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FACTORS AFFECTING PROJECTS IMPLEMENTATION IN STATE CORPORATIONS IN KENYA. A CASE STUDY OF MINISTRY OF ENVIRONMENT, WATER AND NATURAL RESOURCES

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Abstract

The implementation of most projects in developing countries is amalgamated with normal operational undertaking in functional organizations that have low project management Capacity. Successful implementation is critical to state corporations as well as to other non-state actors. Implementation of projects in the public sector has been observed to be plagued with a wide range of problems and issues. Most corporates projects in Kenya have frequent and lengthy delays in project implementation. An example we found out is the KEFRI project Aloe lotion production.

The study general objective was to find out the factors affecting projects implementation in state corporations in Kenya. Specifically, the study sought to determine the effect of management competence on the implementation of projects in state corporations in Kenya and The effect of funds accountability on the implementation of projects in state corporations in Kenya. The study adopted three theoretical foundations, that is; agency theory, project implementation theory and public value theory to build up the literature. A case study research design was used in this study. The target population of the research involved 54 project managers in all the projects running in the ministry. The study used both the primary and secondary data, where primary data was collected using self-administered questionnaires. Data was analyzed using descriptive statistics with the aid of Statistical Package for Social Sciences (SPSS) version20.0, to test correlation and regression of the study variables. In addition, multiple regression was used to determine the effect of a set of independent variable on dependent variable. The study finding revealed that management competence and funds accountability had statistical significance influence on implementation of projects in the state corporations in Kenya. The study found that funds accountability was the most influential variable on projects implementation. The positive aspect in the findings implied that an increase in funds accountability will increase project implementation phase. The findings also revealed that management competence increases projects implementation in the state corporations in Kenya. Based on the findings the study concluded that management competence and funds accountability were key determinants of projects implementations. The study recommended that projects managers be trained with relevant skills to ensure successful implementations of projects. The study recommended that when sourcing project managers in the state corporations, it is important to keep focus on the qualification of the person and to ensure that they meet a minimum threshold for the appointment. The study further recommended that the management in state corporations in Kenya should focus on project funds accountability to ensure transparency and avoid misuse of project funds.

Keywords: *Management Competence, Funds accountability and Project implementation*

1.1 Introduction

The Project management methods have been extensively used by many public and private entities to solve their problems, manage scarce resources and, achieve important objectives (Andersen, 2008). For developing countries, the potential benefit of project management is extremely high and the proper application of it may even be critical; as in those countries; resources are extremely scarce and, achievement of project objective, in most cases, is extremely important. Project management involves a process of environmental scanning, planning the strategies, implementing the strategies in to a project and finally project evaluation and handing over the project to stakeholders. According to Anderson (2008) the implementation part of is the pillar to success or failure of the project.

The process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge to managers. The project implementation process is complex; usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables (Okeyo, 2011). Projects implementation is usually preceded by a well-defined project plan meant to guide during the implementation stage. However, there usually arise variations as activities progress. Gray and Larson (2003) in their focus on the implementation gap or variations defined it as the lack of consensus between the goals set by the top management and those independently set by lower levels of management.

The implementation of projects in the public sector has been observed to be plagued with a wide range of problems and issues. As noted by Cusworth and Franks (1993) and quoted by Adzawodah (2009), project failure is described on two levels: being failure to implement the project effectively, that is on time, within budget and according to project plan; and the inability of the project facilities created to achieve the intended impact. These situations have been associated with weak institutional and financial arrangements within the public sector. Morris (2002) suggested that a research carried out at Oxford and in the USA in the 1980s showed that many of the factors that cause projects not to meet their schedule or cost targets are not covered by the project management board. Moreover Specific research undertaken in like Vietnam by Long et al. (2004), and Nepal (Manavazhi and Adhikari, 2002), to investigate what fails implementation of projects provide an insight to what has been the major causes of projects time and cost overruns, failure to meet specifications and stakeholders expectations.

The implementation of most projects in developing countries is amalgamated with normal operational undertaking in functional organizations that have low project management capacity (Jekale, 2004). Further, corruption has become a challenge complicating project management in those countries (Andersen, 2008). A study conducted by Frimpong (2003) to investigate the challenges facing government project in Ghana. The study reported Factors ranging from inflation, project complexity, inaccurate material estimation, financing, change orders, design changes, late submission of drawing, poor specification, incorrect site information, poor contract management among many others were found to be main sources of overruns.

According to Jekale (2004) has summarized that "Poor support infrastructures, low level of technology, low capacity of implementing institutions, unreliable communication, poor and protracted documentation, high turnover of leadership and workmen, low level or absence of accountability and transparency, and long and tedious formal decision-making procedures are typical conditions in developing countries which complicate project management". Projects in developing countries are highly influenced by their external environment (Jekale, 2004). Moreover, the project environment in many developing countries is unstable and characterized by rapid change of markets, shift of funding sources, frequent change of government policies and the business environment. In addition, projects in those countries are affected by prevalence of corruption, war, drought and governments political priorities (Alutu & Udhawuve, 2009).

1.1.1 Project in the State Corporation

State Corporations commonly referred to in as parastatals in Kenya are established within the provision of State Corporations Act Chapter 446 of the laws of Kenya, and given the autonomy to run and execute on specific mandates in order to improve service delivery to the public. Government owned entities play key role in Kenya's National development efforts. According to Republic of Kenya (2013), state corporations are important in promoting and accelerating economic growth and development, building capacity in facilitating the development, improving the delivery of public service, creation and affording employment opportunities and building of international partnerships.

In Kenya, public sector projects are identified, planned, and implemented by the government ministries or their implementing agencies in state corporations. The aims of these projects are to improve the country's infrastructure like health, communication networks, housing, energy, and water. Hence, expeditious implementation to realize the desired benefits to their end users is important. The implementation of projects in the public sector has been observed to be plagued with a wide range of problems and issues. These situations have been associated with weak institutional and financial arrangements within the public sector (Mathenge, 2013).

Successful implementation is critical to state corporations as well as to other non-state actors, that notwithstanding, strategic change implementation has devolved to a momentous organizational challenge faced by all organizations (Barasa & Ombui, 2014). State corporations have best strategies but results of all organizations are not rewarding in accordance to long term objectives (Mbaka & Mugambi, 2014). This may be ascribable to a number of challenges. For corporations to accomplish credible level of strategy implementation, they must assign and skillfully handle adequate possessions but not limited to monetary, human capital and technical backing. State corporations must ensure organizational structures are in place and allocate duties and unambiguous responsibilities to definite teams and individuals (Amboga, 2009).

1.1.2 Ministry of Environment, water and Natural Resources

The Ministry of Environment, water and Natural Resources formulates and oversees the implementation of the forestry and wildlife conservation policies. It is also in charge of conservation of water catchment areas and the national wildlife heritage along with the protection and development of forests through re-afforestation and agroforestry are some of its core tasks. Like other ministries, it also has oversight over several government parastatals which include Kenya Forestry Services, Kenya Forestry Research Institute (KEFRI), Kenya Wildlife Service (KWS) and Wildlife Clubs of Kenya. Due to globalization, competitiveness, and streamlining, these parastatals are left with no choice but to execute business strategies by managing tasks through projects and enhance quality of products and service, optimize resources within limited budgets, and complete them within short timelines and budgets. Overtime, in their endeavor to fulfill the mandate enshrined in the State Corporation Act and individual Acts, state corporations have been engaging in various projects. These undertakings are spread across the entire republic of Kenya. These projects are in the form of housing for the citizens, construction of roads, provision of clean water to the populace, provision of electricity, provisions of essential services example health care, transport.

1.2 Statement of the Problem

The project life cycle is the standard process through which team achieve project success. The ideal project's life cycle comprises of four phases, Phase 1 is the conceptualization phase, Phase 2 is the planning phase, Phase 3 the Implementation phase which involves the coordination of the people and resources, and Phase 4 is the termination phase.

Projects are planned and carried out in a sequence beginning with an agreed strategy which leads to an idea for a specific action, which is oriented towards achieving the goals, which then is formulated , implemented and evaluated with a view to improve the strategy and further action.

In reality the ability to implement the project is very important. Investors have realized that the implementation is more important than the vision of the project (Charan & Colvin, 1999). Charan (1999) concluded that despite the importance of project implementation, little research has been done on project implementation process. A well-articulated project and a breakthrough technology can put an organization on the competitive map, but only a solid implementation can put it there. Without effective implementation, no project can succeed (Hrebiniak, 2005). Understanding the factors that determine effective project implementation therefore becomes critical in successful implementation of projects.

Most state corporate projects in Kenya have frequent and lengthy delays in project implementation. An example we found out is the KEFRI project Aloe lotion large scale production. This project was planned and financed well but our casual observation shows that it is having problems with implementation. To improve this situation there is the need to identify the major factors affecting the implementation phase of the said project. KEFRI is indeed a good representative of state corporations in Kenya hence the results of our study could be applicable to other national corporations. The study will focus on how management competence, funds accountability, public participation and internal political factors may affect the implementation of the project.

Various researches have been conducted in an attempt to provide a solution in the challenges facing implementation of projects. However, the problem still remain a major challenge in state corporations. Wanjala (2016), Kogi (2013), and Jillo (2016) conducted studies on factors influencing implementation of projects in the constituencies. However they focused on specific projects hence rendering no solution to the country projects at large. Wanjala (2016) did not show the main factors affecting projects implementation. Kogi (2013) and Jillo (2016) conducted their study at constituency level. The challenges of project implementation at the constituency level is different as those at the Country level. The effect of project implementation can be felt not only in the devolved governments but also to the national government specifically in the various ministries and state departments. The problem of project implementation is yet to be solved, there should be more research on this matter to give the solutions and recommendations.

1.3 Objectives of the Study

The general objective of the study was to find out the factors affecting projects implementation in state corporations in Kenya.

1.3.1 Specific Objectives

1. To determine the effect of management competence on the implementation of projects in state corporations in Kenya.

2. To establish the effects of funds accountability on the implementation of projects in state corporations in Kenya.

1.4 Research Questions

1. How does management competence affect implementation of projects in State Corporations in Kenya?
2. To what extent does funds accountability affect implementation of projects in State Corporations in Kenya?

1.5 Scope of the Study

This study sought to find out the factor affecting projects implementation in state corporations in Kenya. More specific the study focused on projects in the Ministry of Environment, Water and Natural resources. The study covered selected departments which include Kenya Forestry Services, Kenya Forestry Research Institute (KEFRI), Kenya Wildlife Service (KWS) and Wildlife Clubs of Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature

This study was built upon several theories that have much links with project management and implementation process. The most outstanding theories included; Agency theory and Theory of project implementation.

2.1.1 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.

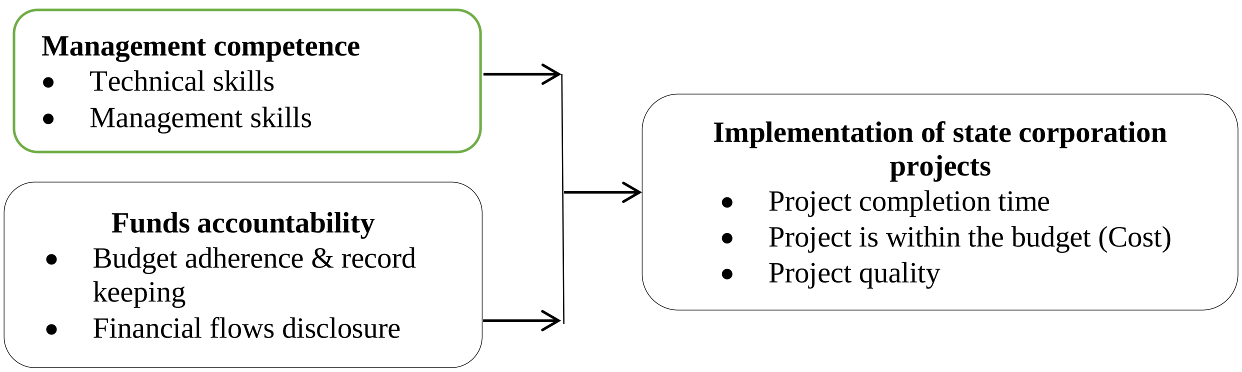
Agency theory addresses the relationship where in a contract 'one or more persons (the principal(s) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent' (Jensen &Meckling 1976). This happens due to separation 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).

2.1.2 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. The project manager is required to dedicate more effort and time to financial, human and technical variables if he has any intention of realizing project success. Kamau and Muturi (2015) further 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 .The theory of project implementation emphasizes several critical success factors in project implementation. Some of these include; management support, project schedule plan, personnel, trouble shooting and monitoring.

2.2 Conceptual Frame work



Independent Variable **Dependent Variable**

Figure 1 Conceptual Framework

2.2.1 Management Competence

Management competence is the ability or qualification on the part of persons implementing projects (Tero, 2015). This ability could have been acquired academically or through experience. The skills required for project management are now often divided 50/50 into traditional 'hard' skills, such as risk management and scheduling, and 'soft', people oriented skills, such as interpersonal communication. Leadership skills are on the same level as any other technical activity with which the project manager is faced and project success is based on planning, establishing an effective team, feedback through team meetings, and commitment to the task at hand. A balance between the technical and leadership aspects of project management and the project manager's goals are to build team morale and foster good working relations so everyone is eager to work toward a common goal--project completion. Effective project management is a balance of organizational skills and people skills; "Ideal managers offer a blend of business and technical know-how'' Zhao, et al (2010).

Management competence will be measured by testing the manager's skills in project management and technical skills in terms of experience.

2.2.2 Fund Accountability

Accountability has been defined as being responsible for decisions and action made hence providing answers if asked. Accountability here can be manifested in what funds meant for physical infrastructure do: Evidence showing the use of the funds (Keya, 2010).

Accountability refers to whether an organization and its directors are answerable in some way for the consequences of their actions.

Slim (2002) in an overview of the agency Accountability literature over a period often years, outlines two kinds of accountability for agents: performance accountability and voice accountability. Performance accountability requires agents to be accountable for what they do. This kind of accountability is focused on accountability to donors and clients and is similar to corporate-style accountability that firms have to their primary stakeholders - shareholders and investors - which they discharge via published accounts and other reporting that indicates how much has been spent, what targets were set and whether they have been achieved. Voice accountability on the other hand, requires agents to be accountable for what they say. That is, they are accountable to an abstract purpose (Brown & Moore, 2001).

2.3 Empirical Review

2.3.1 Management Competence

Murch (2001) suggested that project managers should possess sufficient technical knowledge and skill to perform their jobs. Stoner, Freeman and Gilbert (2001) describe managerial skills as comprising of technical, human and conceptual skills and add that every manager needs all three. Technical skill is the ability to use the procedures, techniques and knowledge of a specialized field. Conceptual skill is the ability to coordinate all of an organization's interests and activities. It involves seeing the organization as a whole, understanding how its parts depend on one another and anticipating how a change in any of the parts will affect the whole (Chiuri, 2015).

Mapetere et al., (2012) study on strategic role of leadership in strategy implementation in Zimbabwe's state owned enterprises showed that top management or leadership predominantly used their technical skills to spearhead strategy implementation. The survey revealed that most State Owned Enterprises' top leadership failed to craft and articulates a worthwhile vision for chosen strategies and their subsequent implementation processes.

Further findings of Mapetere et al., (2012) research established that most strategies failed due to the inability of leaders to make use of their various skills to create the awareness and show the strategy implementation roadmap as most of the strategy implementers were not aware of leadership expectations. They recommend that leadership should make use of their skills and abilities such as Human, technical and conceptual skills to create the need for change and enhance strategy implementation receptivity through imparting knowledge, motivation and guidance to strategy implementation individuals and teams.

Thach and Thompson (2007) in their research on examining leadership competencies between for-profit vs. public and non-profit leaders concurred that commonly referenced competencies for successful Strategy Implementation include; integrity/honesty, communication, technical competence, diversity consciousness, developing others, results orientation, change management, interpersonal skills, problem-solving, decision making, political savvy, strategic/visionary thinking, customer focus, business skills, team leadership, influence skills, conflict management, emotional intelligence, social and environmental responsibility. The failure to identify one's competence and use such or a combination thereof dampens the quality and success of strategy implementation programmes.

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2.3.2 Fund Accountability

Accountability is vital wherever and whenever funds are involved. People always want to see results and responsibility for the funds. If a certain amount is given for schools physical infrastructure, those responsible should show results for it. If this is assured, there is effectiveness. Another principle of effectiveness is adequacy. Adequacy arises from the willingness of or availability of resources that will sufficiently realize the goals of education (Crampton et al, 2008). If resources are adequate, the system is effective, (Ozcan, 2008).

Absence of effectiveness leads to inadequacy. Effectiveness motivates the sources of funds to release more funds; this subsequently leads to achievement of goals of education.

Ineffectiveness on the other hand, discourages the sources leading to less investment hence, difficulty in realizing the goals of education.

Much of the research on corporate accountability suggests that regulation is the only way to ensure that companies provide complete and comparable reports. Gray et al. (1987) suggest a compliance with standards approach, and the proliferation of reporting guidelines mainly on environmental issues. Many academics consider that only mandated, standardized reporting will produce the comprehensive information needed to assess corporations' performance.

Muthama (2016) conducted a study to determine the effects of cash management practices on operational performance of selected public hospitals in Kisii County. The response rate indicated that all the respondents (100%) expressed that the hospitals keep accounting records. Further on the frequency of maintaining accounting records, the study realized that 72.8% of the respondents felt that the records were kept “often”. This could be due to the requirement by the Public Accounting Procedures and the Ministry of Heath that all the public offices handling money must maintain proper accounting records so as to ensure accountability of the public funds.

2.4 Research Gaps

Although much has been researched on the factors affecting projects’ implementation in the state corporations, 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. The few studies on state corporation projects in Kenya are yet to provide adequate solution hence existence of the problem in some of the parastatals. Therefore this forms the research gap and the basis for this study.

2.5 Summary of Literature

In the theoretical framework, theories will be covered which relate to factors affecting project implementation in state corporations. This study will major on Agency Theory, Project Implementation Theory and Public Value Theory. The independent and dependent variable (management competence, funds accountability, public participation, internal political factors and implementation of state cooperation projects) will form the conceptual framework whereby these variables will be discussed. In the empirical review, many studies will be reviewed. Many studies will be reviewed and research gaps will be identified. This study will therefore address on the research gaps identified.

3.0 RESEARCH METHODOLOGY

A descriptive research design with a survey method was applied in this research in attempting to describe and explain the factors affecting projects implementation in state corporations in Kenya, by using questionnaires to fully describe the phenomenon. The study sought to adopt an exploratory approach using a descriptive survey design.

The target population for the project managers and employees at the four department which include Kenya Forestry Services, Kenya Forestry Research Institute (KEFRI), Kenya Wildlife Service (KWS) and Wildlife Clubs of Kenya.

The sampling frame for this study consisted of staffs in all the projects conducted by the various departments in the ministry of environment, water and natural resources. There are a total of 54 projects running in the ministry.

Stratified random sampling was employed in the selection of the research sample to group the various employees in to different strata, which include; project managers, supervisors and technical employees. Sekaran and Bougie (2010), assert that stratified random sampling involves a process of stratification or segmentation, followed by random selection of subjects from a stratum. A sample of 54 project managers selected purposively from the four strata (departments) will be drawn. Through judgmental sampling, study participants will be purposively selected from the various projects and As a result, the total population for the study will be 54.

The study emphasis was given only to primary data. The primary data was collected using questionnaire. The structured questionnaire was administered to the respondents personally to shorten the response time and enable on the – spot clarification of any doubt that the respondents might have regarding any questions. The data was analyzed using descriptive statistics, and presented by use of, tables, percentages and frequencies. The analysis was done with the help of the statistical package for social sciences (SPSS) software.

The study also applied the correlation analysis and multivariate regression analysis to establish the relationship between the dependent and the independent variables.

The regression model is as follows:

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

Where:

Y = Project implementation

β_0 = Constant Term

β_1 = Beta coefficients

X1 = Management competence

X2 = Funds accountability

ε = Error Term

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The study targeted 54 respondents from the projects who were the project managers. 50 of the questionnaires were filled representing 92%. This response rate was acceptable and therefore was relied upon to derive conclusions from the study. In support of this Kothari (2004) asserted that representation of 50% and above is adequate to deduce conclusions for a research study.

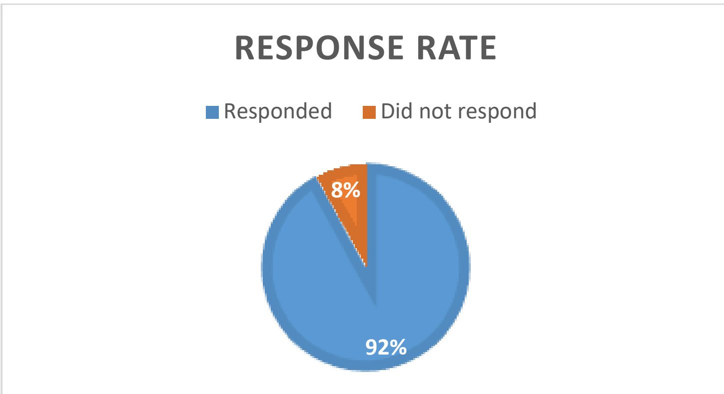

Figure 2 Response rate

4.2 Descriptive Statistics

4.2.1 Influence of Management competence on projects implementation

The study sought to examine the respondent's level of agreement or disagreement on the various measures of management competence. Table 4.1, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly agree and strongly disagree=5), (mean score 4.19), (mean score 4.27), (mean score 4.26) and mean score 4.21) in extension all the variables had a standard deviation less than 1.96 which meant that all the variables are normally distributed around their means. These findings are further supported by Omolo (2014) that management of project enhances effectiveness in project completion.

Table 4.1 Management competence

Opinion Statement	Mean	Standard deviation
Lack of Management competence has led to poor implementations of projects	4.19	1.314
Managers are well trained in project management	4.27	1.330
The top management are well trained and have insights on projects management	4.26	1.345
We acquire competence project supervisors	4.21	1.333
The organization offers training to various stakeholders in project management	4.26	1.345

4.2.2 Effects of Funds accountability on projects implementation

The study sought to examine the respondent's level of agreement or disagreement on the various measures of funds accountability. Table 4.2, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly agree and strongly disagree=5), (mean score 4.12), (mean score 4.08), (mean score 4.00), (mean score 4.92) and mean score 4.12) in extension all the variables had a standard deviation less than 1.96 which meant that all the variables are normally distributed around their mean. Funds accountability is very important. The findings clearly indicates that all the respondents were to similar agreement on the various measures of funds accountability. The highest mean of 4.92 implies that respondents were in agreement.

Table 4.2 Funds accountability

Opinion Statement	Mean	Standard deviation
We keep records of all cash payment on all daily basis	4.12	1.278
Budgeting facilitates accountability	4.08	1.341
We keep records of all cash receipts on all daily basis	4.00	1.314
Lack of accountability has led to misuse of projects funds	4.92	1.398
Projects are within the budget allocation	4.12	1.278

4.2.3 Implementation of projects

The study sought to examine the respondent's level of agreement or disagreement on the various measures of Implementation of 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. Projects are implemented in line with the budgets provisions, had the highest mean of 4.37. This implied that majority of the respondent strongly disagreed while other agreed with the statement.

Table 4.3 Implementation of projects

Opinion Statement	Mean	Standard deviation
Projects implemented 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

4.3 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. From Table 4.4 it was noted that the correlation between implementation of 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 positive influence of 0.833 on project implementation. This is also supported from the descriptive statistics where management competence had an influence of .0729 on implementation of County development projects.

Table 4.4 Correlation Matrix

		Implementation of projects	Management competence	Funds accountability
Implementation of projects	Pearson Correlation	1		
	Sig. (2 tailed)			
	N			
Management competence	Pearson Correlation	0.729**	1	
	Sig. (2 tailed)	0.000		
	N	50		
Funds accountability	Pearson Correlation	0.833**	0.495**	1
	Sig. (2 tailed)	0.000	0.000	
	N	50	50	
	Sig. (2 tailed)	0.000	0.000	0.000
	N	50	50	50

4.4 Regression Results

4.4.1 Management competence

From table 4.5, the regression coefficient of Management competence was found to be 0.223. This value shows that holding other variables in the model constant, an increase in Management competence by one unit causes the implementation of projects to increase by 0.223 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between Management competence and implementation of projects in the Ministry of environment and natural resources.

The coefficient was not just positive but also statistically significant with a t-statistic value of 4.055. 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 0.055 and the p-value was found to be 0.000. The variable was also found to be the third influential variable on the implementation of project in the Ministry of environment and natural resources. These findings supports those of Marion (2016), (Cornelius, 2001) and (Kamau & Muturi, 2015) who found that Management had effect on implementation of projects.

4.4.2 Funds Accountability

From Table 4.5, the regression coefficient of funds accountability was found to be 0.340. This value shows that holding other variables in the model constant, an increase in funds accountability by one unit causes the implementation of 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 funds accountability and implementation of projects in the Ministry of environment and natural resources.

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 projects. These findings supports those of (Kimenyi, 2005), (Kamau & Muturi, 2015).

4.5 Goodness-of- fit Statistics

The results in Table 4.5 indicates that the overall model was a good fit since the value of F-statistic was found to be 57.365 and it p-value was found to be 0.000 which is less than the critical value of 0.05. From table 4.5 the value of the adjusted R square was 0.84. This value clearly suggests that after adjusting for the degrees of freedom there is a strong relationship between Management competence and Fund accountability, and implementation of projects. The interpretation was that determinants of implementation of projects considered in this study have a substantial projects and therefore should be considered carefully when making decisions on development project.

Table 4.5 Regression Result

Variables	Coefficient beta	Standard error	t-statistic	p-value
(Constant)	1.322	0.370	3.573	0.000
Management competence	0.223	0.055	4.055	0.000
Fund accountability	0.340	0.071	4.789	0.000
F=> 57.365 P=>0.000			**Adjusted R-squared 0.84**	

The fitted regression model is;

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

$$Y = 1.322 + 0.223\, X_1 + 0.340\, X_2 + \varepsilon$$

Standard Error 0.370 0.055 0.071

t-Statistics 3.573 4.055 4.789

p-value 0.000 0.000 0.000

Where; Y = Implementation of projects, X1 = Management skills, X2 = Funds accountability ε = Error Term, β_0 = Intercept, β_1, β_2, = Coefficients.]

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the findings

5.1.1 Management competence

From the study findings all the measures of management competence were found to have effect on the implementation of projects in state corporations in Kenya. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. This variable was found to have a positive effect of 0.223 on the implementation of projects. This meant that holding all other factors constant, increase in management competence facilitated the increase of 22.3% in implementation of development projects in West Pokot County

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 projects in the any state corporations in Kenya is highly dependent on project managers' competence or the team involved.

5.1.2 Funds accountability

From the study findings all the measures of project funds accountability were found to have an effect on the implementation of 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, qualitative and inferential analysis. This variable was found to have a positive effect of 0.340 on the implementation of projects in state corporations in Kenya. This meant that increase in project funds management and accountability by 0.340 facilitated the increase in implementation of projects in state corporations in Kenya by 34%.

5.2 Conclusions

The study concluded that management competence had a significant effect on the implementation of projects in state corporations in Kenya. The findings that management competence had a positive effect on implementation of projects, was a good indications that increase in projects management competence on project managers, motivate better implementation of projects in the state corporations in Kenya. The influence of this variable was found to have a positive and a statistically significant effect on projects. This variable was an influential variable on the development of projects.

The study concluded that funds accountability had a significant effect on the implementation of projects in state corporations in Kenya. The findings that projects funds management and accountability had a positive effect on implementation of projects, was a good indications that increase in funds management and accountability motivate better implementation of projects in state corporations in Kenya. 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. This study therefore concluded that poor management of funds and lack of proper accountability of fund allocated for projects in state corporations in Kenya contributed highly to incomplete projects.

5.3 Recommendations

5.3.1 Management competence

Since this variable was found to be a key determinant of implementation of projects, the leaders and management team of these projects should keep a keen eye on improving the management competence. The various state corporations in Kenya are advised to come up with more and competent persons to be involved in the implementation of their proposed projects. Since the results showed that management competence facilitated the tendency for the implementation of projects to be more efficient, all the state corporations in Kenya should come up with ways and strategies that help by ensuring that the employment of projects managers and supervisors is done on merits as this would lead to the desired results.

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5.3.2 Funds accountability

The study further recommends that the state corporations in Kenya should keep a keen eye on improving financial management and accountability measures. All the ministers are advised to come up with good budget control to funds are always available for implementation of their proposed projects. The study further recommends for adequate allocation of funds to ensure completion of proposed project as this would ensure no projects are left incomplete due to lack of funding.

5.4 Suggested Areas for further research

Future research should be directed towards identifying more variables that affect the project implementation in state corporations in Kenya 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 projects in state corporations in Kenya. 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 all other state corporations in Kenya including the County Government to test whether they experience similar challenges in implementation of projects.

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