

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

BY

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DECLARATION

This research report is my original work and has not been presented for an award of masters in any other university or institution.

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DEDICATION

I dedicate this work to my family (Maua Venacious, Vallerie Mkambe, Nyevu Kazungu and Nelly Fondo) for their encouragement and giving me ample time to undertake my postgraduate studies.

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ACCRONYMS AND ABBREVIATIONS

AfDB: African Development Bank.

AsDB: Asian Development Bank

AU: African Union

CDF: Constituency Development Fund.

GoK: Government of Kenya

OECD: Organization for Economic Cooperation and Development.

NGOs: Non-Governmental Organizations

SA: South Africa

UNDP: United Nations Development programme

WHO: World Health Organization

WB: World Bank

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 centre 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.*

CHAPTER ONE

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.

Just like other countries, Kenya's socio-economic development is highly associated with the construction sector. In Kenya large amounts of funds are set aside for the infrastructural development industry however this sector faces drawbacks such as spending in excess of the budget, non-completion of projects on time and over-reliance on foreign workers as outlined (Republic of Kenya, 2012). 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 collection and cooling centres in Bamba have failed to kick off (Kilifi county projects status, 2018). Further, little efforts have been made to solve the phenomena. Indeed significant gap do exist rendering evidence of great disparity on implementation of construction projects,

thus need for this study in order to establish the determinants of the implementation of construction projects funded by county governments in Kenya; a case of Kilifi county.

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 are 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). This has necessitated studies that should address the issue of projects implementation and exactly what influences the completion of these projects or their failure; thus a call for this study to be undertaken.

As much as there are researches that have been handled to address the issues of projects implementation, completion and sustainability, much research has not been done to address the

concept of the determinants of construction projects implementation in the locale of this study. For example; 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 Questions

The study was guided by the following research questions:

- i) What is the influences of funding on the implementation of construction projects funded by county governments in Kenya?
- ii) What is the influence of manpower on the implementation of construction projects funded by county governments in Kenya?
- iii) What is the influence of socio-political factors on the implementation of construction projects funded by county governments in Kenya?
- iv) What is the influence of feasibility study on the implementation of construction projects funded by county governments in Kenya?

1.6 Research Hypotheses

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

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

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

ii). H₁: Manpower significantly influence on 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.

iii). 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.

iv). H₁: Feasibility study significantly influence on the implementation of construction projects funded by county governments in Kenya.

H₀: Feasibility study has no significant influence on the implementation of construction projects funded by county governments in Kenya.

1.7 Significance of the Study

The findings of the study are expected not only to benefit the Kilifi county government but also other counties since the construction industry will be able to review the existing or come up with new construction policies and regulations for better and quality work in the construction sector. It will also assist the Kilifi county directorate of public works in charge of construction of projects to develop mitigation measures to safe guard the interest of the sector by transforming its structures, procedures and performance to effectively play its role in development agenda.

It may also be important to researchers as basis for further researches and source for relevant literature on determinants of the implementation of construction projects funded by county governments in Kenya. Further the study will be of significant to project managers since it will equip them with information needed to eliminate or minimize delays and successfully deliver projects as planned on time and cost thus promoting efficiency.

1.8 Limitation of the Study

The main limitation that was likely to face the research was the failure by few respondents to provide information due to fear that the information sought could be used to portray negative image about them or the office they hold. However, this did not arise since the researcher assured the respondents that the information provided could treated as private and confidentially used only for the purpose of academics. Further, the researcher made the objective of the research clear before data collection from the target respondents was done.

1.9 Delimitation of the Study

The research delimited itself by limiting its scope/locale to Kilifi County. The study also examined four determinants of the implementation of construction projects funded by the county government in Kilifi County as outlined in the objectives above (including funding, manpower,

socio-political factors and feasibility study). Factors such as land that is used for construction of projects, environmental factors and government policies which is important in construction projects but they were not considered in this study, thus becoming delimitation. The research further targeted the employees of various departments in the county government who made the projects participants and contractors. This included various construction projects within the county.

1.10 Basic Assumption of the Study

The study was carried out with an assumption that the information which was provided by the respondents was true and valid to make reasonable conclusions that can be used for decision making. The study was also carried out with an assumption that the four variables in the objectives hold much weight.

1.11 Definition of Significant Terms

Funding: Refers the sourcing of financial resources and allocating these financial resources to various projects

Manpower: Refers to the people involved in the design, management and implementation of the various infrastructural projects.

Socio-political: Means the issues that touch on the society and heavily borrow from the political situation of the country.

Feasibility Study: An investigation and assessment of a proposed project to decide whether it; is in fact achievable; is attainable within the approximated cost; and will be productive. Feasibility studies are quite often conducted where huge amounts are in question.

Construction projects: Means the build endeavors that incorporated the five major stages of a project that include: design, pre-construction, procurement, build and owner occupancy.

Project completion: Refers to the effective and efficient achievement of a given objectives outlined in a given project.

1.12 Organization of the Study

The study is organized into five chapters. Chapter one is the introduction comprising of background, problem statement, purpose of the study, study objectives, research questions, significance of the study, study limitation, assumptions of the study and definition of key terms as used in the study. Chapter two highlights the different schools of thought (literature review) on the determinants of the implementation of construction projects. This includes the interpretation of the concept of construction projects implementation, discussions as per the objective variables, the theoretical framework, conceptual framework, literature gaps and the summary of the chapter. Chapter three stipulates the methodology and research design used for the purpose of conducting the study. This includes: the research design, target population, sample size and sampling procedure, data collection instruments, validity and reliability of the research instruments, pilot testing of the research instruments, data collection procedure, data analysis techniques and ethical consideration. Chapter four comprises of data analysis and interpretation while chapter five is made of the summary of findings, discussions, conclusions, and recommendations. Also chapter five is made up of the future proposed areas of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the documented literature in relation to determinants of construction projects implementation in Kenya and beyond. The chapter contains the interpretation of the concept of construction projects implementation, discussions as per the objective variables, the theoretical framework, conceptual framework, literature gaps and the summary of the chapter.

2.2 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. He has shown the importance of the project management team in implementing the projects. In fact, he maintains that, project management is the utilization of expertise, experience, techniques, skills and knowledge required to handle project activities in order to produce the required outcome. Miller (2016) on the other hand has indicated the importance of putting the projects in actual implementation stages. According to him, implementation means performing the tasks outlined in the work plan of a given staff. Executing a construction project according to him is a complex task that requires coordination of various activities such as communication to stakeholders, budget management, and monitoring and evaluation team among other matters. PMI (2017) has shown the importance of construction

management, in construction projects implementation. According to the Institute's study, construction management refers to the provision of control and monitoring of construction project that involves the planning and coordination processes. This style of management of project is designed for the construction sector. Construction types that use construction management are few and they include industrial, environmental, civil, commercial and residential. Each class operates its projects on their ways but they follow the methodology of construction management.

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. It will look at concepts, schematics, contracts, design and regulatory and industry codes), preconstruction stage (During the preconstruction stage the owner has given permission to begin the project), procurement (where materials are purchased and other contractors/sub-contractors are given a chance to acquire materials required for the project actualization).

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. Project manager spends a lot of time in the monitoring step and based on the information that he obtains, he gives direction to the tasks and maintain control of the project. 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.

2.3 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 state 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. In a regression analysis that they performed, the issue of financial resources scored the highest value as the major determinant of delays in building construction projects implementation in Ghana. According to them, 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. 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 etc). 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.

2.4 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. Buckhout *et al* (2014) asserts that the aim of training is to change behavior or attitude and improve knowledge and skills to be more productive. It is a potential motivator which not only lead to benefits to the individuals but also to the organization as a whole. With the change of technology, employees are required to possess knowledge, skills and abilities required to cope with the new production techniques. Cole (2002) cited by Kagendo s(2015) further argued that training instils a sense of job security at workplace hence reducing absenteeism and increasing labour turn over. Training also helps to manage change by making employees feeling part and parcel of the change process through involving them; recognize them, enhance their responsibility and possibility of increased pay motivation; widen opportunities for progression; and help to improve the availability and quality of staff. Kagendo (2015) continue to assert that the number of employees handling a particular project from the initial stage of conceptualization and planning to the last point of project implementation influence their success.

Enshassi et al (2016) noted that, the levels of knowledge of the projects handlers and their ability to learn on the process of projects execution determines the quality of the projects implemented, their times of completion and their future survival. 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.

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. Kenney et al. (1992) cited by Githenya & Ngugi (2014) also indicated that to improve the performance of employee, organizations should have a training plan to cater the different categories of employees to meet their training needs. Training policies are necessary since they provide guidelines for those who are at strategic level to implement trainings; ensure organization's training resources are well utilized; ensure equality of training opportunities.

2.5 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 continent 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.

Babalola. et al (2015) noted that, the political good will of the politicians is a central determinant in dam projects implementation. 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.

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. Nyika (2015) adds that politicians mobilize financial resources for construction projects implementation, give decisions on the type and location of various projects as per their interests, the politicians mobilize community members to participate in the projects implementation by providing labour and other support like ensuring peace and security that is a central factor in projects implementation.

Kogi (2013) has shown a very strong association between politics and the implementation of economic stimulus programme (ESP). The study found out that the politicians help in explaining to the community members what the projects are and how important they will benefit them; making them feel part and parcel of the projects thus participating in their success. Cherotich (2015) adds that the politicians command a large hearing in the community and once they support a given development project, the community members behind these politicians support these projects; influencing their implementation positively.

Mburung'a (2014) asserts that the role of politicians in construction projects implementation cannot be overlooked since the politicians source funds required for projects success, determine the location of given projects, decide which projects will be given the first priority, and at times determine the agencies charged with the responsibility of taking the contracts for the projects implementation. Projects need a secure and stable economy for their success (AfDB, 2014). According to AfDB (2014) explanation, Africa is lagging behind in terms of development projects implementation due to political differences, civil wars, and unpredictable economic trends caused by corruption and embezzlement of funds.

Mbachu and Nkando (2017) have argued that construction projects rarely deliver effectively once the concept of politics befalls these projects. Politicians in Africa in most cases are corrupt and therefore interfere with the whole process of projects implementation; affecting the implementation of these projects negatively. Yuanyan et al (2016) adds that political wars in

Africa make it difficult to implement mega development projects like the roads and railway, the corruption among the politicians and projects managers see the wrong people land the jobs of implementing the projects, the corruption drains the funds meant for these projects and many more.

2.6 Feasibility Study and the Implementation of Construction Projects

According to Business Dictionary.com, feasibility study refers to the analysis and taking into account the likelihood of successfully implementing a given project that is to determine if it within the estimated budget and will be profitable. Usually it is conducted when large amounts of funds are attached to a project.

According to Investopedia (2018), a feasibility study is used to explore the possibility of successfully implementing a given project by considering all relevant factors. Project managers use feasibility studies to weigh the pros and cons of a given project before making a decision of investing towards such project. Instead of blindly investing in a certain project and hoping for good results then feasibility study is used as a guiding tool for project managers to investigate the possible outcomes.

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.

Olabosipo and Adedamola (2016) in their study in Nigeria have indicated that feasibility studies are very important as far as development projects implementation and success are concerned.

They have outlined how feasibility studies function in a given project by using a school project. In their example, they have shown an instance where a small learning institution with a view of expanding its operations undertakes a feasibility study to examine if it should take into account labour and material costs, how it will interfere with students programs, opinion from the public and rules and regulations that may affect such expansion. They conclude that the consideration of the financial implication, the community views, the disturbance and the ability to continue as planned forms the component of projects feasibility that is very crucial in development projects implementation.

PMBOK (2008) has shown that feasibility studies are very important components in projects implementation and the influence of feasibility study is very much far above all the other determinants of projects implementation. According to the Institution, feasibility study assess the successful possibility of an idea. The objective of feasibility study is to stress on the threats that could occur if a business idea is undertaken and establish if all relevant factors are considered.

According to Bryce (2017), just like any other business organization, construction projects need to carry out feasibility studies to ensure their sustainability. While looking at feasibility from the organization level, he has shown the importance of feasibility studies. According to his work, feasibility studies assists organizations to put all requirements needed in a project in a systematic manner for it to operate. It helps to identify problems relating to logistics and provide solutions to eliminate them. It can also be used to convince financial institutions or investors that a given project in question is viable.

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.

On the other hand, Anastasios (2017) has shown the various elements that should be included in the process of carrying out a feasibility study during projects implementation. The elements are: project scope which refers to the opportunity or problem that needs addressing; current market

analysis which normally evaluates the method or strategy of implementation; requirements which comprises of organizational and technical requirements; project approach referring to choosing the best course of action or alternative to solve a problem or meet desired outcome; evaluation referring to determining less costly approach selected; project review which is formal assessment of all elements assembled for accuracy purposes and make decision of either approving, rejecting or revise the study.

2.7 Theoretical Framework

There are two theories of construction projects implementation that will guide this research. These theories are, Project Management Competency Theory and Goal - Setting Theory as discussed below:

2.7.1 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. A competence framework that links learning, capacities, demonstrable performance, and individual characteristics as well as personality traits, as attempting to make and review through training as brought forward by Crawford (as referred to in Boyatzis, 1982 and Spencer, 1993). She further clarifies that, of the two detailed project management models, the PMBOK, focuses on the data part of aptitude while a third model, Australia's National Competency Standards, discusses about adapting otherwise focuses just on undeniable job execution. According to Crawford's investigation, (2010) found that most project managers lack the necessary capabilities or play out the full activities to realize the progressions they are driving as a component of their undertakings.

Project management draws its interest from the general assumption that if project management professionals are highly qualified, they will perform exceptionally in their areas and this will lead to the success and efficiency of those projects (Beer, 1990; Smith, 1976). Capability is all around recognized, in any case, as including data, capacities, dispositions and practices that are easily associated to predominant work execution. Project management skills are refined by a

mix of learning obtained from training and its resulting application and different abilities created throughout work, as explained by Crawford (as referred to in Boyatzis, 1982 and Spencer, 1993). 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.

2.7.2 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 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.

2.8 Conceptual Framework

The conceptual framework below denoted as figure 1 has outlined the independent variables, the dependent variable and intervening variables together with their indicators.

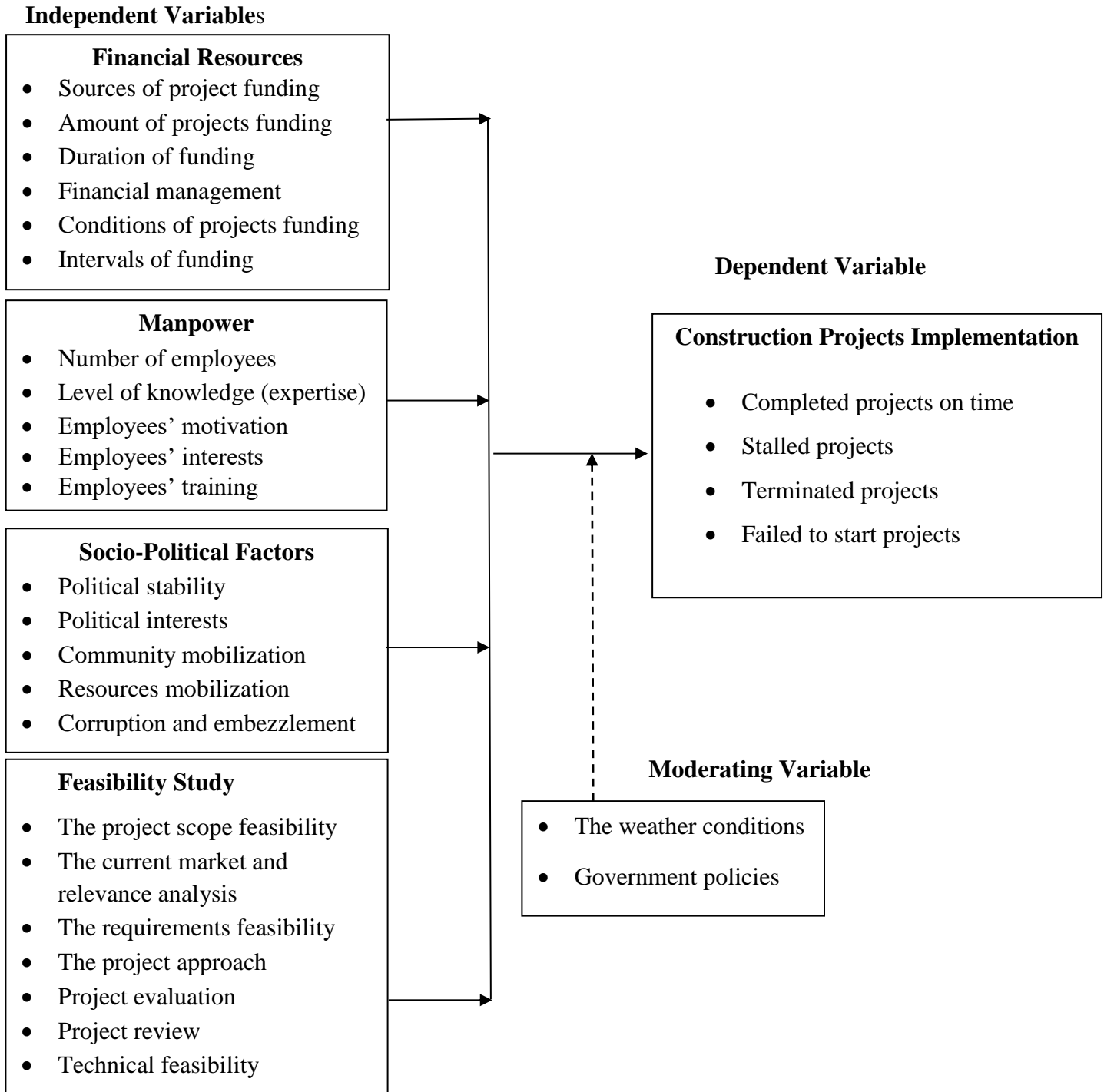


Figure 1: Conceptual Framework

2.9 Knowledge Gap

Table 2.1 Summary of Literature Findings Knowledge Gap

	Researcher	Focus	Finding	Knowledge gap
I	Kagendo (2015)	Factors affecting successful implementation of projects in non-governmental organizations within urban slums in Kenya; a case of Children of Kibera Foundation	Financial resources influence the implementation of projects.	However, this study has only focused on projects implemented in the Urban slums (Kibera) and in the capital city (Nairobi) that has completely a total different socioeconomic constitution as compared to that in Kilifi County. Also, the study has focused on the NGOs that have a total different operation policies and organisation structures as compared to the newly constituted county governments. This current study has focused on the major components of funding that

				influence the implementation of construction projects in the county which they include source of funding, amount, financial management component, duration of funding, conditions attached to funding and interval of release of funds.
II	Sambasivan and Soon (2015)	The causes and effects of delays in Malaysian Construction Industry.	The expertise assigned the implementation of the construction projects and the political alignment of the project initiators influences the implementation of these projects.	This study has failed to address the issues like: the number of employees, the availability of these employees, the motivation, nepotism and favoritism in employees' identification and employment among other factors that are common in Kenya; aimed to be addressed by this

				<p>research. Also the duo has failed to show the role of politicians in resources mobilization among other that are very common in the sub-Saharan Africa where Kenya falls. This current study has shown clearly the relationship between 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. Also it has shown how</p>
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				<p>politicians also perform significant roles in projects resources mobilization thus influencing the implementation of these construction projects.</p>
iii	David (2016)	Key components of a good feasibility study on projects implementation.	The study found out that the various key components of feasibility are very important in projects implementation and most projects fail since the feasibility elements are easily ignored.	<p>However, this study just relied on the components of feasibility study and ignored the influence of the various types of feasibility studies on the implementation of projects; what is to be addressed by this study. This current study has focused on the different types of feasibility study such as project approach, project scope, project review, evaluation among other which</p>

				have a greater influence on the implementation of construction projects in the county.
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2.10 Summary of chapter

The various literature reviewed has shown a close relationship between the independent variables and the dependent variable in the study. For example, Sambasivan and Soon (2015) have shown that there is a relationship between sociopolitical factors and human resources factors on the implementation of construction projects. Also, the theories used have shown that once the objectives laid down are aimed at implementing a give project, the employees, finances, politics and other factors interact towards one direction; achieving the objectives. The study has outlined two theories (project management competency theory and goal - setting theory). The study has also outlined the relationship between the variables as shown in the conceptual framework and finally has given the literature gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that will be used. This includes: the research design, target population, sampling size and sampling procedure, data collection instruments, validity and reliability of the research instruments, pilot testing of the research instruments, data collection procedure, data analysis techniques and ethical consideration.

3.2 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.

3.3 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.

3.4 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)

From the table results, the table showed that 196 respondents could be considered as the sample size for the study as chosen from the various strata above. Stratified sampling was first applied where each sample was categorized in its own strata and later on a simple random sampling followed to pick the respondents as guided by the Krejcie and Morgan calculations as shown in table 3.2 above.

3.5 Data Collection Instruments

Collection of data was done by administering questionnaires to the respondents. According to Dawson (2002), questionnaires are the best instruments of data collection since they are easy to construct, easy to administer and easy to collect. Also, he has shown that questionnaires are preferred in social sciences since they are able to exactly extract the required information, attitudes, beliefs and feeling of the various respondents in relation to a given subject of study. The questionnaire consisted of strictly closed ended questions that were rated on both nominal scale and ordinal scale to give quantitative data that was coded and keyed into the SPSS software for analysis. The questionnaire consisted of two sections i.e section one that had the bio data information while section two had questions in relation to the objectives of the study.

3.5.1 Pilot Testing

In order to establish the reliability and validity of the instrument, the instrument was tested among 10 respondents in the neighbouring Mombasa County and the results were used to modify

the final questionnaire. The questionnaire was assigned to the 10 respondents twice in an interval of two weeks and then the results were used to get the general trend of the suitability and acceptability of the instrument.

3.5.2 Validity of the Instruments

Kothari (2008) define validity as the degree to which an instrument measures what it purports to measure. Both content validity and face validity were checked. Face validity referred the possibility that a question would be misunderstood or misinterpreted. Content validity was conducted. The questionnaire was prepared and later on was verified by the university supervisor and inputs from him was incorporated to make necessary modifications of the questionnaire for better results.

3.5.3 Reliability of the Instruments

Mugenda (2008) define reliability as the extent to which a measurement procedure or technique can be rest on upon to secure unswerving outcomes upon recurrent application. This study obtained its reliability by subjecting the research instrument to the Cronbach calculation and an alpha (α) coefficient of 0.8 was obtained. According to Sekeran (2010), when an alpha (α) coefficient of 0.8 is obtained, it can be said to be satisfactory.

3.6 Data Collection Procedure

To generate data for this study, the researcher obtained a letter of introduction from the University of Nairobi to the county secretary Kilifi County for permission to carry out a study in the county. The researcher then trained 5 research assistants and introduced them to the various agencies that were relevant in the county and went on to book appointments with the various respondents. The researcher together with the research assistants personally administered the questionnaires to the respondents and in cases where the respondents were far, the researcher emailed the questionnaires.

3.7 Ethical Considerations

The researcher requested the respondents not to use anything that could disclose their identity like their names or any form. Therefore, the researcher used codes. The researcher also requested voluntarily participation of the respondents and assured them that the study was basically academic in nature and had nothing beyond academic use.

3.8 Data Analysis Techniques

Before processing responses, the completed questionnaires were first edited for consistency and completeness. After data cleaning, data coding was done and entered into the computer for analysis. 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.

3.9 Operationalization of the variables

Table 3.3 Operationalization Table

Objective	Independent Variable	Indicators	Scale	Types of analysis
To establish the extent to which funding influences the implementation of construction projects funded by county governments in Kenya.	Financial Resources	Sources of project funding Amount of projects funding Duration of funding Financial management Conditions of projects funding Intervals of funding	Ordinal Scale	Descriptive
To examine the influence of manpower on the implementation of construction projects funded by county governments in Kenya.	Manpower	Number of employees Level of knowledge (expertise) Employees' motivation Employees' interests Employees' training	Ordinal Scale	Descriptive
To examine the influence of socio-political factors on the implementation of construction projects funded by county governments in Kenya.	Socio-Political Factors	Political stability Political interests Community mobilization Resources mobilization Corruption and embezzlement	Ordinal Scale	Descriptive

<p>To determine the influence of feasibility study on the implementation of construction projects funded by county governments in Kenya.</p>	<p>Feasibility Study</p>	<p>The project scope feasibility The current market and relevance analysis The requirements feasibility The project approach Project evaluation Project review Technical feasibility Organisational feasibility</p>	<p>Ordinal scale</p>	<p>Descriptive</p>
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

The chapter outlines the data that has been analyzed, the presentation of the data and its interpretations. It has the questionnaire return rate, the respondents' information, the objective based questions and the chi square tests of the hypotheses.

4.2 Questionnaires Return Rate

A total of 196 questionnaires were fronted in the field. Out of the total allocated questionnaires, only 150 were dully filled and thus made the useful response rate. The return rate was therefore 76.5% as shown below:

Table 4.1 Questionnaires Return Rate

Employees Category	Sample Size (S)	Return rate	Percentage
Project Managers	52	40	26.6%
County Finance department staffs	28	20	13.3%
County project design staffs	36	30	20%
Project Contractors employees	80	60	40.1%
Total	196	150	100%

4.3 Demographic characteristics of respondents

The following data is a summary of the respondents who participated in the study

Table 4.2 Demographic characteristics of respondents

		Frequency	Percent
Gender	Male	100	66.6%
	Female	50	33.4%
Academic Qualification	Secondary	15	10%
	Diploma	70	46.6%
	University Degree	60	40%
	Masters degree	5	3.4%
	PhD	0	0%
Work experience	1-4 years	45	30%
	5-9 years	60	40%
	10-14 years	30	20%
	Over 15 years	15	10%
Total Average		150	100.0

The male respondents made the majority with 100 respondents who were rated at 66.6%. The female were rated at 33.4% with a representation of 50 respondents. Academic qualifications indicated that those respondents who had a secondary level of education were 15 and rated at 10%. Those with diploma education scored 46.6% making them the majority followed by those with degree level of education that scored 40%. Those with masters' degree concluded the level of education with a rating score of 3.4%. In relation to work experience, those respondents with below 4 years of work experience scored 30%, those with between 5-9 years' work experience were 40% while those with 10-14 years had a score of 20%. The final category was that of those employees who had over 15 years work experience who scored a rating of 10%.

4.4 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.

Table 4.4 The First Hypothesis Testing On Funding

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

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

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

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

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

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.

4.5 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. In the rating, a scale of 1-5 was used

where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree and the results were as follows:

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 influence the implementation of construction projects in the county significantly.	3.879	1.212

Majority of the respondents agreed with the concept that manpower significantly influences the implementation of construction projects in Kilifi County. 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 influence the implementation of construction projects in the county significantly.

Table 4.6 The Second Hypothesis Testing On Manpower

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.

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

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

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.

4.6 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. The rating was done on a likert scale that had value scores of 1 to 5 where; 1= strongly disagree, 2= disagree, 3= fairly agree, 4=strongly agree, and 5= agree. The results were as indicated in table 4.7 below:

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

	Mean	Standard deviation
Political stability influence 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

The average trend indicated that majority 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 influence 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.

Table 4.8 The Third Hypothesis Testing On Socio-Political Factors

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.

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.

4.7 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. The scale of rating was 1-5; where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree. The results were as indicated in table 4.9 below:

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 .

Table 4.10 The Fourth Hypothesis Testing On Feasibility Study

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

H₁: feasibility study significantly influence the implementation of construction projects funded by county governments in Kenya.

H₀: Feasibility study has no significant influence on the implementation of construction projects funded by county governments in Kenya.

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

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

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.

CHAPTER FIVE:

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this section, the researcher shall give the summary of the research findings, interpret the research findings, and give a brief discussion, conclusion, and recommendations. Finally the researcher shall suggest some topics that can be looked into during the future studies.

5.2 Summary of the Findings

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. A total of 196 questionnaires were fronted in the field. Out of the total allocated questionnaires, only 150 were dully filled and thus made the useful response rate. The return rate was therefore 76.5%. The male respondents made the majority in the study with 66.6% while those with diploma education dominated.

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 influence 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. 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. 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 influence 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. Chi-Square value of 22.458 was calculated and this favored the alternative hypothesis. 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.

5.3 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 influence 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 influence the implementation of construction projects, a very strong support was achieved as indicated by a mean score of 4.51. This is supported by Kogi (2013) who has shown a very strong association between politics and the implementation of ESP. The study found out that the politicians help in explaining to the community members what the projects are and how important they will benefit them; making them feel part and parcel of the projects thus participating in their success.

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. Supporting these findings is David (2016) who argues that 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. On a rating scale, 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. This is further supported by Babalola et al (2015) who outlined three elements in projects feasibility studies that significantly influence their implementation. The components include: the project scope; the current market analysis; the requirements; the approach; evaluation; and review.

5.4 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.

5.5 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 project stakeholders should first put into consideration the sources of projects funding, the amount of funding from the various agencies, the duration of funding of these projects, the financial management component should be well outlined and defined, conditions of projects funding and the intervals of this funding should be the core points of projects initiation.

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.

The politicians, the politics surrounding the projects and the specific politicians who have significant influence in a given region where the projects are to be implemented must be considered at all levels of the project cycle. The politicians have the power to mobilize project resources, incite the community for or against a particular project, they have the power to make and amend laws and thus are very crucial in projects 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.

5.6 Suggestions for Further Studies

The researcher suggests that a study can be done to:

Examine the impact of government policies on the implementation of construction projects in Kenya; a case of Kilifi County.

Another study can be done to examine the influence of weather and natural environmental factors on the implementation of construction projects in the devolved unit in Kenya; a case of Kilifi county.

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APPENDICES

APPENDIX I: County Secretary



UNIVERSITY OF NAIROBI
ODEL CAMPUS
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
MALINDI LEARNING CENTRE
TEL: 0727-578175/0713-094703

TO

THE COUNTY SECRETARY,
KILIFI COUNTY GOVERNMENT,
P.O BOX 519-80108,
KILIFI-KENYA.

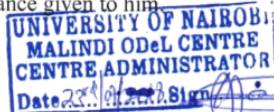
23RD JULY 2018

Dear Sir

RE: DATA COLLECTION

JIMMY MWAZANI JOHNSON of student admission number L50/88744/2016 is undertaking Master of Arts in project planning and management course at the University of Nairobi. As part of the requirement for his program, he is required to undertake a research on "Determinants of the implementation of construction projects funded by county governments in Kenya; a case of Kilifi county". He wants to collect data and your organization has been selected to participate in this research study as a source of significant respondents.

Kindly note that this research is purely for academic purposes, we will appreciate any assistance given to him.



STEPHEN FANAKA NDURYA
ADMINISTRATOR-MALINDI LEARNING CENTRE

APPENDIX II: Letter of Transmittal

Jimmy Mwazani Johnson

P.O Box 5054-80200,

Malindi.

Dear participant,

My name is Jimmy Mwazani Johnson and I am a student undertaking a Master of Arts Degree in Project Planning and Management at the University of Nairobi. To fulfill the completion of this course, I am carrying out a study determinants of construction projects funded by the county government of Kilifi, Kenya. Since the matter affects the whole community, I am inviting you to participate in this research study by completing the attached questionnaire.

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

Thank you in advance.

Sincerely

Jimmy Mwazani Johnson

0731569984

Email: jimmymwazani@gmail.com

APPENDIX III: Research Questionnaire

INTRODUCTION

Please I am assigning you this questionnaire in order to gather information in relation to construction projects implementation determinants in this county. Answer it faithfully and wherever you don't understand a concept, you are free to inquire. The questionnaire has two sections (section one that needs basic background information and section two that is the real study areas guided by the objectives of study).

SECTION ONE: BIO-DATA:

1. What is your gender? (Tick where appropriate)

Male Female

2. What are your highest academic qualifications?

Secondary (O) level education _____, diploma level _____, university degree _____, Masters Degree _____, PhD) _____

3. Work experience

1-4 , 5-9 , 10-14 , More than 15

SECTION TWO

QUESTIONS AS GUIDED BY THE OBJECTIVES

OBJECTIVE ONE:

1. Below are a number of indicators that relate to the influence of funding on the implementation of construction projects in Kilifi County. On a rating scale where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree, indicate the extent to which you agree or disagree with the following statements.

	1	2	3	4	5
Sources of project funding significantly influence the implementation of construction projects in Kilifi County					
Amount of projects funding significantly influence the implementation of construction projects in Kilifi County					
Duration of funding significantly influence the implementation of construction projects in Kilifi County					
Financial management significantly influence the implementation of construction projects in Kilifi County					
Conditions of projects funding significantly influence the implementation of construction projects in Kilifi County					
Intervals of funding significantly influence the implementation of construction projects in Kilifi County					

OBJECTIVE TWO

Below are a number of indicators that relate to the influence of manpower on the implementation of construction projects in Kilifi County. On a rating scale where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree, indicate the extent to which you agree or disagree with the following statements

	1	2	3	4	5
Numbers of employees influence the implementation of construction projects in the county significantly.					
Level of knowledge (expertise) influence the implementation of construction projects in the county significantly.					
Employees' motivation influences the implementation of construction projects in the county significantly.					
Employees' interests influence the implementation of construction projects in the county significantly.					
Employees' training influence the implementation of construction projects in the county significantly.					

OBJECTIVE THREE

Below are a number of indicators that relate to the influence of socio-political factors on the implementation of construction projects in Kilifi County. On a rating scale where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree, indicate the extent to which you agree or disagree with the following statements

	1	2	3	4	5
Political stability influence the implementation of construction projects in Kilifi county					
Political interests influence the implementation of construction projects in Kilifi county					
Community mobilization influence the implementation of construction projects in Kilifi county					
Resources mobilization influence the implementation of construction projects in Kilifi county					
Corruption and embezzlement influence the implementation of construction projects in Kilifi county					

OBJECTIVE FOUR

Below are a number of indicators that relate to the influence of feasibility study on the implementation of construction projects in Kilifi County. On a rating scale where: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree, indicate the extent to which you agree or disagree with the following statements

	1	2	3	4	5
The project scope feasibility influences the implementation of construction projects in Kilifi county					
The current market and relevance analysis influences the implementation of construction projects in Kilifi county					
The requirements feasibility influences the implementation of construction projects in Kilifi county					
The project approach influences the implementation of construction projects in Kilifi county					
Project evaluation influences the implementation of construction projects in Kilifi county					
Project review influences the implementation of construction projects in Kilifi county					
Technical feasibility influences the implementation of construction projects in Kilifi county					

APPENDIX IV: Sample size

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.

S is sample size.

Source: Krejcie & Morgan, 1970