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DRIVERS OF EFFECTIVE IMPLEMENTATION OF INTER-AGENCY PROJECTS IN KENYA: CASE OF KENYA COASTAL DEVELOPMENT PROJECT

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ABSTRACT

This study aimed at examining the drivers of effective implementation of inter-agency projects with the specific objectives being; to examine the influence of project funding and project leadership to the effective implementation of Inter-agency projects in Kenya. A descriptive research design was adopted. A census method of sampling was applied where all the HoDs and Seconded staff were used as respondents. The study employed the use of a structured questionnaire to collect data from a study sample of 88 out of which 76 questionnaires were duly filled and returned. Data collected was analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics involving both qualitative and quantitative analysis was used to analyze the collected data. ANOVA was used to compare the difference of means amongst the various groups. Overall, the study established that project funding and project leadership influenced effective implementation of inter-agency projects. Specifically, the study established that project funding made the most positive significant contribution, among the two independent variables investigated. The study concluded that the implementing agencies should adopt best practices in financial planning & management and project leadership from the agencies to focus on project team and conflict resolution for a realization of the intended overall Project Development Objectives (PDO). The recommendations of the study included; need for unique financial practices and processes and a project leadership style that enhance a unified project approach.

Key Words: *Project Funding, Project Leadership, Implementation of Interagency Projects*

INTRODUCTION

Over the decades, many Nations have struggled to achieve Millennium Development Goals (MDGs) through implementation of different projects touching on different sectors. Scholars and development partners will agree with me that MDGs for several years had indeed been the backbone for many projects until 25thSeptember 2015 during the United Nations Sustainable Development Summit, when countries adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda (McArthur, 2013). Nations have since been encouraged to foster a more sustainable approach in projects by embracing the Sustainable Development Goals (SDGs).

The push to accomplish MDGs and now SDGs has seen the International arena increasing its aid in funding different development projects, especially in the developing countries. The funded projects are in most cases very complex projects, that call for collaboration of different agencies mandated to perform certain aspects of the projects and who bring along different expertise. The aim of the coming together of agencies is to accomplish many arms of the project, by letting those mandated to undertake a certain activity implement them with the high rate of expertise required. This has seen many Organizations and Governments embrace the Inter-agency approach of project implementation.

Many scholars have come to an agreement that Inter-agency collaboration is becoming a major path followed by development partners. According to Kaiser (2011), the reasons for the current upsurge of inter-agency collaborations are the growth in government responsibilities, crosscutting programs, and their complexity; certain crises that showed severe limitations of existing structures; and heightened pressure to reduce the size of federal programs and expenditures. Collaboration has become a major focus of attention and action in business and government over the last several years.

The global arena continues to face many challenges that range from security, education and health among others. In a bid to tackle these challenges, different Governments have created agencies to tackle issues relating to different sectors in their respective countries. For many years, agencies in different countries had been operating independently until in the recent past which saw many countries embracing inter-agency approach. Different scholars have attributed this shift to a complexity of the problems and the changing needs and structures (Kaiser, 2011: Rose, 2007). According to Eyk & Baum (2002), Inter-agency collaboration is seen as enabling population-based planning to occur because the perspective provided encourages agencies to plan more broadly than they necessarily would if functioning in isolation.

Terrorism has been termed as one of the major problems facing both the developed and developing Nations. The emphasis of inter-agency approach can be seen in the Nations agencies trying to combat terrorism by coming together and fighting a common enemy. Scholars have argued that to combat terrorism, Nations must embrace inter-agency approach in fight against terrorism. Krawchuk (2005) states that developing a comprehensive way of combating terrorism demands an effectively coordinated systems approach, using the best expertise of agencies at all levels of government and the private sector.

In Africa, the fight to end social problems and natural disasters always call for inter-agency collaborations. It is evident that no single agency can accomplish its goals in isolation, as the problems faced are always complex in nature. This has seen the African countries holding talks and workshops to enhance inter-agency approaches. For instance, a push for inter-agency collaborations was evident in the workshop held in November 2014 in Addis Ababa, Ethiopia where Kenya, Uganda, Ethiopia, Tanzania, Yemen, Saudi Arabia, United Arab Emirates, Oman, and Jordan were represented. Kelvin Alie, IFAW Program Director for Wildlife Trade stated, "Given the prevailing levels of wildlife crime in the world, there is a need to improve the capacity for collaboration amongst law enforcement agencies through information sharing. Fighting wildlife crime requires concerted efforts involving pooling financial, human and information resources" (IFAW, 2014).

Like other Developed Nations, Africa has also received blows in numerous attacks by terror groups that have seen inter-agency projects being initiated. For instance, in Nigeria after the deadly terrorist attack that killed more than 200 people, the United Nations Counter-Terrorism Implementation Task Force (CTITF) unveiled projects under the Integrated Assistance for Counter-Terrorism (I-ACT) initiative to support government efforts in combating the scourge of terrorism. The CTED-INTERPOL project focused on inter-agency coordination and information sharing among the Nigerian Law Enforcement Agencies (CTITF, 2012).

Kenya as a Nation has also had its fair share of the challenges that range from destructive floods, drought, terrorism, poaching, human-wildlife conflicts to name but a few. The challenges have seen the Kenyan Government push for inter-agency collaborations in implementation of the various projects aimed at tackling the problems in different sectors.

The approach is evident in the implementation of mega projects in the country. Projects using this approach include among others; The Kenya Adaptation Climate Change in Arid and Semi-Arid Lands (KACCAL), the Kenya Water Security & Climate Resilience Program (KWSCRP), the Kenya Coastal Development Project (KCDP), Lake Victoria Environmental Management Project Phase 11 (LVEMP) and the Kenya Slum Upgrading Programme (KENSUP) (WB, 2015; Syrjänen, 2008; WB, 2008).

According to Warmington et al. (2004) inter-agency working involves more than one agency working together in a planned and formal way. Inter-agency project therefore refers to a project whose implementation brings together different agencies/organizations, all working to achieve a common project goal. Linden (2002) state that inter-agency collaboration occurs when people from different organizations, produce something through joint effort, resources, and decision making, and share ownership of the final product or service.

The Kenya Coastal Development Project (KCDP) is a multi-sectoral development initiative financed by the World Bank and Global Environmental Facility (GEF). It is hosted by the Kenya Marine and Fisheries Research Institute (KMFRI) with an objective, "To promote environmentally sustainable management of Kenya's coastal and marine resources by strengthening the capacity of existing relevant government agencies and enhancing the capacity of rural micro, small and medium-sized enterprises in selected coastal communities'' (WB, 2008).

Statement of the Problem

Inter-agency approach to project implementation has received much attention in the past decades (Kaiser, 2011). Eyk & Baum (2002) states that inter-agency approach is seen as an enabling population based planning to occur since the perspective provided encourages agencies to plan more broadly than they necessarily would if functioning in isolation. An Inter-agency project approach has been practiced in countries like China, Vietnam, Myanmar among others (UNIAP, 2014). In Africa, the approach has been practiced in Nigeria, Ethiopia, Kenya, Uganda, Ethiopia and Tanzania (CTITF, 2012; IFAW, 2014).

Based on the Kenyan Vision 2030, the increasing trend of Inter-agency project approach demonstrates concerted efforts by different agencies and sectors to realize social-economic development for most Kenyans. World Bank (2014) clearly demonstrates an upward trend in adoption of an Inter-agency approach to project implementation, with 40% (18 out of 45) of the projects implemented since the year 2007 using the approach. The Kenya Development Blue Print Vision 2030, outlined substantial progress in the implementation of flagship projects achieved through concerted efforts by the implementing agencies comprising government ministries and other departments (Mwenza & Misati, 2014). The Kenyan President, His Excellency, Mr. Uhuru M. Kenyatta in May 2017 stated, "A multi-agency approach, as opposed to traditional silo approach, has paid dividends in the war against terrorist groups and networks"

Like the case with most developing economies, public sector in Kenya is still be-devilled by the silo mentality where each public agency feels obliged to protect 'its turf' (Commonwealth Secretariat, 2016). According to the Secretariat, Kenya as a country had witnessed a myriad of white elephant projects, which were largely attributed to the effect of "silo mentality" by their promoters in the government agencies. It is therefore hoped that through Inter-agency project approach, a shift from the "Silo Framework" of operation (project implementation) which is prevalent in the public service will be evident. Perhaps, this is the reason why there is an increased trend in financing of Inter-agency projects by the donor community/investors.

This increasing trend of an Inter-agency project approach coupled with pressure to deliver on the Kenya Vision 2030, possess a major concern on the level of preparedness by agencies in handling Inter-agency challenges and potential complexities to ensure effective project implementation and achievement of the Vision 2030. It is therefore, a call for project implementing agencies to embrace effective project management best practices as and when implementing an Inter-agency project.

Amidst this background, a study to examine the drivers of effective implementation of an Inter-agency projects was therefore crucial hence the research topic "Drivers of effective implementation of Inter-agency projects in Kenya". The findings of this study is meant to propose the project management best practices for an Inter-agency project, which will enhance a projects overall benefits and return on investment. It is worth noting that no study had been conducted to identify the drivers of effective implementation of inter-agency projects in Kenya, prior to this study.

Objectives of the Study

The general objective of the study was to examine the drivers of effective implementation of Inter-agency projects in Kenya. The specific Objectives were:-

- To examine the influence of Project Funding to the effective implementation of Inter-agency projects in Kenya
- To analyze the influence of Project Leadership to the effective implementation of Inter-agency projects in Kenya

LITERATURE REVIEW

Theoretical Review

Transformational Leadership Theory

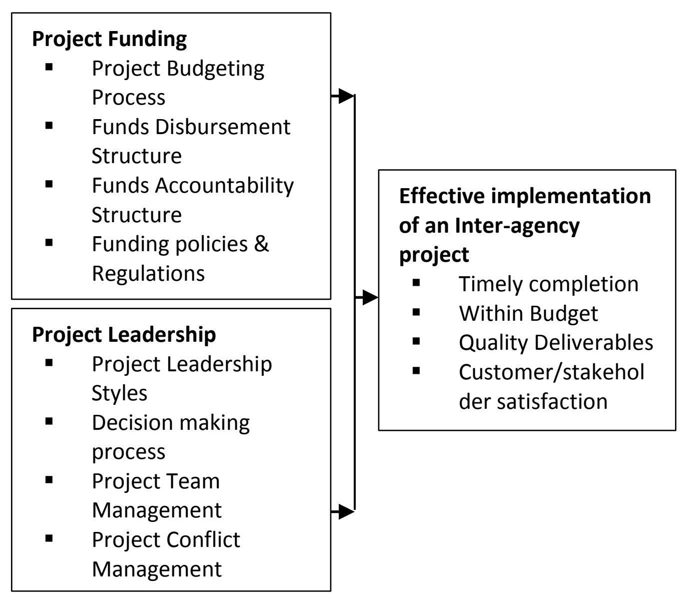
Burns (1978) first introduced the concept of transforming leadership in his descriptive research on political leaders. Transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation".

Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. He established two concepts: "transforming leadership" and "transactional leadership". According to Burns (1978), the transforming approach creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees. Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but they work in the existing culture while transformational leaders can try to change organizational culture.

Agency Theory

Agency theory addresses the relationship where in a contract one or more persons (the principal) engage another person (the agent) to perform some service on their behalf, which involves delegating some decision-making authority to the agent (Jensen and Meckling, 1976). According to Walker (2003), the agency theory model anchored on the fact that information asymmetries and pursuant of self-interests, principals lack basis to trust their appointed agents and will seek to mitigate these concerns by putting in place mechanisms to align the interests of agents with principals and to reduce the scope for information asymmetries and opportunistic tendencies (Keng'ara, 2013). As demonstrated by Odedukun (2003), in this case, the donor can be referred to as the Principal whereas the recipient country is the agent. The donor determines the level of funds to be disbursed and channels the same to the borrower who acts based on aid conditions agreements thereby deciding on expenditure patterns, which eventually lead to outcomes such as economic growth, infrastructure development, access to education and health care. The donor reviews these outcomes based on a structured monitoring and evaluation system and chooses the funding level to influence the choice of action by GOK and hence outcomes. This funding level chosen maximizes the donor's preferences, subject to reaction by GOK who also has her own set of preferences and shows actions the latter would choose for each funding level. The theory assumes that the donor and GOK are unitary entities such as governments represented by only a set of preferences and that the donor is concerned with the poor more than GOK (Cheboi, 2014).

Conceptual Framework



Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Empirical Literature

Project Funding

Project Funding has been defined as the Means by which capital required to undertake a project, programme or portfolio is secured and made available (APM, 2017). It is therefore important to know the different policies and regulations that governs funding both national and among different donor. According to Kogi (2013), inadequate funding or lack of it negatively impact on implementation of the project since no operations can continue, leading to extended contract periods and escalated contract sum. The study established that funding facilities operations of the project influence effectiveness of implementation. Resource allocation processes such as the competitive nature of funding has been identified as an area that can often divide agencies (Schrapel, 2004; Metcalfe et al. 2007). According to the studies, current thinking is around how funding allocations and funding agreements can promote agencies working together to increase purchasing power such as shared premises for meetings/trainings and the likes. Katz and Hetherington (2006) eluded that funding or good resourcing emerges as a central issue in achieving effective inter-agency collaborations/projects. The need to ensure the implementation of some kind of evaluation function in funding agreement, not only for monitoring but as evaluation has been shown to maintain commitment on the part of collaborators and target population (Jones et al. 2007).

Kogi (2013) noted that for a proper implementation and for a timely completion of projects, there is need to broadly provide funds for the projects at the right time. The study also established some of the key issues in project funding were delayed and untimely funding as well as late disbursement of funds and variations on the budget, which affected the initial budget. According to Odoyo (2013), there exists inflammatory fluctuations of money value from the time feasibility is conducted and budgeting and planning carried out to actual implementation, which affects the cost of implementing a project. Kagendo (2013), established that funding affects implementation of projects a great extent and that insufficiency of resources reduced the accuracy in implementation.

Project Leadership

According to Ahmed et al (2013), Project Leadership is the ability to lead in most powerful manner while leading others in the project works. It is the process of inspiring and motivating project towards the achievement of project goals and objectives. McGrath & MacMillan (2000) suggested that effective leadership behaviors can facilitate the improvement of performance when organizations/agencies face new challenges. Ayub et.al (2015) in their study found a significantly positive relationship between project leadership facets and project outcome. that among all facets of project leadership; stability is strongly correlated with project outcome. Scholars have also identified the importance of strong and competent leadership in agencies that work closely with the other agencies (Jone et al. 2007, Spath et al. 2008) for which the ongoing responsibility for professional development of those in charge is required.

Darby (2014) eluded that management requires a mixed range of expertise to support various agencies working together effectively; it also requires shared leadership, logistical management and political support to collectively achieve the necessary objectives. There is need for leadership that requires a combination of multiple attributes that are seldom found in one person and supports the notion of the development of a leadership team linked to mechanisms of collective accountability (Hochschild, 2010; Featherstone, 2010). Kempster, et al. (2014) established a substantial increase of demands on individual leaders and the call for more collective leadership where skills and responsibilities are more appropriately distributed. Smillie & Hailey (2001) emphasized the value of a leadership team or leadership organizational culture that supports collectivity, participation and collegiality.

Participatory leadership and goal-oriented leadership among others increase efficiency in project implementation. Kuen et al. (2008) in his study concluded that the three main factors that determine project success were top management support, clear project mission and competency of management team. Blaskovics (2014) established that managers directly have an impact on the project triangle and on the stakeholder satisfaction while they have an indirect impact on the client satisfaction. The study identifies two poles of leadership as general or chase player where the first one finds the hierarchical /organizational features very important while second one finds communication and proper capable and motivated project team very important. In conclusion, the scholar noted that chase player characteristics are the dominant among project managers. Leadership styles influences the performance of projects (Kavenge, 2015). The study established that there is no one superior leadership skill to the other, but different competences mixes are needed at different managerial levels, with some like interpersonal skills being equally important at every level of management. McGrath & MacMillan (2000) noted that there is significance relationship between leadership styles and project performance and that effective leadership style is seen as a potent source of management development and sustained competitive advantage.

Effective Implementation of Inter-Agency Projects

An effective implementation is described to as the degree to which projects meet the original objectives within the constraints and specifications of budget, time and quality (Kogi, 2013). According to PMBOK (2001), a project success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction. Baker et al (2008) identified technical performance as one of the project success factors among others such as schedule performance and cost performance. Quality achievement by projects is also another dimension of assessing project success. The quality of projects and project information has a significant influence on project success (Raymond & Bergeron, 2008). Dvir, (2005), added to the list of important dimensions for project success, customer satisfaction. Hence, a successful project can be referred to as one that leads to customer satisfaction. Ayud et al. (2015) concluded by stating that a project success can be assessed on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objective.

Enshassi, Mohammed & Abushaban (2009) stated skills, supervision, leadership, workmanship, procurement process, incompetence, conflict, project teams, top management support, health and safety, quality, time, cost, economic and environmental factors, client satisfaction, business impact etc. as among the various factors which have the potential to affect project performance and/or effective implementation of any project (Juma, 2017). Scholars have also established that the factors that affect effectiveness of projects include; adequacy of funding, timing of funds disbursement, adequacy of human resource capacity, lack of accountability; procurement procedures and bureaucracy, disagreements among beneficiaries and social-cultural obstacles (Ouma 2013). He added that a smooth implementation of a project requires; a streamlining of government procurement laws, staff capacity building, sensitization and training of beneficiaries, timely auditing of implementing agencies to ensure accountability, timely programme reports from project officers, frequent meetings with key stakeholders, adequate collaboration and networking of all the development partners.

RESEARCH METHODOLOGY

This study utilized a descriptive research design where both qualitative and quantitative data collected were analyzed. The total population for the study encompassed 416 employees working for the seven Project Implementing Agencies in Coast based offices. From the total population of 416 staff members, this study targeted a total of 88 staff members which included all the Heads of Departments and the Staff seconded to the projects with HODs totaling to 53 while the seconded staff from the implementing agencies totaled to 35 staff members. The research data was collected using structured questionnaires. The collected data was analyzed using both qualitative and quantitative methods. SPSS version 20.000 was used to analyze data.

RESEARCH FINDINGS AND DISCUSSION

The administered questionnaires were collected from the respondent from the implementing agencies. 76 out of 88 were duly filled and returned, making the response rate for the study at 86.4%, which meant that the study suffered a non-response bias of 13.6%. 57.9% of the respondents were heads of departments (HODs) from the implementing agencies while 42.1% comprised of the staff seconded (PIU) to the project i.e. the Project Implementation Unit. On effectiveness of the Project Structure, 23.1% described the project structure as very effective while 59.6% were certain that the project structure was effective. 17.3% of the respondents did however state that they were not sure of the effectiveness of the project.

Project Funding

This study sought to examine the influence of project funding on effective implementation of an Inter-agency project. Eight construct were presented to the respondents and results obtained presented in Table 1. Table 1 show that a majority of respondents averaging to 67.2% (sum of 38.9%; agree and 28.2%; strongly agree) either agreed or strongly agreed that project funding is important in effective implementation of an inter-agency project. The results further showed that 18.6% maintained a neutral position, 9.7% disagreed while 4.4% strongly disagreed. These results are in agreement with Katz and Hetherington (2006) who established that funding or good resourcing emerges as a central issue in achieving effective inter-agency collaborations/projects. Of the eights statements in the questionnaire, the construct "Adherence to the project funds disbursement schedule is key for an increased output, A.2" recorded the highest mean of 4.04 and a standard deviation of 0.871 with 81.6% of the respondents having either agreed or strongly agreed, of these 51.3% agreed while 30.3% strongly agreed. The finding indicates that most respondents were of the opinion that adherence to project disbursement schedule is very important in effective implementation of an Inter-agency project. This finding concurs with Kogi (2013), who established that some of the key issues in project funding are delayed and untimely funding as well as late disbursement of funds and variations on the budget, which affected the initial budget. The finding also concurs with Kiarie (2016) who determined that timely funds disbursement has a greater influence on project success.

Table 1: Statistical Results for Project Funding

Statement (A.1-A.8)	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F (%)	Mean	Std. Deviation
A.1	2 (2.6)	7(9.2)	8(10.5)	32(42.1)	27(35.5)	3.99	1.039
A.2	1(1.3)	4(5.3)	9(11.8)	39(51.3)	23(30.3)	4.04	.871
A.3	5(6.6)	9(11.8)	18(23.7)	21(27.3)	23(30.3)	3.63	1.220
A.4	2(2.6)	4(5.3)	9(11.8)	39(51.3)	22(28.9)	3.99	.931
A.5	4(5.3)	9(11.8)	16(21.1)	25(32.9)	22(28.9)	3.68	1.169
A.6	6(7.9)	7(9.2)	17(22.4)	25(32.9)	21(27.6)	3.63	1.209
A.7	4(5.3)	11(14.5)	15(19.7)	27(35.5)	19(25.0)	3.61	1.167
A.8	3(3.9)	8(10.5)	21(27.6)	29(38.2)	15(19.7)	3.59	1.048
Average	**3(4.4)**	**7(9.7)**	**14(18.6)**	**30(38.9)**	**22(28.3)**		

Key: *A.1-A.8= Refers to the statements as is in the questionnaire, F= Frequency*

Project Leadership

This study sought to examine the influence of project leadership on effective implementation of an Inter-agency project. Eight construct were presented to the respondents and results obtained presented in Table 2.

Table 2: Statistical Results for Project Leadership

Statement (B.1-B.8)	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F (%)	Mean	Std. Deviation
B.1	7(9.2)	11(14.5)	21(27.6)	27(35.5)	10(13.2)	3.29	1.153
B.2	8(10.5)	7(9.2)	17(22.4)	31(40.8)	13(17.1)	3.45	1.193
B.3	13(17.1)	13(17.1)	25(32.9)	14(18.4)	18(23.7)	3.33	1.237
B.4	9(11.8)	16(21.1)	21(27.6)	14(18.4)	16(21.1)	3.16	1.307
B.5	12(15.8)	16(21.1)	12(15.8)	14(18.4)	22(28.9)	3.24	1.468
B.6	10(13.2)	11(14.5)	15(19.7)	19(25.0)	21(27.6)	3.39	1.377
B.7	17(22.4)	7(9.2)	11(14.5)	29(38.0)	12(15.8)	3.17	1.415
B.8	5(6.6)	11(14.5)	12(15.8)	31(40.8)	17(22.4)	3.58	1.181
Average	**10(13.3)**	**12(15.2)**	**17(22.0)**	**22(29.4)**	**16(21.2)**		

Key: *B.1-B.8= Refers to the statements as is in the questionnaire*

Average results showed that 50.6% of the respondents (sum of 29.6% and 21.2%) affirmed that project leadership does influence effective implementation of inter-agency projects. The results further show that 22% maintained a neutral position, 15.2% disagreed while 13.3% strongly disagreed. The finding concurs with McGrath & MacMillan (2000) who established that there is significance relationship between leadership styles and project performance. The study also agrees with Ayub et.al (2015) who established a significantly positive relationship between project leadership facets and project outcome. Of the eight constructs, the statement "top management commitment to conflict management & resolution is key for a project team success" recorded the highest mean of 3.58 and a standard deviation of 1.181. Further, the results presented indicate that 63.2% (sum of 40.8% and 22.4%) of the total respondents either agreed or disagreed, of these 40.8% agreed while 22.4% strongly agreed. The findings concur with Kuen et al. (2008) who concluded that the main factors that determine project success were top management support/commitment and competency of management team. The study also concurs with Blaskovics (2014) who established that managers directly have an impact on the project triangle and on the stakeholder satisfaction (both internal and external).

Effective Implementation of Inter-agency projects

This study sought to examine the drivers of effective implementation of inter-agency projects. Six construct were presented to the respondents and results obtained presented in Table 3. The average results showed that majority of the respondents 66.1% (sum of 37.9% and 28.2%) affirmed that effective implementation of an inter-agency project is characterized by timely implementation/completion, proper resource utilization i.e. within budget, customer/stakeholder satisfaction and achievement of the project objectives/goals. This study concurs with Kamau & Mohammed, (2015) who concluded that a project success (effective implementation) can be assessed on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objective. It further concurs with PMBOK (2001) which stated that a project success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction. Of the six constructs, the statement "Project goal/objective achievement is attributed to effective project management process from planning to closure" recorded the highest mean of 3.95 and a standard deviation of 1.130. Further, the results indicated that 68.4% (sum of 42.1% and 26.3%) either agreed or strongly agreed, of these 42.1%, agreed while 26.3% strongly agreed. This study concurs with the study by Nwagbowgwu (2011), who concluded that project management effectiveness and project outcomes are directly related to the overall project success.

Table 3: Statistical Results for Effective Implementation of Inter- agency project

Statement (E.1-E.6)	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F (%)	Mean	Std. Deviation
E.1	2(2.6)	9(11.8)	14(18.4)	38(50.0)	13(17.1)	3.67	.985
E.2	1(1.3)	8(10.5)	17(22.4)	38(50.0)	12(15.8)	3.68	.912
E.3	4(5.3)	4(5.3)	16(21.1)	28(36.8)	24(31.6)	3.84	1.096
E.4	1(1.3)	11(14.5)	14(18.4)	30(39.5)	11(26.3)	3.75	1.047
E.5	2(2.6)	8(10.5)	14(18.4)	20(26.3)	32(42.1)	3.95	1.130
E.6	3(3.9)	7(9.2)	23(30.3)	19(25.0)	24(31.6)	3.71	1.129
Average	**2(2.8)**	**9(10.3)**	**16(21.5)**	**29(37.9)**	**21(27.4)**		

Key: *E.1-E.6= Refers to the statements as is in the questionnaire*

Discussion of Research findings

The first specific objective of this research was to determine the influence of project funding on effective implementation of an inter-agency project. This was determined using Pearson correlations and regression analysis. The results of the regression analysis proved that there was a strong positive significant influence of project funding on effective implementation of inter-agency project ($\beta_1 = 0.946$ $t = 4.718$, $p <0.05$). The Pearson correlation results also demonstrates a positive significant correlation between project funding and effective implementation of an Inter-agency project at ($r = 0.753$, $P < 0.01$). This finding agrees with conclusions reached by Katz and Hetherington (2006) that funding or good resourcing emerges as a central issue in achieving effective inter-agency collaborations/projects. The study also agrees with the finding by Kagendo (2013), who established that funding affects implementation of projects a great extent and that insufficiency of resources reduced the accuracy in implementation. This study further agrees by Kogi (2013), who determined that for a proper implementation and for a timely completion of projects, there is need to broadly provide funds for the projects at the right time.

The second key specific objective sought to examine the influence of project leadership on effective implementation of an inter-agency project. The Pearson Correlation findings indicated that there was a positive significant correlation between project leadership and effective implementation of inter-agency projects ($r = 0.398$, $P < 0.01$). Regression analysis was also conducted and the results demonstrated that that there was a positive significant influence of project leadership as indicated by the values ($\beta_2 = 0.248$ $t = 3.006$, $p <0.05$). The study concurs with the study by Ayub et al. (2015) who established that there is a significantly positive relationship between project leadership facets and project outcome The research finding also agrees to study by Kuen et al. (2008) who eluded that the three main factors that determine project success were top management support, clear project mission and competency of management team. The study also agrees by McGrath & MacMillan (2000) study, which established that there is significance relationship between leadership styles and project performance with effective leadership style seen as a potent source of management development.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study established that: a majority of the respondents supported the argument that project funding influence effective implementation of an inter-agency project. From the research findings, there existed a positive correlation and a strong positive significant relationship between project funding and effective implementation of an Inter-agency project, which demonstrated that project funding was statistically significant in explaining the change in effective implementation of an Inter-agency project. A majority of respondents also pointed out that adherence to project funds disbursement schedule by the financiers was imperative in effective implementation of an Inter-agency project and in turn a project success. The findings resonate with the literature reviewed that proper funding or good resourcing is a central issue in achieving effective implementation of Inter-agency collaborations/projects.

The study established that: there existed a positive correlation and a weak positive significant relationship between project leadership and effective implementation of an Inter-agency project. This demonstrated that project leadership was statistically significant in explaining the change in effective implementation of an Inter-agency project. Respondents also supported the argument that project leadership influenced effective implementation of Inter-agency projects and that top management commitment to conflict management & resolution was key for a project team success. This finding concurred with the reviewed literature that the factors that determine project success include top management support/commitment, clear project mission and competency of management team.

Conclusions

The findings of this research have demonstrated that project funding has a direct influence on effective implementation of Inter-agency projects. It is therefore paramount for the project implementing agencies to adopt best practices in financial planning & management for a realization of the intended overall Project Development Objectives (PDO). This research therefore concludes that, for an effective Inter-agency project implementation, timely preparation of project budget in consultation with the project team, alignment of the project activity budget to the overall project budget, timely disbursement of funds by the financiers and adherence to the budget during activity approvals should be key aspects to every agency. The project budgeting process should bring together all the project players. This practice will see that the activity line budgets are aligned to the overall budget, which will in turn eliminate instances of cost overruns. There is also a need for agencies to ensure that competent and qualified staffs in consultation with the project team spearhead the project budgeting process. Further, this study concludes that it is important for agencies to have a funds accountability structure to ensure expenditures are within budget and that the project funding policies and regulations should be one that foster a faster decision-making and eliminate restrictions that result in fund release delays.

Participatory and goal-oriented leadership is a modern day practice that has an influence on effective implementation of projects with Inter-agency projects not an exception. Agencies leadership styles may make or break the project development goals. This study concludes that to achieve an effective Inter-agency project implementation it is important for the agencies leadership to focus on project team and conflict resolution and have a clear decision making process that enhances efficiency. The study concludes that Project team managements' key aspects include; clarity in team roles & responsibilities, project team qualification and performance appraisals as well as reward scheme. To enhance team performance, each agency should ensure that there is a clear project appraisal system and a reward scheme based on merit. The project team roles and responsibilities should be clearly defined to enhance delivery and avoid duplication of duties. Lastly, this study concludes that each agency leadership should adopt strategies that enhance team cohesion and inclusiveness as well conflict resolution. This will enhance both internal and external customer satisfaction.

Recommendations

Even though each implementing agency has its own financial processes, it is important to note that financial processes within each and every agency has an overall influence on the realization of the overall project development objective. As such, it is important for the agencies to ensure processes foster a faster realization of the overall project development goal. The implementing agencies need therefore to agree on the line of approvals applicable to all the agencies for the project activities. The agencies should consider having financial practices and processes unique to the project; this can capture aspects of budgeting, competence and financial approvals stages. This system will enhance a spirit of shared goals and vision and work together by owning challenges that inter-agency brings on board and handle the challenges as one entity instead of agencies working in Isolation. It is also important for agencies to realize that for a unified achievement of the Project Development goal, all the agencies management should embrace a culture of professionalism and avoid processes that hinder the project success.

Implementing agencies have unique set objectives tied to the achievement of the overall project development objective. Every agency leadership employs its unique leadership style that they deem best for the agency. However, in the implementation of an Inter-agency project, the style used should enhance a unified project approach. It is important for agencies to conduct team building activities that bring onboard project team from all the implementing agencies in order to enhance team cohesion, respect and understanding among the project team as well as share experiences. To enhance professionalism, all agencies should ensure that staff seconded to the projects are qualified and have passed through a competitive process of selection to the projects. Interviews should be undertaken to ensure that those in the Project Implementation Unit are qualified to implement the duties they are assigned to undertake. Agencies should come up with a consolidated project reward system, which is fair, transparent and based on merit. This will enhance motivation of the project team and as a result lead to an effective project Implementation.

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