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FACTORS INFLUENCING IMPLEMENTATION OF COUNTY DEVELOPMENT FUNDED PROJECTS IN KENYA: A CASE OF KIAMBU COUNTY

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Abstract

the The devolved system of governance was initiated with an objective of ensuring that government services are brought closer to the citizen, and enhance development to the rural area and reduce congestion in the major cities like Nairobi. Just like the central government, the county governments are tasked with the responsibility of ensuring development on the designated area. However reports show that it has not been an easy task for the last four years of devolution in Kenya. Various factors have been enumerated as key determinant to successful implementation of devolved governance in Kenya. Therefore this study aimed at finding the factors influencing implementation of County development funded projects in Kenya. Specifically The study aimed at establishing how project funding and political factors affect implementation of projects. The study adopted agency theory, project implementation theory and public value theory to build up the literature. A survey research design was used in this study because is a very powerful form of quantitative analysis that involves a careful and complete observation of a social unit irrespective of what type of unit is under study. The target population of the research involved all the 12 sub counties in Kiambu County. However, the researcher only targeted the project management, budgetary, finance and economic planning, administration and public services and road transport and public works departments, as they are much involved in the implementation of the development projects. The study used both the primary and secondary data, where primary data was collected using self-administered questionnaires. Data collected was analyzed using descriptive statistics to test correlation and regression of the study variables. In addition multiple regressions was used to determine the effect of a set of independent variable on dependent variable. The study finding reveled that project funding and political factors were among the key factors influencing strategy implementation on development funded projects in Kiambu County. The study further revealed that all the factors had a positive and statistically significant effect on the implementation of County development funded projects. The study concluded that project funding, and political factors had a significant effect on implementation of development projects in Kiambu County. Therefore the study recommends that counties in Kenya should come up with better budgetary allocations for projects to ensure full implementation. The study also recommend the inclusion of other factors that may affect the implementation of development projects such as other rival politicians, public awareness and other macroeconomic factors, project planning, and training of employees.

Keywords: *Project funding, political factors, Project implementation*

1.1 Introduction

The Most of the developing countries in the world have realized the importance of decentralization or devolution 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. Nkanata (2012) defines decentralization as the transfer of authority on a geographical basis whether by decentralization (delegation) of administrative authority to field units of the same department or level of government, or by political devolution of authority to local government units or special statutory bodies. Devolution is the transfer of power from a central government to sub national (e.g., state, regional, or local) authorities (Kubai, 2015). Devolution usually occurs through conventional statutes rather than through a change in a country's constitution; thus, unitary systems of government that have devolved powers in this manner are still considered unitary rather than federal systems, because the powers of the sub national authorities can be withdrawn by the central government at any time (Kubai, 2015).

Devolution has been successful in other parts of the world, US, India, Nigeria, Sweden, UK and South Africa are some of the countries where devolution has delivered the expected results in terms of political stability and development. (Omari, Kaburi & Sewe 2012). Uganda practices devolution through kingdoms, Tanzania through 'Jimbos' while in Kenya the practices it in form of County Governments. There is varying devolution system in place for instance; US, Nigeria and India systems are for federal states. Developing countries will have to draw experiences from similar environments and factors that bring them closer and learn how they operates, benchmark their strengths and transfer that knowledge and experience to benefit the devolved government. Counties should design and develop slogans to serve as a rallying call or marketing edge (Okongo, 2015).

Devolution has been termed as key element to development in the twentieth century. This has been evidenced from the drastic changes which have happened to those countries practicing it globally. According to Burugu (2010), Los Angeles County comprises of 88 cities within the state of California. This country has succeeded through federalism and has had various benefits which has led to development of complex rail road's in the country that helped to open up areas as nurture entrepreneurship development of the Hollywood film industry, development of the reliable electricity to power industries cities business and homes and their country is a melt pot of diverse cultures that pursue dreams and opportunities.

1.1.1 County Government in Kenya

Devolution was officially adopted in Kenya in 2010 with the passing of the new constitution through a national referendum. The constitution created two levels of government i.e. the National government, the 47county governments and the senate as the upper house. Even though Kenya still remains a unitary state as it was, (Burugu 2010) asserts that the two levels of governments have their well outlined functions and powers. The national government has three arms i.e. the Executive headed by the president, the legislature and the Judiciary. The county governments have the Executive headed by the Governor and the legislature or county assembly. Basically there are 47 counties in Kenya (see appendix III). The county governments are led by County governors and their deputies and county assembly members. They are mandated to oversee the activities and development projects in the counties as stipulated in the constitution.

In the last four year of implementation of the devolved government, various development projects have been initiated in the local areas. Urban centers have been developed into local cities in the county Headquarters. The devolvement of health services, roads constructions among other services in the counties have geared to the progressive performance in Kenya (Odongo, 2014). However, Kubai (2015) presumed that Devolution being a new phenomenon in Kenya, the level of preparedness of the counties to face up with the identified challenges and potential complexities to ensure that they are managed strategically is a major concern. The county Governors have accused the National government of being quick to devolve functions without devolving the funds required to execute them. Lack of funds has not only been the reported challenge facing devolution in Kenya, poor management, corruption, fraud and political goodwill are other factors associated with deterred growth in counties. Other forms of devolution through other systems like CDF have faced challenges, as executives don't adhere to the objectives and policy guidelines of its establishment and utilization. They ignore priority projects; appoint their friends, relatives and henchmen to run it leading to theft, looting and white elephant projects and fraud. The CDF Board the government agency that administers the fund says the issues concerning CDF include accidents involving CDF vehicles, cases of suspected fraud, unfair distribution of funds across constituencies, contractors not being paid, incomplete projects, mis-appropriation of funds and wrangles over whom should sit on the local committees (Okongo, 2015).

Kamau and Muturi (2015), argue that quite a number of factors are capable of influencing project implementation if they are not handled with care. These include inflation which has the effect of increasing the project cost, bureaucracy in government institutions, poor performance of contractors (poor qualifications and skills) , increase or decrease in scope of the work, frequent change of leadership, change in pre-contract consultants, ineffective and inefficient project finance structure, variations in designs and political influence and lack of evaluation and monitoring of the projects (Kamau & Muturi, 2015).

1.2 Statement of the problem

The devolved system of governance was initiated with an objective of ensuring that government services are brought closer to the citizen, and enhance development to the rural areas and reduce congestion the major cities like Nairobi. Just like the central government, the county governments are tasked with the responsibility of ensuring development on the designated areas. These include infrastructure development, ease access to services, entrepreneurial and businesses development among others. Since 2013 after the inauguration of devolved system of governance, the county governments have brought drastic changes in the Country (Fredrick & Makori 2016). The county governments have initiated many short term and long term projects. However some of the projected were successfully completed while others are not or even abandoned. The audit report 2016 on County and Constituency development projects reported that about 60% of the projects initiated in the previous year were not complete while others were rendered inadequate. Among the causative factors gearing to the incompleteness were conflicts of interest, political factors, corruption and mismanagement of funds.

As the demand for provision of social amenities increases at the County level as well as jurisdiction of their duties, many counties Kiambu included are faced with challenges in implementing some of their projects, due to some factors emanating either internally or externally. The main purpose of launching and developing these projects is to provide essential services to the citizens such as health care clean and conducive environment for business and good road networks within the county. When these projects are not implemented or they are left incomplete, they end up not solving any problem in the region, further they can be termed as a waste of public funds for no utility is derived from them. The problem of incomplete projects in the county can be witnessed on the several construction works which have not commenced since the tenders were awarded while others are on progress for the last two years. For other projects the contractors and stakeholders have withdrawn citing many reasons to blame the county officials.

Various researches have been conducted in an attempt to provide a solution in the management of public funds and implementation of projects. However, due to technology and innovation the problem still remains steady. Kirungu (2011) in a study on factors influencing implementation of Donor Funded projects, observed that the Financial and Legal Sector Technical Assistance Project (FLSTAP) under the ministry of Finance (The Treasury) has faced challenges to do with implementation and therefore not able to achieve its goals within the stipulated timeframes. Wanjala (2016), Kogi (2013), and Jillo (2016) conducted similar studies on factors influencing implementation of projects in the constituencies. However they focused on specific projects hence rendering no solution to the county projects at large. The effect of project implementation can be felt in majority of the Counties with a lot of criticism to the County governors as other are facing charges of the same in court of law. This paves way that the problem of project implementation is yet to be solved and much has to be researched on this matter and give a solutions and recommendations thereon. This forms the basis of this research sought to find out the factor influencing implementation of county development funded projects in Kenya, a case of Kiambu County.

1.3 General objective

This study sought to find out the factors influencing implementation of county development funded projects in Kiambu County.

1.3.1 Specific Objectives

i. To establish the influence of project funding on the implementation of County development funded projects in Kiambu County.
ii. To establish the influence of political factors on the implementation of County development funded projects in Kiambu County.

1.4 Scope of the study

This study sought find out the factor influencing implementation of county development funded projects in Kiambu County. The study covered four variables which may be considered as the major factors; project funding and political factors. The study was conducted to selected departments in the County that are involved in the projects development. The study was carried out within a period of four months.

2.1 LITERATURE REVIEW

2.2 Theoretical literature

2.2.1 Agency Theory

Agency theory defines and describes the relationship between one person (the principal) and another (the agent) where the latter is required to perform services on behalf of the former (Jensen & Meckling 1976). According to the theory, there is a contractual relationship between the two parties. Usually, the principal would be required to pay the agent for his services. Agency theory addresses the relationship where in a contract ‘one or more persons (the principal(s) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent’ (Jensen & Meckling 1976). This happens due to separation of ownership and control, when the owners of the company or the board of directors (the ‘principals’) have to engage managers and other employees (‘agents’) to run the business and need to monitor their performance to ensure they act in the owner’s interest.

According to Economists Alchian and Demsetzwere (1972) the first to argue that monitoring the performance of individual work output is always a cost of any firm and that the organization is inefficient when the flow of information on individual performance is minimized. This can easily happen if there are large teams who act autonomously (Alchian, 2012). The main concern of agency theory as proposed by Jensen & Meckling (1976) is how to draft contracts in which the agent's performance can be determined so as to act with the principal's interests in mind. This theory is designed for this study to address the agency between the county government and the National government. Where counties are expected to deliver on behave of the national government.

2.2.2 Theory of Project Implementation

According to Nutt (1996) implementation is a process or a series of steps taken by responsible organizational agents to plan change process in order to elicit compliance needed to install changes. Project managers employ the theory of project implementation to make predetermined changes in organizations by creating environments in which the changes can thrive (Kamau & Muturi, 2015). In line with this theory, Pinto (1989) argue that it is a difficult and complex exercise to implement a project successfully. Project schedule plan is the other factor highlighted in the project implementation theory. It involves providing a road plan or strategy of how to achieve the desired objectives in the project. Pinto (1989) has drawn parallels between the different stages of project implementation. The client's consultant (usually the project manager) is involved in formulating the project schedule plan. However the consultant must engage the client in formulating the plan. Anyanwu (2003) asserts that the degree to which the client is involved in the planning process determines the level of success experienced by the project. This theory supports all the variables in this research as a factor that influences implementation of the projects in the County.

2.2.3 Public value theory

Public Value Theory was formulated by(Moore ,1995). The theory was aimed at providing managers from the public sector with an improved understanding of the opportunities and constraints within which they function with the aim of producing valuable outcomes which satisfy public interests. According to this theory, a manager should not only aim at policy implementation but also adhere to institutional norms (Moore, 1995). The ultimate goal should be improving the lives of citizens. Unlike private entities which are accountable to their owners and shareholders, public organizations are accountable to members of the public and their democratically elected representatives (Awino & Marendi-getuno, 2014). The study applied the Public Value Theory to gauge the accountability of public institutions set up to act on behalf of the public. CDF committees are constituted to decide which projects will be undertaken using public funds while also monitoring and overseeing the progress of such projects. These committees should act in the best interest of the citizens.

2.3 Conceptual frame work

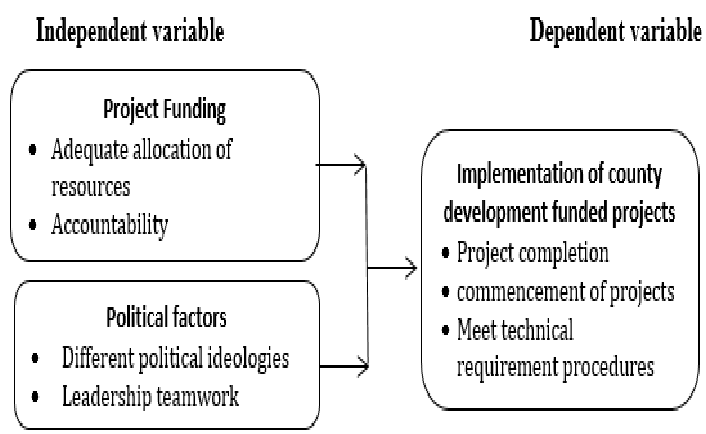

Figure 2.1 Conceptual framework

2.4 Empirical literature review

2.4.1 Project Funding

Implementation of a project entails four criteria namely; the project's scope being delivered on schedule, it is delivered within budget and, once delivered, it meets the quality expectations of the donor and beneficiaries (Gyorkos, 2003, McCoy, 2005). For project managers to be truly successful they must concentrate on meeting all of those criteria. The reality is that most project managers spend most of their efforts on completing the project on schedule. They spend most of their time on managing and controlling the schedule and tend to forget about adequate funding allocation for all project activities.

Project level of funding is determined at the initial stages of project planning and usually in parallel with the development of the project schedule. The steps associated with funds allocation or budgeting for project activities are highly dependent on both the estimated lengths of tasks and the resources assigned to the project (Frankel & Gage, 2007). Project budgeting therefore serves as a control mechanism where actual costs can be compared with and measured against the budget. The budget is often a fairly set parameter in the execution of the project. When a schedule begins to slip, cost is proportionally affected. When project costs begin to escalate, the project manager should revisit the project plan to determine whether scope, budget, or schedule needs adjusting.

Lack of timely disbursement of funds has greatly contributed to the failure of most projects in different counties. Several projects have remained incomplete due to lack of enough funds (Kamau & Muturi, 2015). Auditor's general report (2015) asserts that 70% of the counties in the country have reported malpractices such as theft, mismanagement, fraud and misappropriation of funds intended for development projects to other undeserving endeavors. Mburu and Muturi (2016) revealed that failure in timely completion of the projects was occasioned by challenges associated with project funding. According to their study, all elements of the project that were; fund allocation process, budgetary and funds disbursement had respondents at below 60% in agreement. Based on these findings the study concluded that shortage of funding constrained the timely completion of county funded projects.

The most appropriate basis for determining the level of funding for a project is the nature and scope of the project. A key function of planning for successful implementation of a project is to estimate the costs, staffing, and other resources needed for the project work (Frankel & Gage, 2007). Applying too few resources to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities (Achieng, 2016). Therefore the effective and efficient allocation of scarce resources in project activities within phases is a realistic management opportunity for improving project schedule performance (Frankel & Gage, 2007).

2.4.2 Political factors

Political factors refer to issues at the National level of government and Regional level including inconsistency in policies, laws and regulation and political instability. These factors contribute to an environment of uncertainty on return of capital investment. Political instability and lack of awareness in the people stimulate abrupt change of policies adversely affecting the successful achievement of development project objectives (Osuka, 2015). Murray (2011) asserts that political leaders mostly have personal interests in the manner in which the government funds are spent. They seek to support their bids for election to offices through the way they expend the funds. Members of parliament should work for the benefit of residents of the constituency. The choice of projects should be for the benefit of majority of majority of the constituents. The motive should be to provide good services to the constituents who elected them.

According to (Eyaa & Qian, 2010), the overall performance of a project is a function of the individual commitment of each participant in the project. Studies by (Yoon & Suh, 2003) in a Korean context, found a positive relationship between individual Commitment and perceived service quality. This suggests that the quality of citizenship services is a function of the energy and loyalty that individual members devote to the project. The inadequacy of an intrinsic drive to perform tasks also causes project failures in terms of time overruns/ failure to beat deadlines (Riketta, 2002).

Project managers face many challenges and problems concerning leadership, for example, leadership style, stress, uncertainty, motivation, learning, and teamwork (Berg & Karlsen, 2007). Political good will refers to the willingness of political leadership, especially the local and national leaders and communities to live in harmony and cooperate in developing their community and delivery of goods and services (Mburu, 2015). Good governance means the effective management of resources in a manner that is open, transparent, accountable, equitable and responsive to people needs (Eyong, 2009). It also means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal.

2.5 Research Gaps

Although much has been researched on the factors affecting CDF projects' implementation, less has been researched regarding the factors identified by the author. Previous studies have been done on fund reliability and contractor competence while much of what has been written on monitoring and evaluation does not seem to provide a solution as to how proper M & E should be carried out to enhance project implementation success. No single study has been conducted to find out the various factors affecting implementation of county funded projects. Despite the reported poor performance of counties in Kenya, therefore this forms the research gap and the basis for this study.

3.0 RESEARCH METHODOLOGY

A survey research design was used in this study because is a very powerful form of quantitative analysis that involves a careful and complete observation of a social unit irrespective of what type of unit is under study. The target population of this research included all the 12 sub counties in Kiambu County. They include; GatunduNorth, GatunduSouth, Ruiru, Thika, Githunguri, Kiambu, Limuru, Kikuyu, Kabete, Kiambaa, Juja and Lari. Thikasub-county is the largest in size while Githunguri is the smallest. However, the researcher only target the; Finance and Economic Planning, Administration and Public services and Roads Transport and Public Works departments, as they are the ones involved in the implementation of the development projects.

According to Mugenda and Mugenda (2003) a sample to be representative enough, it should be at least 10% of the target population if the sample is more than 1000; otherwise the percentage should be higher. Since the target population for this study is small the researcher employed census sampling. In census sampling all elements are used as the sample size. This technique is chosen because the researcher wants to increase statistical accuracy and provide adequate data for analyzing the various categories (Kombo& Tromp, 2006). This study employed both primary and secondary data. Questionnaires were administered to the respondents through drop and pick by the researcher. Secondary data was collected from the county strategic document for the period of five years.

The Data collected was analyzed using descriptive statistics and presented using statistical tools such as mean as a measure of central tendency, frequencies and percentages. The Regression Model was used to estimate the relationship between the dependent and independent variables.

Y= $\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$

Where:

Y = Implementation of county development funded projects in Kenya (Dependent variable)

β_0= Intercept term

β_i= Are the various coefficients of the independent variables

X_1= Project Funding

X_2= political factors

X_4= ε= error term

4.1 RESEARCH FINDINGS AND DISCUSSION

4.1.1 Influence of Project Funding on implementation of county funded projects

The study sought to examine the respondent's level of agreement or disagreement on the various measures of project funding on implementation of County funded projects. Table 4.1, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.06), (mean score 4.19), (mean score 4.23) and mean score 4.23) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means. This implies that majority of the respondent were almost to the same opinion on the various measures of project funding on implementation of county funded projects in Kiambu.

As to whether proper accountability of project fund was conducted. Majority of the responded strongly disagreed with the statement. The findings further revealed that lack of proper accountability of projects funds led to budget deficit causing delays in project completion.

Further findings indicated that delays in disbursement of county funds from the treasury caused delay in the implementation of county projects.

These findings are supported by John (2007) that applying too few resources to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities. Therefore the effective and efficient allocation of scarce resources among development phases and among activities within phases is a realistic management opportunity for improving project schedule performance.

Table 4.1 Project Funding

Opinion Statement	Mean	Standard deviation
There is accountability in use of funds	4.06	1.378
Delay in funding has caused delay in implementation of county projects	4.19	1.314
There is efficiency and effectiveness in use of finances	4.23	1.366
The projects are always allocated enough finances to ensure their completion	4.23	1.352

4.1.2 Influence of political factors on implementation of county funded projects

The study sought to examine the respondent's level of agreement or disagreement on the various measures of political factors. Table 4.2, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.25), (mean score 4.02), (mean score 4.28) and mean score 4.90) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means. The findings on this variable revealed that differences between rival politicians affect project implantations. Majority of the respondents moderately agreed with the statement that lack of team work within the county government officials delayed project implementation. These findings are supported by Hauschildt, Gesche, and Medcof (2000) that the success of a project depended more on government support, such as project leadership, top management support, and project team, rather than on technical factors. Leary-Joyce (2004) refers to participative leadership as servant-leadership, which incorporates the leader's ability to include, discuss, take ideas, look for ways to help people come on board, and celebrate every success that comes along.

Table 4.2 Political factors

Opinion Statement	Mean	Standard deviation
There is interference by political leaders during the project implementation?	4.25	1.186
Lack of team work in the County leaders has deterred development work in the county	4.02	1.229
Projects implemented in the county are political biased	4.28	1.260
Political factors among the leaders have caused delay in projects implementations	4. 90	1.272

4.1.3 Implementation of County development funded projects

The study sought to examine the respondent's level of agreement or disagreement on the various measures of Implementation of county development funded projects. Table 4.3, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.15), (mean score 4.21), (mean score 4.37) and (mean score 4.31) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means. The finding revelled that not all projects in the county are completed on time. The findings further revealed that some projects were within the budgets amount while are had deficits figures which delayed the completion. The findings also revealed that some of the implemented projects were not of the desired quality. These findings were in agreement with the Auditors general report (2017) which clearly indicated that some counties projects were not to standard and were of poor quality.

Table 4.3 Implementation of County development funded projects

Opinion Statement	Mean	Standard deviation
Projects in the county start and end within the planned time period	4.15	1.161
Projects are implemented according to the set deadlines	4.21	1.126
Projects are implemented in line with the budgets provisions	4.37	1.121
Projects are implemented in line with the set technical requirement	4.31	1.094
The projects implementation meets the desired quality standards	4.21	1.126

4.2 Correlation Matrix

From Table 4.4 it can be observed that the correlation between the independent variables and the dependent variable was high. The interpretation was that the level of multicollinearity between the independent variable was not very high which meant that the influence of each variable in the regression model could be isolated easily. According to Brook (2002) multicollinearity is the problem that occurs when the explanatory variables are very highly correlated with each other. Brook note further that if there is no relationship between the explanatory variables, they would be said to be orthogonal to one another. If the explanatory variables were orthogonal to none another, adding or removing a variable from a regression equation would not cause the values of the coefficients on the other variables to change. Burns and Burns (2008), assert that muticollinearity is the presence of very high correlations between the independent variables and should be avoided.

On the other hand however a very high correlation between the independent and the dependent variable is termed as good since it shows the explanatory power of the individual independent variable. From Table 4.4 it was noted that the correlation between implementation of county development projects and the various independent variables was above 30%, which was a good indicator of the explanatory power of the independent variables on the variance of the dependent variable. However project funding had the strongest influence of 0.833 on project implementation. Political factors was the second with 0.738 influence effect.

Table 4.4 Correlation Matrix

	Implementation of projects	Project funding	Political factors
Implementation of projects	1		
N	34		
Project funding	0.833	1	
N	34		
Political factors	0.738	0.52	1
N	34		

4.3 Regression Results

4.3.1 Project funding

From Table 4.5, the regression coefficient of Project funding was found to be 0.340. This value shows that holding other variables in the model constant, an increase in Project funding by one unit causes the implementation of development projects to increase by 0.340 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between Projects funding and implementation of development projects in Kiambu County.

The coefficient was not just positive but also statistically significant with a t-statistic value of 4.789. A t-statistic value of 1.96 and above is normally accepted to be significant for inference analysis. The standard error was found to be 0.071 and the p-value was found to be 0.000. The variable was also found to be the most influential variable on the implementation of development projects in the County. These findings supports those of (Kimenyi, 2005), (Kamau & Muturi, 2015). Okungu (2008) and Mburu and Muturi (2016) who found that Project funding had effect on implementation of constituency development projects.

4.8.4 Political factors

From Table 4.5, the regression coefficient of political factors was found to be 0.285. This value shows that holding other variables in the model constant, an increase in politival factors by one unit causes the implementation of development projects in Kiambu County to decrease by 0.285 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between political factors and implementation of development projects in the County. The coefficient was not just positive but also statistically significant with a t-statistic value of 3.563. A t-statistic value of 1.96 and above is normally accepted to be significant for inference analysis. The standard error was found to be 0.080 and the p-value was found to be 0.000. The variable was also found to be the least influential variable on the implementation of development projects. These findings are supported by those of Murray (2011), (Shepherd 1994), (Kamau & Muturi, 2015), (Keefer & Khemani, 2009), Pluinkett and Attner (1996), Robbins and Coulter (2012) and Buchanan and Huczynsk (2010) who found that leadership had effect on implementation of development projects in Kenya.

Table 4.5 Regression Result

Variables	Coefficient beta	Standard error	t-statistic	p-value
(Constant)	1.322	0.370	3.573	0.000
Project Funding	0.340	0.071	4.789	0.000
Political factors	0.285	0.080	3.563	0.000
F=> 57.365	**P=>0.000**		**Adjusted R-squared**	**0.84**

The fitted regression model is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$Y = 1.322 + 0.340\, X_1 + 0.285\, X_2 + \varepsilon$$

Standard Error 0.370 0.071 0.080

t-Statistics 3.573 4.789 3.563

p-value 0.000 0.000 0.000

Where; Y = Implementation of county development projects, X1 = Project Funding, X2 = Political factors ε = Error Term, β_0 = Intercept, β_1, β_2, = Coefficients.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

From the study findings all the measurers of project funding were found to have effect on the implementation of County funded development projects as depicted by the various responses from the respondents that were presented using table where the response was also presented in mean and standard deviation as measurers of central tendency form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, quantitative and inferential analysis. This variable was found to have a positive effect of 0.340 on the implementation of development projects in Kiambu County. This meant that increase in project funding by 0.340 facilitated the increase in implementation of County development projects by 34%.

From the study findings all the measurers of political factors were found to have effect on the implementation of development projects in Kiambu County as depicted by the various responses from the respondents that were presented using table where the response was also presented in mean and standard deviation as measurers of central tendency form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, quantitative and inferential analysis. This variable was found to have a positive effect of 0.285 on the implementation of development projects in Kiambu County. This meant that increase in politics facilitated the increase in implementation of development projects by 28.5%. The factor scores obtained from the data reduction process were used in regression analysis as variables. The findings therefore showed that for the implementation of development projects in the county is highly dependent on political influence.

From the study findings, all the measurers of project implementation, that is whether the projects met the set deadlines, budgets provision, technical requirement and quality standards were found to be significant as depicted by the various responses from the respondents that were presented using tables where the response was also presented in mean and standard deviation as measurers of central tendency form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, quantitative and inferential analysis. The findings therefore showed that they are factors which influence implementation of projects.

5.2 Conclusions

The study concluded that project funding had a significant effect on the implementation of development projects in Kiambu County. The findings that project funding had a positive effect on implementation of development projects, was a good indication that increase in project funding of development projects motivate better implementation of development projects in the country. The influence of this variable was found to have a positive and a statistically significant effect on projects. This variable was the most influential variable on the development of projects. This implies funds are very critical to successful projects implementations in the counties

The study further concluded that political factors had a significant effect on the implementation of county projects. The findings that political factors had a positive effect on implementation of development projects in the county, was an indications that increase in politics involving development projects would either motivate better implementation of development projects in the country. The influence of this variable was found to have a positive and a statistically significant effect on projects. This variable was the second most influential variable on the development of projects.

5.4 Recommendations

Since this variable was found to be a key determinant of implementation of county development projects, the leaders and management team of these projects should keep a keen eye on enhancing the project funding criteria. The counties are advised to come up with good budget control to funds are always available for implementation of their proposed projects. Counties are advised to allocate enough funds for completion of proposed project as this would ensure no projects are left incomplete due to lack of funding.

The counties leaders and projects managers are advice to keep off destructive politic in the projects as they act as an obstacle to the growth and implementation of projects in the Counties. The managers of these projects should keep a keen eye on improving tackling political issues that may hinder the progress of the projects.

The study further recommends research should be directed towards identifying more variables that affect the implementation development projects in counties for example, macroeconomic factors, project planning, training of employees. From the regression model it was noted that the variables included were only able to explain 84 % of the variation in the implementation of county development funded projects. This study therefore recommends the improvement of this model by including more variables that are relevant in explaining the variation some of which have been mentioned above. The study also recommend the research to be carried out in other counties to test whether they experience similar challenges in implementation of projects.

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