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

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Abstract

The general objective of this study was to establish factors that influence implementation of development projects by County Government of Kilifi, in Kenya. The study was limited to the county government in kilifi county drawn from various sectors such as County assembly committee, Executive Committee Members, County Secretary, Chief officers, Ward administrators, Sub County administrators, Departmental Finance officers and Project Managers. The theoretical framework was based on, Stakeholder Theory, Co-evolutionary theory, Lewin's Change Management Theory, Network Theory, Resource Based View Theory. This study adopted a mixed research design. The study covered ninety three (93) county personnel that occupy positions relevant to the study. The study used census method because the target population was less than the minimum a hundred respondents for sampling method to be adopted. The researcher collected data mainly from primary sources. Primary data was collected using a questionnaire. Data collected was centered into the computer using SPSS. Data was presented using tables, pie charts and graphs. It was concluded that size of the project determines the rate of implementation of development projects to a great extent. Allocation of funds also affects the rate of implementation of development projects to a great extent. Political interference and the level of security also affect the rate of implementation of development projects. The study recommended that Kilifi County government employ parties who could help in terms of security during implementation of development projects and also should have all considerations including size, intervention and funds required during the process.

Key Words: *Project Size, Allocation of funding, Political Intervention, Level of Security, Kilifi County Government*

INTRODUCTION

According Pinto (1996) successful project implementation is complex and difficult. Project based work tends to be very different from other organizational activities. Projects usually have a specific goal or goals a defined beginning and end, and a limited budget often developed by team of individual with special expertise, projects usually consists of a series of competent tasks requiring high levels of coordinating. Perhaps not surprisingly, the project manager's job is characterized by role overload.

According to Pinto,J.K. & Kharbanda,(2010), the famous Project Implementation Profile (PIP) helps in identifying and measuring successfully implemented projects. These are project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and trouble-shooting. The factors changes significantly based on the project life cycle stages. Monitoring and controlling enables tracking, reviewing, and regulating the progress of a project performance. (Cynthia, 2008).Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. (Cynthia, 2008).

Most countries in the world have realized the importance of decentralization in order to bring about development at the local level. Decentralization as a means of transforming the society aims at mobilization of resources for Nation building. Baskin (2010) notes that CDFs are akin to the venerable United States (US) congressional allocations generally referred to as pork barrel, earmarks or member items in national and state-level policy making. Operations of CDFs are known to be controversial due to their nature and raise major questions regarding the service delivery by the government to its people, whereas such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful (Chikati, 2009).

In the United States of America the new Indian Education Centre as a project was established to provide facilitator leadership training to the Native American communities on project implementation, with the capacity to link existing service delivery systems to resulting exemplary local projects to provide technical assistance (Miller, 1979). The aims of the Centre were to provide leadership development, to provide training for local community members, to provide technical assistance to local communities and to provide information and dissemination services. The main focus was to develop the capacity of local communities and the creation of employment. Knowledge and skills are paramount in running of community based projects. Very minimal results will be achieved if projects are not run systematically and necessary skills applied in maximizing output. Project leaders and members require trainings to enable them understand issues at the level of commonness and proven result oriented procedures.

In Nigeria, Maduagwu (2000) indicates that the Government should not presume that they know what will benefit the poor better than the poor themselves. Maduagwu (2000) further indicates that projects should be embarked upon because people need them not because contractors are pushing for them. Citizens should clarify their own needs and priorities. Capra (1996) see participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment, build the tendency to associate, establish link, live inside each other and cooperate.

At the broad level, multilateral aid organizations, such as the World Bank and IMF, focus on central government financing and very large infrastructure projects. However, other organizations, notably international NGOs such as CARE, World Vision and Oxfam, also target community development projects that aim to help communities raise their quality of life (Green and Haines, 2008, p265). Private investment by large entrepreneurs in local projects has also become significant as noted by Ms Elumelu, after his holding company purchased Ughelli Power Plant in Nigeria: "The investment we are making demonstrate our intent to become a significant player in the power sector. It also shows in a clear and meaningful way that African capital should be part of the solution to African challenges. We need more of Africa's companies to step up and get involved in Africa's development", (Today in Business, The Standard, 4th July 2013).

Uganda for instance started decentralization on political front since 1986 in order to meet the needs and interests of its citizens. According to Odhiambo (2006) through decentralization effort the Ugandan Government was able to achieve transfer of power to lower levels of Government, improving resource accountability and responsibility by linking taxes to service delivery and improving capacity at local level to plan finance, manage and implement projects and programs Various scholars have highlighted crucial information over the subject of time and cost overruns and impact (Waihenya, 2011).Despite numerous legislations, dissemination and policy papers on the subject, we still find Government projects suffering from overruns.

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

The County Government Act places significant responsibilities on County Authorities, but also provides for legal, administrative and regulatory powers on the basis of decentralized authority. Under the act, Kilifi County Government authorities have responsibility for among other things, land use planning and delivery of infrastructure and social services. They are also responsible for overseeing urban development, which is governed by various legislative acts. However, they have neither the capacity nor the resources to carry out many of their functions and responsibilities. Majale (2009) noted that like many other countries, Kenya reformed its system of County Government with the aim of strengthening the capacity of county authorities to effectively fulfill their responsibilities particularly in regard to urban planning, management and service delivery and improving urban governances. The reasons for project delays, cost overruns and not meeting specifications in public or government projects have not yet been adequately investigated in local authorities or have not been published in the literature. This research study determined the factors affecting implementation of development projects in Kilifi County.

Statement of the problem

The 47 county governments are in charge of overseeing majority of functions such as provision of health care, pre-primary education, and maintenance of local roads that were under Kenya's national government. Inorder to somothly facilitate service delivery, devolved governments, gets funding from the national government. As required by Article 203(2) of the Kenya Constitution. This is to ensure equality and equity in development. However as (Hassebet al., 2011) noted that a project's success depends on meeting objectives within time and budget limits, this has not been realized in Kilifi County basically due to implementation factors of these development projects by the county government.

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

Purpose of the study

To determine how Project Size, allocation of funding, political interference and how level of security affects implementation of projects by the county government. The specific objectives were:-

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

Research Hypothesis

- **$H_{O:}$** Project size does not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
- **$H_{O:}$** Allocation of funding does not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
- **$H_{O:}$** Political interventions do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
- **$H_{O:}$** Level of security does not influence the rate of implementation development projects by County Government of Kilifi, in Kenya.

LITERATURE REVIEW

Concept of County Funded Project - CFP

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

Empirical review

Project size influence on implementation of development projects

Togar et al (2004), a project size provides a clear statement of the problem or opportunity and the solution, project outcome and able develop clear business justification to ensure project is consistent with direction, priorities in the Strategic Plan. It enables prepare budget and review with funding approval authority, if applicable document deliverables and significant milestones identify customers, users, and stakeholders. Torp et al (2004) carried a study on effective implementation factors for project performance on assessment of large public projects in Norway. The objective was to ensure quality-at-entry of major government funded project before funding is appropriated. The study involved 14 public projects where project organization factors (suitability and adequacy of its structure such that authority and responsibility matches, how clear its relationship with its parent organization is, continuity and capacity in the organization and efficient decision making), were identified and the number of projects (number and size of projects), project planning and control as CSFs in such projects was determined Torp et al (2004)

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

Allocation of funding influence on implementation of development projects

The county government plays a fundamental function in county development projects' funding, initiation, implementation and management. It provides the enabling policy and legal environment for the regulation of funds and the procurement of goods, works and services. The government may create the need to participate in information sharing platforms to discuss development progression in their counties. Their members of county assemblies keep watch on the performance of county development programs. Ideally county assemblies need to demand for county governments' accountability (Busiinge, 2010). Most donors including the national government gives restrictions to their funding including, among others, sound financial management systems in place, good leadership with integrity, educated staff with experience and the strategic plans of the county governments. County governments without the requirements cannot attract donors and national government for funding in some projects. Specific donors will assess the capacity of the organization's systems and structures to handle funds before funding them (Ali, 2012).

They also consider if the potential recipient has experience and knowledge to meet deliverables (Ali, 2012).

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

163.35 billion (44.7 percent for development expenditure. The split between annual development and recurrent expenditure budget conforms to the public finance requirement that at least 30 percent of budget be allocated to development activities. In order to finance budget, county Governments expect to receive Ksh.259.77 billion as equitable share of revenue raised nationally,ksh.3.60billion as conditional allocations fo,Ksh.4.50billion as conditional allocation for leasing Medical Equipment, Kshs. 3.30 billion as conditional allocation from Road maintenance fuel levy Fund,844.71 Million from Government of Denmark through The Danish International development agency(DANIDA). According to report by COB (2016), during the first 9 months 2015/2016, the county governments received ksh.158.88 billion as equitable share of revenue reviewed from National government. All allocations received were not as the expected amounts. It is noted that the community is minimally involved in the allocation of the county funds to selected projects, and that existing structural weaknesses could possibly help to explain the existence of otherwise of transparency in allocation and utilization of the county fund specifically those allocated to development activities. With the case of CDF which operate under similar structures, several weakness constituted were identified .The weaknesses appear to revolve around issues of the CDF allocation, project identification, distribution, management, community participation in project design, prioritization, and monitoring and evaluation. Moreover 4% of the total CDF funds allocated to the monitored projects in the same FY were on abandoned projects. On the other hand, 8% of the allocated funds in the same year were unaccounted for. Funds allocation is key in all projects hence should be given ultimate importance.

Political intervention influence on implementation of development projects

Ashley et al (2007) did a study on the analysis of project implementation success and concludes that effective project implementation is repeatable and requires a great deal of political intervention to be in effective and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition needs political intervention. Chua et al (2009) carried out a survey on critical success factors for different project objectives. They found out that political intervention and contractual arrangements cannot be left out of the success equation. In other words project success is not determined exclusively by the project manager, monitoring, and control efforts without political intervention.

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

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

Level of security influence on implementation development projects

Iyer et al (2006) carried out an empirical study on critical factors affecting schedule performance in projects where over 40% of the projects are facing time overrun due to level of security (hostile socioeconomic environment). He identified seven factors with significant influence on the schedule outcome and security was key.

Three factors: commitment of the project participants; owner‘s competence; and conflict among project participants were found to possess capability to enhance performance level while the remaining four factors; coordination among project participants; project managers‘ ignorance and lack of knowledge; hostile socioeconomic environment; and indecisiveness of project participants tend to retain the schedule performance at its existing level. Three case studies of key performance indicators for measuring project implementation success in Hong Kong were examined by Chan et al (2004). The results indicated that security, cost, and time were still three most important indicators of success in projects. They also found outr thet other measures such as safety, functionality and satisfaction are attracting increasing attention.

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

Government Policies

The growing focus on governments to implement public infrastructure projects as a major platform to gain public trust and support has increased policy interests in the same area. Kerr and Newell (2001) while looking at projects dealing with policy induced technology adoption, notes that government departments and projects implementing agencies depend on these policies to ensure that public infrastructure project meats certain pre-conditions and post-conditions. While the policies does not make it mandatory for the project initiators to incorporate the project recipients, Kerr and Newell argues that the policies should cut across the project’s sectorial engagement in order to meet the pre-and-post- requirements. Governments develop policies that are geared towards mass implementation of large infrastructure projects with the main aim of pursuing social goals and to correct society failures and promote economic efficiency (Kaiser & Ahlemann, 2010).

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

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

Implementation of development projects

Effective development project implementation is looked at in many ways to include a large variety of criteria. However, effectiveness of project implementation can be thought of as incorporating four basic facets.

Successfully implemented project is generally considered to be come in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). Project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by a client, either internal or external to the organization and its project team. It seems reasonable therefore; that any assessment of project implementation effectiveness should at least include these four measures among others. As noted by Schultz and Slevin (2009), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure.

Beck (2006) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization.

Further, Manley (2004) shows that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of classification, the factor

Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

The famous Project Implementation Profile (PIP) is a set of factors developed by Pinto et al (2010). They came up with 10 CSFs to assist in identifying and measuring successfully implemented projects. These are project mission (clarity of goals and general direction), top management support (ability and willingness to provide resources, authority and influence), project schedule (a detailed specification and schedules for project implementation), client consultation (adequate communication, consultation and active listening to and with the client), personnel (recruitment, selection and training), technical tasks (availability of required Technology and expertise), client acceptance (final project was sold to end-users), monitoring and feedback (provision of comprehensive information at each implementation stage), communication and trouble-shooting (ability to handle crisis and deviation from plan). In a later study Pinto et al (2010) showed that the relative importance of the several CSFs changes significantly based on the life cycle stages. Pinto et al (2010) highlighted that CSFs identification will help the project teams minimize firefighting, intuitive and ad-hoc approach in managing uncertainties and changes encountered during project implementation. Antonio and Barry (2008) in their report noted that Projects are designed to achieve a specific goal, within a budget, on time, and according to previously determined specifications.

It is widely argued that there is a relationship between the effectiveness of an organization and its ability to manage projects successfully. Projects are characterized by: creating change in an organization and in society, having goals and objectives, their uniqueness, being completed within a limited time and scope, and involving a variety of resources. Private projects are designed primarily to meet financial objectives by providing goods or services in a profitable way, and by maximizing profit and minimizing costs Pinto et al (2010). Public projects, on the other hand, aim at providing health services, protecting lives and properties, providing services on non-profit basis and providing jobs.

Many public projects are reported as not finishing on time, overrunning costs and not meeting specifications. During project execution functionality often changes, thus necessitating modifications to specifications and deliverables, which in turn lead to increasing costs and delays. Cost overrun is one of the most important investment problems in developing countries. Since the outputs of government projects are used in almost all other sectors, project implementation failure affects the state of a country's economy. Projects carried out by government are often aimed at achieving political objectives such as re-election Pinto et al (2010). This leads to a situation in which project management processes are deliberately not followed in order to expedite project delivery. Therefore very often, the project outcome does not fulfill the objectives, budget overrun occurs and specifications (if any) are not met. The most important concern in these circumstances is executing projects timely. It has been claimed that an understanding of project management is the cornerstone of better and more efficient use of resources (human and monetary) and can lead to increased productivity. Successful project implementation is the cornerstone of sustainable development (Antonio and Barry, 2008) As in many countries, government remains investor in capital projects and the implementing agency of many projects, particularly public infrastructure, such as schools, hospitals and health centers, roads and bridges, public buildings, airports and harbors.

For many infrastructure projects, such as irrigation, rural roads, and electricity and water systems the active involvement of local community organizations in infrastructure planning, construction and maintenance decision was found to be critical to project success and sustainability.

Projects implemented by government agencies have reasonable prospects for financial sustainability because such agencies are able to cover recurrent project costs from their budget(Antonio and Barry, 2008). However, experience indicates that the sustainability of such projects has frequently been a problem especially in situations of fiscal crises and competing demands for public fund or when the implementing ministry has assigned a relatively low priority to the projects maintenance and support. Private organizations projects tend to be confined to small target areas and are not easily expanded or replicated. Private sector activities are sustainable without continued donor or public sector assistance when there is long term potential for generating sufficient revenues to cover expenses as well as to yield a profit however lack of potential of project activities can be a major obstacles to the long term success of such ventures. Successful and sustainable projects were frequently those that placed the responsibility for the operation and maintenance clearly on community based organization, user, groups, cooperatives or the like(Antonio and Barry, 2008). However, responsibility for operation and maintenance can only be successfully developed if some concomitant control over service provision is also devolved.

Theoretical framework

Resource Based View Theory

The core premise of the resource-based view is that organizational resources and capabilities can vary significantly across firms, and that these differences can be stable (Kiprono, P. and Daniel, W, 2016).

Firms with higher competitive advantage tend to create a sense of confidence in stakeholders that their support, whether financial or otherwise, will be valued and put into action. The resource-based view in outsourcing builds from a proposition that an organization that lacks important, uncommon, unique and organized resources and capabilities, shall seek for an external provider in order to overcome that weakness (Müller & Jugdev, 2012). Stakeholders will want to be involved in projects that have the resources available well managed. Outsourced resources tend to facilitate the reduction of costs of the entire project. Thus, stakeholders can be convinced that the project managers are working towards the achievement of the project at minimum costs for maximum utility and benefit.

In the context of the current study, the County Government - funded projects, in line with project management, undergo transformation. In this case, the projects' inputs are in form of funds they get from the County Government Ministry of Finance and Planning. The funds are supposed to be implemented in order for the projects to be successfully completed. The outputs as illustrated by the project management theory are exemplified by the completed County Government projects. The performance in the case of the aforementioned projects is measured by how successfully the projects are completed. Crawford, (2010) study found out that project managers —do not necessarily have the required competence or perform the full activities required to promote and implement the changes that they are leading as part of their projects.

Co-evolutionary theory

Lewin and Volberda (1999) states that as firms grow and evolve from small to larger and multidivisional organisations, this also indicates that strategy implementation methods also evolve simultaneously. Bourgeois and Brodwin (1984) states that various strategy implementation models are meant to meet the changing needs of firms as they evolve through various stages of the organizational life cycle (Parsa, 1999). In contrast to the earlier descriptive models, this model is more prescriptive with an, albeit limited, empirical basis.

Their research highlights three of Bourgeois and Brodwin‟s (1984) classifications of strategy implementation styles: change, collaborative, and cultural.

Not all firms implement their strategies in the same manner; nevertheless, research investigating the differing styles of implementation is scarce. Nutt (1995) utilizes Jungian theory (Jung, 1923) for his framework of implementation style; however, this is very much an analysis of the psychological style of individuals within the firm. More recently, Parsa (1999) utilised Bourgeois and Brodwins (1984) classification of strategy implementation types.

The majority of extant taxonomy models in implementation tend to be normative in nature (Parsa, 1999). Alternatively, they are developed from organisational observation, and as such, become context specific and frequently lack any broader theoretical grounding (Hooley et al., 1992). In contrast, Bourgeois and Brodwin's (1984) model is comprehensive, is based on specific theoretical assumptions and has been used by authors such as Parsa (1999). Bourgeois and Brodwin (1984) to refute the traditional approach to implementation as simply an adjunct to the strategy formulation phase of the strategy process. Rather, they contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

Lewin's Change Management Theory

A number of organizations have used Kurt Lewin's theory to understand human behaviour since it is related to change and patterns of resistance to change. Comonly known as Lewin's Force Field Analysis, the model encompasses three distinct phases known as unfreezing, moving and freezing or refreezing (Bozak, 2003).

The intention of the model is to identify factors that can impede change from occurring; forces that oppose change often called restraining or 'static forces' and forces that promote or drive change, referred to as 'driving forces'. When Family Planning Projects fully understand what behaviours drive or oppose change, then work to strengthen the positive driving forces, change can occur successfully.

In Lewin's first 'unfreezing' stage, understandings of the difficulties related to the identified problem are sought and strategies are developed to strengthen the driving forces and weaken or reduce the restraining forces. Unfreezing involves identifying key players that will be affected by the change and gathering them together to communicate ideas and create lists of all driving and static forces that will affect the project (Bozak, 2003). The second 'moving' stage is where the actual change in practice takes place as a result of equalization of the opposing forces, thereby allowing the driving forces to support the change. In this stage, implementation of the project produces the change desired, so it is important to continue to keep lines of communication with the stakeholders providers open. Finally, once the desired change has occurred, the 'refreezing' stage can be used to evaluate the stability of the change and the overall effectiveness within practice.

Network Theory

Decision-making processes are crucial in implementation of projects. Project managers should always communicate their projects through various media to do away with biasness while referring to similar projects (Olsson, 2008). This projects are exposed to numerous and interdependent risks of various nature, which makes their management more difficult. This theory aids in determining the power of social networks to improve health behavior sand methods that explain the influence of social networks on individual behaviour by mapping relationships within a community.

Stakeholder theory

Stakeholder theory states that organizations have relationships with many constituent groups and they can engender and maintain the support of these groups by considering and balancing there relevant interests (Kirsi, 2010). Kirsi (2010) asserted four premises of the stakeholder theory that; corporations have relationships with many constituent groups (stakeholders) that affect or are affected by its decisions, the theory is also concerned with the nature of these relationships in terms of both processes and outcomes for the firm and its stakeholders, that the interests of all (legitimate) stakeholders have intrinsic value and not one set of interests is assumed to dominate others, and finally the theory focuses on managerial decision making. Based on the argument of instrument of power of this theory, a company using stakeholder approach will have increased organizational performance in terms of economics and other criteria (Hasan & Kamil, 2010).

After Lynda (2006) examining stakeholder theory they concluded that the support of key stakeholders was essential for project success and consequently the success of programs. This indicates that managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and participation in decision making and on the other hand the management must act as the stockholder's agent to ensure the survival of the firm to safeguard the long term stakes of each group.

Sebastiano and Ragnhild (2014), revealed that what is considered as a constraint in project management can be categorized in to four; as political constraints (such as defined vision, mission, scope of projects), technical constraints (such as competencies, technologies, existing infrastructure and natural conditions like geology, landscape and climate), social constraints (such as codes of conduct, organizational hierarchies, personal relationships and accepted/expected behaviors) and administrative constraints (such as budgets, project schedules, scope, written contractual agreements among others).

Conceptual Framework

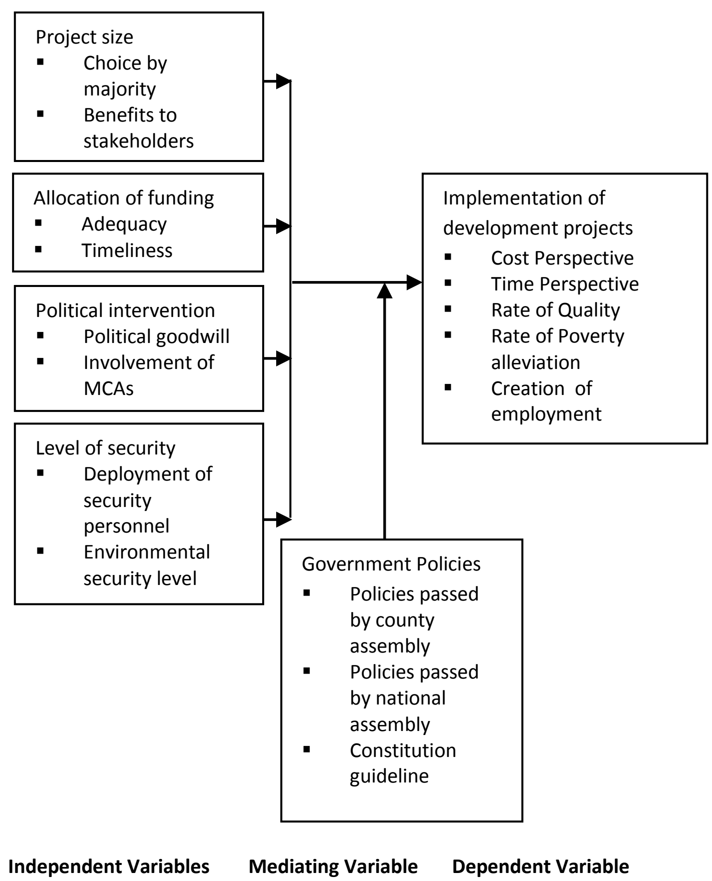

Figure 1. Conceptual Framework

Source: Researcher (2017).

RESEARCH METHODOLOGY

This study adopted a mixed research design that utilized a descriptive survey research design. The study targeted the county personnel of Kilifi County in the departments and other related county officers. The study covered ninety three (93) county personnel that occupy positions relevant to the study which included; the chief officers, County Executive Committee members, County Assembly committee on project implementation, county secretary, departmental Finance officers, project managers, ward administrators and sub county administrators. The study used census method because the target population was less than the minimum a hundred respondents for sampling method to be adopted. The researcher collected data mainly from primary sources. Primary data was collected using a questionnaire.

DATA ANALYSIS, REPRESENTATION AND INTERPRETATION

The questionnaires were issued out to 85 respondents of Kilifi County working or employed by the county government of Kilifi. 80 respondents returned their completed questionnaires a percentage of 94% which was enough to draw conclusions from. 5 respondents did not return their questionnaires. Men registered a 63% of total respondents showing that they were the majority while women were 37%. The respondents who had got a primary education were 20, a percentage of 25%. This was similar to those that got educated up to college level at 25% also. Those that reached secondary school were 30 a percentage of 38% indicating that most of the respondents were secondary school leavers. A few of them had bachelor’s degree and above 10, a percentage of 12%. The respondents who had worked less than 1 year were 16 a percentage of 20%, those that had worked for 1-5 years were 34 a total percentage of 43%, those that worked for 6-10 years were 19 a percentage of 24% and finally those that had worked for 10 years and above were 11 a percentage of 13%. This showed that most of the respondents had worked from 1-5 years with the Kilifi County government.

Project Size

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

Another factor under investigation was corrective action on deviations. The respondents were to state whether the size of the project influenced the rate of implementation of development projects based on this factor. Highest number of respondents 24(30%) agreed that it was to a moderate extent that the size of the project influenced the rate of implementation of development projects. 21(27%) of the respondents said that it was to a little extent and 17(21%) of the respondents thought that it was to no extent at all that the size of the project influenced the rate of implementation of development projects. Very few of the respondents thought that it was to a great extent 8(10%) and very great extent 10(12%).

The respondents were required to look into loss avoidance and state whether it determined how the project size influenced the rate of implementation of development projects. The highest number of respondents 23(29%) thought that it was to a little extent that loss avoidance affected the rate of implementation of development projects with regard to project size. However, 19(24%) of the respondents stated that it was to a great extent that the project size influenced the rate of implementation of development projects. 15(19%) of the respondents thought that it was to no extent at all that loss avoidance was an influencing factor. 13(16%) of the respondents thought that loss avoidance was a factor that influenced to a moderate extent the rate of implementation of development projects.

The respondents were to indicate whether project product met project objectives and user descriptions, where the size of the project influenced the rate of implementation of development projects. 20% of the respondents said that it was to a moderate extent that the project product meets project objectives and user descriptions. 34% of the respondents, the highest recorded said that it was to a great extent that the project product met project objectives and user descriptions. 19% thought that it was to a little extent and 12% said it was to no extent at all. A further 15% indicated that it was to a very great extent.

Allocation of funding

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

The respondents were required to indicate whether the effect on project staff relations i.e adequacy and timeliness of remuneration affected how fund allocation influenced the rate of implementation of development projects. The highest percentage of respondents 25%agreed that it was to a great extent. 15% agreed that it was to a very great extent, 23% of the respondents agreed that it was to a moderate extent. 24% of the respondents argued that it was to little extent and another 13% agreed that it was to no extent at all.

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

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

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

Political Intervention

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

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

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

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

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

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

Level of Security

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

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

Security in any place is best offered by trained personnel in the police department. In the study, investigation was carried out to determine the security level in both the regular police and the national police reserve. 38% of the respondents said that it was to a little extent that the security level is high by both the regular police and national reserve police. 26% of the respondents agreed to a moderate extent that security was high in both police institutions of study. 19% of the respondents agreed that the security level was high in both departments.11% said that it was to no extent at all and the least 6% of the respondents agreed that it was to a very great extent that the level of security was high in both regular police and national police reserve.

The respondents agreed to a 29% that the experts working on the projects had trust on security installed. 21% of the respondents said that it was to no extent at all that experts working on the projects have trust on security installed. 22% of the respondents thought that it was to a great extent that the experts working on the projects have trust on security installed.13% of the respondents agreed by saying that it was to a very great extent that the experts had trust on security installed.15% of the respondents took a neutral ground by indicating that it was to moderate extent that experts working on the projects trusted on installed security.

Hypotheses Testing

1. **$H_{O:}$** Project sizes do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
   From the results collected, the hypothesis Project size do not influence the rate of implementation of development projects by County Government of Kilifi, project size influences the rate of implementation to a great extent as seen above the project product meets project objective and user descriptions to a great extent with a percentage of 34% response. Thus we can nullify the hypothesis that Project size do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya
2. **$H_{O:}$** Allocation of funding do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
   The allocation of funds in Kilifi County Government influences the rate of implementation of development projects. This is evidenced by the data collected and analyzed regarding the allocation of funding. The allocation of funds affects the rate of implementation of development projects with moderate extent to a great extent. Thus we nullify this hypothesis.
3. **$H_{O:}$** Political interventions do not influence the rate of implementation of development projects by County Government of Kilifi, in Kenya.
   Political intervention affects the rate of implementation of development projects. This is illustrated by the results which show that the extent to which political intervention influences the rate of implementation of development projects is from moderate extent to very great extent. Thus this hypothesis is nullified.
4. **$H_{O:}$** Level of security do not influence the rate of implementation development projects by County Government of Kilifi, in Kenya.
   The level of security affects the rate of implementation of development projects from a medium extent towards no extent at all. This shows a decline in security during project implementation. Thus the hypothesis level of security do not influence the rate of implementation development projects by County Government of Kilifi, in Kenya is nullified.

SUMMARY, CONCLUSION AND RECOMMENDATION

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

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

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

Kilifi county government should employ parties who can help in terms of security during implementation of development projects

Implementation of development projects should have all considerations resources including size, intervention and funds required during the process.

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