lags behind and continues to lag behind each day. According to the report published and presented during the AU 2017 summit, the continent has natural resources like petroleum, valuable minerals, flora and fauna resources that if taken care of, the continent will emerge as one of the best developed continents in the world. However, issues of political classification, contradicting ideologies and lack of cooperation among various countries due to differences in political mindsets have led to failed states due to failed development projects implementation. The overall effect to these in projects implementation is that those projects that are not politically right, they either; stall, experience time overruns, failed or some never even get to the conceptualization point. According to Frank and Adwoa (2015), politics is a quotidian consumption in Africa that is consumed in every idea of development and other community touching issue in Africa. In his study, politicians in Ghana mobilize the locals to participate in community development projects implementation, the politicians mobilize resources for community projects implementation, the politicians determine the laws governing various development projects implementation and many more.

2.5 Feasibility Study and the Implementation of Construction Projects:

According to David (2016) feasibility studies influence the implementation of development projects up to the tune of 72.8% in the developed countries and 91.3% in the developing countries. In this report, David (2016) has clearly shown the importance of feasibility study by arguing that, the economic and technical viability of idea is analyzed and proved which the core objective of feasibility study. Also, he has shown that feasibility study helps to make decision whether to undertake the project or not. Babalola *et al.*, (2015) has outlined three elements in projects feasibility studies that significantly influence their implementation. In his study that was descriptive in nature, a regression analysis indicated a strong relationship between the different components of those projects. The components include: the approach; the current market analysis; the requirements; the project scope; review and evaluation. World bank (2017) denotes various components of feasibility study as follows; Description feasibility referring to the products and services to be provided and means of delivering them; Market feasibility referring to the current and future customers to the business; Technical feasibility showing how the products and services shall be delivered; Financial feasibility indicating the capital required to start up or the amount of project funding; organizational feasibility-legal structure relating to a business, founders information.

2.6.1 Project Management Competency Theory:

This hypothesis was built up by two noteworthy authors – McBer and McClelland in the mid-1980s, who portrayed competency as the essential component for a person that is easily related to premise based effective or conceivably dominating execution in employment or situation. Starting now and into the foreseeable future different models of competency have been raised by different project management organizations. Previous studies on management have researched the effect of competency on performance. Dainty (2004) have contended for a expertise based execution for construction project managers where administrative conduct input is evaluated and major KPIs for project management expertise are established to involve: team building, leadership, decision-making, mutuality and approachability, honesty and integrity, learning, understanding and application, as well as maintenance of external relations among others. The underlying assumption according to construction project management is that provided the project managers and their teams have all the needed work skills, then execution becomes effective.

2.6.2 Goal - Setting Theory:

According to Locke (2010), the main motivation for work among individuals is when a goal/objective is presented to them (Greenberg & Baron, 2000). Objectives advise a worker what should be done and how much exertion should be consumed. This hypothesis is broadly used in the construction business since profitability every day of any exchange depends on a specific yield of work. A good example is that of masons who should build a required number of bricks to qualify for the work and payment of that day. This relates to the objective setting concept which assumes that a person will be keen on achieving the goal set before the work started, and that the satisfaction is when that goal is met. Additionally, Locke (2010) explains that goal setting entices conduct and drives workers to meet the set targets. Better and improved outcomes are expected when the goals are simplified, relatable and made open even to the least qualified worker in the construction industry. It is imperative that opposition is more prominent when objectives are troublesome. This concept will be used to illustrate how group motivation based on goal setting influences project implementation. It is therefore assumed that the understanding of motivation by the project manager in totality will be vital in improving their job performance as well as determining the success of the project implementation.

2.7 Conceptual Framework:

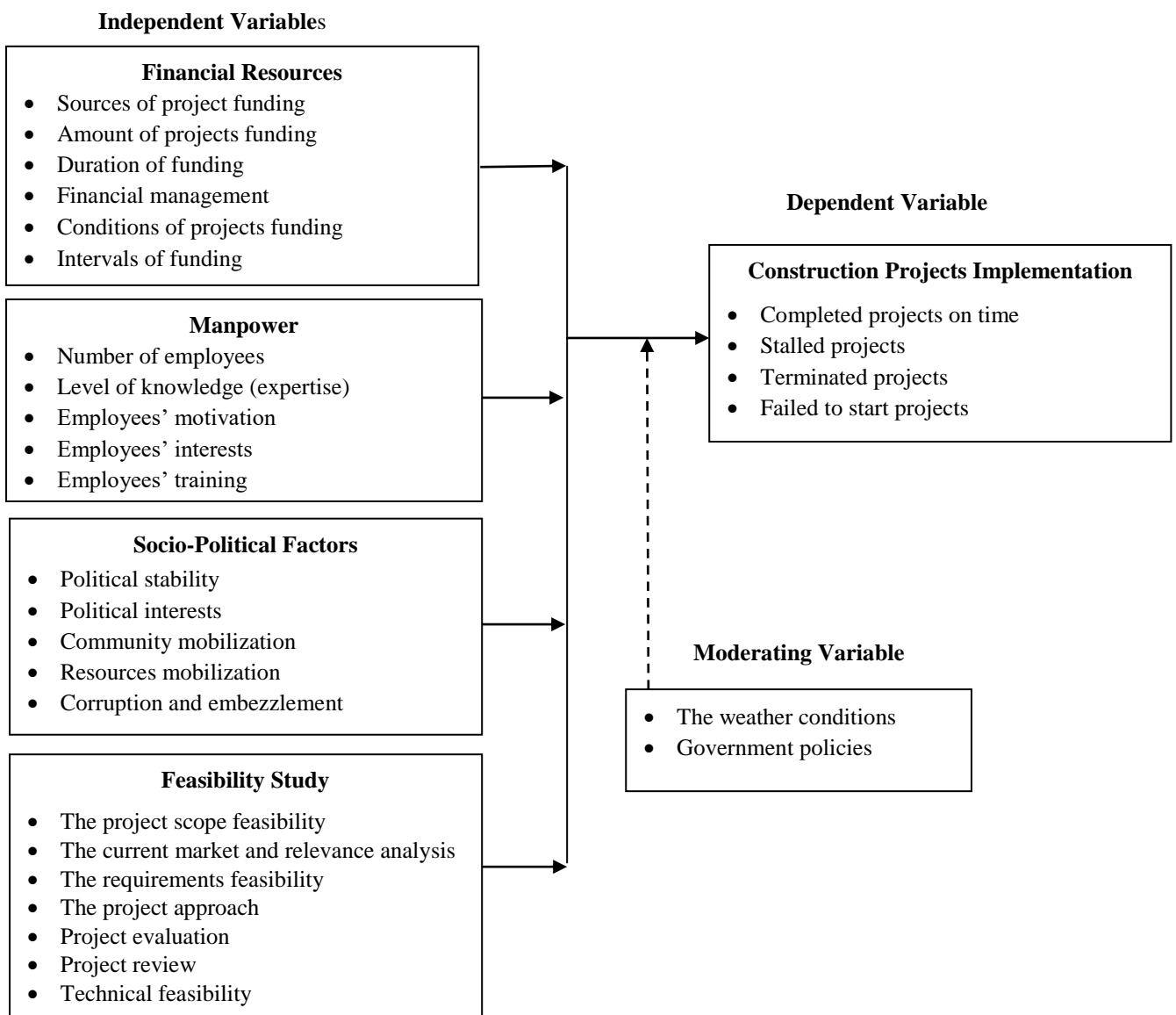


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1 Research Design:

This study employed a descriptive research design. According to Mugenda and Mugenda (2003), when conducting a social research, a descriptive research design is preferred since it is able to give the respondents to give their attitudes, views, beliefs and ideas towards a given factor under study. Also, they continue to add that a descriptive research design is appropriate for facts determination/gathering as it incorporates interpretation, comparisons, proper analysis, relationships and identification of trends.

3.2 Target Population:

In Kilifi County, there are a number of construction projects that have been implemented since the county government became real in 2013. There are 62 major construction projects that have been implemented in Kilifi County in the departments of Water & Sanitation, Education, Infrastructure, Agriculture and livestock development and Trade and industrialization. These numbers of projects have been handled by a number of people who cut across the county employees and contractors. The number of employees and contractors who made the projects participants between June 2013 and April 2018 made the target population of the study as shown below on table 3.1.

Table 3.1: Target Population

Employees Category	Target population
County Project Managers	62
County Finance department staffs	32
County project design staffs	38
Project Contractors employees	98
Total	230

Source: (Kilifi County Human Resources, 2018).

From the above results, the target population of this study was therefore be 230 respondents.

3.3 Sample Size and Sampling Procedure:

This study had its sample picked as guided by the Krejcie and Morgan table of determining sample size (attached as appendix iv). Krejcie and Morgan table of determining sample size was used since it assured representation of all groups and characteristics of each stratum could be estimated and comparisons made. The sampling procedure saw each stratum give its sample as guided by Krejcie and Morgan table of sampling in what is known as stratified sampling procedure as shown on table 3.2 below:

Table 3.2: Sample Size

Employees Category	Target population (N)	Sample Size (S)
Project Managers	62	52
County Finance department staffs	32	28
County project design staffs	38	36
Project Contractors employees	98	80
Total	230	196

Sample size source (Krejcie and Morgan Table of 1970)

4. DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Influence of Funding on the Implementation of Construction Projects:

In order to determine the impact of funding on the performance of construction projects implementation in Kilifi County, the respondents were asked to indicate the extent to which they agreed or disagreed with the following ideas. This was done on a rating scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree

Table 4.3: Influence of Funding on the Implementation of Construction Projects

	Mean	Standard deviation
Sources of project funding significantly influence the implementation of construction projects in Kilifi County	4.01	0.871
Amount of projects funding significantly influence the implementation of construction projects in Kilifi County	4.23	0.678
Duration of funding significantly influence the implementation of construction projects in Kilifi County	4.34	0.781
Financial management significantly influence the implementation of construction projects in Kilifi County	4.02	1.023
Conditions of projects funding significantly influence the implementation of construction projects in Kilifi County	3.75	1.21
Intervals of funding significantly influence the implementation of construction projects in Kilifi County	3.98	0.991

On average, majority of the respondents supported the idea that funding significantly influences the implementation of construction projects in Kilifi County. This is indicated by the various findings. For example, in relation to the first statement that read, sources of project funding significantly influence the implementation of construction projects, majority of the respondents agreed with this idea as indicated by a mean score of 4.01 and a standard deviation of 0.871. Equally, majority of the respondents (a mean score of 4.23) agreed that amount of projects funding significantly influence the implementation of construction projects. A mean score of 4.34 also indicated that majority of the respondents generally supported the idea that duration of funding significantly influence the implementation of construction projects in Kilifi County. Also, a mean of 4.02 indicated that majority respondents supported the idea that financial management significantly influence the implementation of construction projects followed by the idea that Intervals of funding significantly influence the implementation of construction projects which had a mean score of 3.98. Finally, a mean score of conditions of projects funding significantly influence the implementation of construction projects in Kilifi County indicated that a large number of the respondents supported the idea as indicated by a score of 3.75.

This hypothesis is tested by use of the chi-square at 95% significance level and 4 degrees of freedom: H_1 : Funding significantly influences the implementation of construction projects funded by county governments in Kenya. H_0 : Funding doesn't significantly influence the implementation of construction projects funded by county governments in Kenya.

Table 4.4: The First Hypothesis Testing on Funding

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.688 ^a	4	.006
Likelihood Ratio	41.119	4	.001
Linear-by-Linear Association	.025	1	.875
N of Valid Cases	150		

The calculated chi-square=18.688

$$\chi^2_c = 18.688 > \chi^2_{0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 18.688 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, funding significantly influences the implementation of construction projects funded by county governments in Kenya.

4.2 Influence of Manpower on the Implementation of Construction Projects in Kilifi County:

A question was asked requiring the respondents to rate the extent to which they agreed or disagreed with a number of statements in relation to the influence of manpower on the implementation of construction projects in Kilifi County.

Table 4.5: The Influence of Manpower on the Implementation of Construction Projects

	Mean	Standard deviation
Numbers of employees influence the implementation of construction projects in the county significantly.	3.911	1.119
Level of knowledge (expertise) influence the implementation of construction projects in the county significantly.	4.128	1.018
Employees' motivation influences the implementation of construction projects in the county significantly.	4.098	1.03
Employees' interests influence the implementation of construction projects in the county significantly.	4.005	1.109
Employees' training influences the implementation of construction projects in the county significantly.	3.879	1.212

In relation to the idea that read, numbers of employees influence the implementation of construction projects in the county significantly, a mean score of 3.911 indicated that majority of the respondents supported the idea. A mean score of 4.128 indicated that majority of the respondents supported the idea that level of knowledge (expertise) influence the implementation of construction projects in the county significantly. Equally, a mean score of 4.098 indicated that majority of the respondents supported the idea that employees' motivation influences the implementation of construction projects in the county significantly. Similar results indicated that respondents agreed with the idea that employees' interests influence the implementation of construction projects in the county significantly as indicated by a mean score of 4.005. Finally, a mean score of 3.879 indicated that majority of the respondents supported the idea that employees' training influences the implementation of construction projects in the county significantly.

This hypothesis is tested by use of the chi-square at 95% significance level and 4 degrees of freedom:

H₁: manpower significantly influences the implementation of construction projects funded by county governments in Kenya.

H₀: Manpower doesn't significantly influence on the implementation of construction projects funded by county governments in Kenya.

Table 4.6: The Second Hypothesis Testing on Manpower

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.008 ^a	4	.067
Likelihood Ratio	31.119	4	.022
Linear-by-Linear Association	.025	1	.747
N of Valid Cases	150		

The calculated chi-square=25.008

$$\chi^2_c = 25.008 > \chi^2_{0.05, 4} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 25.008 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, manpower significantly influences the implementation of construction projects funded by county governments in Kenya.

4.3 Influence of Socio-Political Factors on the Implementation of Construction Projects in Kilifi County:

The question in this section required the respondents to rate the extent to which they agreed or disagreed with various ideas in relationship to the influence of socio-political factors on the implementation of construction projects in Kilifi County.

Table 4.7: Socio-Political Factors on the Implementation of Construction Projects

	Mean	Standard deviation
Political stability influences the implementation of construction projects in Kilifi county	4.51	1.2
Political interests influence the implementation of construction projects in Kilifi county	4.45	0.991
Community mobilization influence the implementation of construction projects in Kilifi county	4.123	0.876
Resources mobilization influence the implementation of construction projects in Kilifi county	3.980	0.768
Corruption and embezzlement influence the implementation of construction projects in Kilifi county	4.55	0.778

In relation to the idea that political stability influences the implementation of construction projects, a very strong support was achieved as indicated by a mean score of 4.51. Political interests significantly influence the implementation of construction projects in the county as indicated by a mean score of 4.45. This is similar to the overwhelming support accorded to the idea that corruption and embezzlement influence the implementation of construction projects as indicated by a mean score of 4.55. A mean score of 4.123 indicated that a higher percentage of the respondents supported the idea that community mobilization influences the implementation of construction projects in Kilifi County. Finally, majority of the respondents (mean of 3.980) supported the idea that resources mobilization influences the implementation of construction projects in Kilifi County.

This hypothesis is tested by use of the chi-square at 95% significance level and 4 degrees of freedom:

H₁: socio-political factors significantly influence the implementation of construction projects funded by county governments in Kenya.

H₀: Socio-political factors doesn't significantly influence the implementation of construction projects funded by county governments in Kenya.

Table 4.8: The Third Hypothesis Testing on Socio-Political Factors

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.458 ^a	4	.997
Likelihood Ratio	51.009	4	.112
Linear-by-Linear Association	.002	1	.987
N of Valid Cases	150		

The calculated chi-square=22.458

$$\chi^2_c = 22.458 > \chi^2_{0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 22.458 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, socio-political factors significantly influence the implementation of construction projects funded by county governments in Kenya.

4.4 Influence of Feasibility Study on the Implementation of Construction Projects in Kilifi County:

Respondents were subjected to a number of questions that required them to rate the extent to which feasibility study influenced the implementation of construction projects in the county.

Table 4.9: Influence of Feasibility Study on the Implementation of Construction Projects

	Mean	Standard Deviation
The project scope feasibility influences the implementation of construction projects in Kilifi county	3.94	0.876
The current market and relevance analysis influences the implementation of construction projects in Kilifi county	3.67	0.903
The requirements feasibility influences the implementation of construction projects in Kilifi county	3.78	1.092
The project approach influences the implementation of construction projects in Kilifi county	4.10	0.765
Project evaluation influences the implementation of construction projects in Kilifi county	3.77	0.987
Project review influences the implementation of construction projects in Kilifi county	3.98	0.9
Technical feasibility influences the implementation of construction projects in Kilifi county	3.6	0.675

Majority of the respondents supported the idea that feasibility study influences the implementation of construction projects. On average, majority of the respondents supported idea that: The project scope feasibility (3.94); The current market and relevance analysis (3.67); The requirements feasibility (3.78); The project approach (4.10); Project evaluation (3.77); Project review (3.98); and Technical feasibility (3.6) influences the implementation of construction projects in Kilifi county.

This hypothesis is tested by use of the chi-square at 95% significance level and 4 degrees of freedom: H_1 : feasibility study significantly influences the implementation of construction projects funded by county governments in Kenya. H_0 : Feasibility study has no significant influence on the implementation of construction projects funded by county governments in Kenya.

Table 4.10: The Fourth Hypothesis Testing on Feasibility Study

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.45 ^a	4	.667
Likelihood Ratio	21.19	4	.134
Linear-by-Linear Association	.111	1	.990
N of Valid Cases	150		

The calculated chi-square=11.45

$$\chi^2_c = 11.45 > \chi^2_{0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 11.45 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, feasibility study significantly influences the implementation of construction projects funded by county governments in Kenya.

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings:

Results in relation to the first objective of the study that sought to establish the influence of funding on the implementation of construction projects funded by county governments in Kenya were as follows: Majority of the respondents supported the idea that funding significantly influences the implementation of construction projects. This was indicated by a mean score of 4.01 which meant that majority of the respondents supported the idea that, sources of project funding significantly influence the implementation of construction projects. Also, mean scores of: 4.23 against the idea that amount of project funding influences the implementation of construction projects; a mean score of 4.34 against the idea that duration of funding significantly influences the implementation of construction projects; and 4.02 against the

idea that financial management significantly influence the implementation of construction projects indicated that majority of the respondents supported the ideas. The calculated chi-square value of 18.688 indicated that the alternative hypothesis held. Therefore, funding significantly influences the implementation of construction projects funded by county governments in Kenya. On the other hand, majority of the respondents agreed with the concept that manpower significantly influences the implementation of construction projects. Individually, a mean score of 3.911 indicated that majority of the respondents supported the idea that numbers of employees influence the implementation of construction projects. Equally, a mean score of 4.098 indicated that majority of the respondents supported the idea that employees' motivation influences the implementation of construction projects in the county significantly. Since the calculated chi-square value of 25.008 is greater than the critical chi-square value at 5% level of confidence, the research accepted the alternative hypothesis. Therefore, manpower significantly influences the implementation of construction projects funded by county governments in Kenya. In relation to the third objective, the average trend showed that a large number of the respondents strongly supported the idea that socio-political factors influence the implementation of construction projects. In relation to the idea that political stability influences the implementation of construction projects, a very strong support was achieved as indicated by a mean score of 4.51. Political interests significantly influence the implementation of construction projects in the county as indicated by a mean score of 4.45. This is similar to the overwhelming support accorded to the idea that corruption and embezzlement influence the implementation of construction projects as indicated by a mean score of 4.55. Therefore, socio-political factors significantly influence the implementation of construction projects funded by county governments in Kenya. Finally, in relation to the fourth objective that sought to determine the impact of feasibility study on the implementation of construction projects funded by county governments in Kenya, Majority of the respondents supported the idea that feasibility study influences the implementation of construction projects. On average, majority of the respondents supported idea that: The project scope feasibility (3.94); The current market and relevance analysis (3.67); The requirements feasibility (3.78); The project approach (4.10); Project evaluation (3.77); Project review (3.98); and Technical feasibility (3.6) influences the implementation of construction projects in Kilifi county. Since the calculated chi-square value of 11.45 was greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was favored. Therefore, feasibility study significantly influences the implementation of construction projects funded by county governments in Kenya.

5.2 Discussions of the Findings:

The study findings indicated that majority of the respondents supported the idea that funding significantly influences the implementation of construction projects. This is what is confirmed by Sambasivan and Soon (2017) who have indicated that financial resources are critical among other determinants of projects implementation in Malaysia. In the study findings, a mean score of 4.01 which meant that majority of the respondents supported the idea that, sources of project funding significantly influence the implementation of construction projects. Sambasivan and Soon (2017) have also indicated the sources of financial resources, the amounts, the flow of these finances and the conditions attached to them influence the completion of road projects. Also, mean scores of 4.23 against the idea that amount of project funding influences the implementation of construction projects; a mean score of 4.34 against the idea that duration of funding significantly influences the implementation of construction projects; and 4.02 against the idea financial management significantly influence the implementation of construction projects indicated that majority of the respondents supported the ideas. According to Frank and Adwoa (2015) issues like the amount of funding, the legal frameworks involved in funding, the duration of funding, the intervals of funds release, the source of the funds and many more influenced the rates at which the projects were completed. On the other hand, majority of the respondents agreed with the concept that manpower significantly influences the implementation of construction projects. Individually, a mean score of 3.911 indicated that majority of the respondents supported the idea that numbers of employees influence the implementation of construction projects. A mean score of 4.128 indicated that majority of the respondents supported the idea that level of knowledge (expertise) influence the implementation of construction projects in the county significantly. Equally, a mean score of 4.098 indicated that majority of the respondents supported the idea that employees' motivation influences the implementation of construction projects in the county significantly. Miller (2016) in his study concluded that the number of manpower trained and employed to handle a given projects determines their success. According to him, well trained manpower is able to execute their responsibilities; they must be knowledgeable on their mandates and must be sufficient enough to avoid burn down which is normally associated with shoddy deliveries. World Bank (2016) argues that the projects implemented in the sub-Saharan Africa from time to time fail to beat the deadlines since the continent lacks

sufficient trained experts, poor levels of management skills among project managers, nepotism and favoritism in employees' identification and poorly motivated employees. According to Kagendo (2015), the number of employees handling a particular project from the initial stage of conceptualization and planning to the last point of project implementation influences their success. In relation to the third objective, the average trend indicated that majority of the respondents strongly supported the idea that socio-political factors influence the implementation of construction projects. Supporting this finding are Babalola. et al (2015) who did a study that focussed on the determinants of dam projects implementation in Nigeria and noted that, the political good will of the politicians is a central determinant in dam projects implementation. In this study, they argued that, the politicians in the country in most cases pass laws governing development projects to be implemented, they source for funds, allocate the funds and in most cases influence who wins the contracts for the implementation of these projects. The overall effect to these in projects implementation is that those projects that are not politically right, they either; stall, experience time overruns, failed or some never even get to the conceptualization point. From the findings, it was noted that, in relation to the idea that political stability influences the implementation of construction projects, a very strong support was achieved as indicated by a mean score of 4.51. Finally, in relation to the fourth objective that sought to determine the influence of feasibility study on the implementation of construction projects funded by county governments in Kenya, Majority of the respondents supported the idea that feasibility study influences the implementation of construction projects.

5.3 Conclusions:

The researcher makes the following conclusions based on the findings of this research:

One, funding has a significant influence on the implementation of construction projects in Kilifi County. The components of funding that have an influence on the implementation of these projects include: sources of funding, the amount of funding, the duration of funding, the financial management component, conditions of projects funding and the intervals of this funding. The researcher also concludes that manpower is a significant influencing factor of construction projects implementation in the county. The numbers of employees handling the projects, level of knowledge (expertise) of the employees, levels of employees' motivation, employees' interests and employees' training influence the implementation of construction projects in the county significantly. On the other hand, socio-political factors influence the implementation of construction projects significantly. From the research findings, political stability, political interests of the politicians, corruption and embezzlement of projects funds scored the highest support of all as the major determinants of projects implementation. The concept of politicians' role in community mobilization to support or go against a given project influences the implementation of the projects significantly. The politicians also perform significant roles in projects resources mobilization thus influencing the implementation of these construction projects. Finally, the researcher concludes that feasibility study influences the implementation of construction projects in the county. The researcher, based on the findings, concluded that critical analysis of the project approach has a greater influence as followed by project scope feasibility, project review, project evaluation among others.

5.4 Recommendations:

The researcher recommends that funding should be a key component that should be considered by project initiators before they think of implementing these projects. The researcher recommends for an in-depth consideration of manpower in the project implementation process. The numbers of employees handling the projects at any given point, level of knowledge (expertise) of the employees handling the projects, levels of employees' motivation, employees' interests and employees' training should be considered at all the stages of the project implementation. They should be involved either directly or indirectly; depending on the rules governing a given project that is being implemented. Finally, the researcher emphasizes on the need of carrying out a feasibility study before the projects are conceptualized, initiated and their implementation commenced. The project stakeholders should clearly examine the project scope feasibility, do thorough project review, and carry out proper project evaluation among others to ensure that the project is sustainable in terms of implementation.

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International Journal of Novel Research in Humanity and Social Sciences

 Vol. 5, Issue 4, pp: (86-100), Month: July - August 2018, Available at: www.noveltyjournals.com

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