



DETERMINANTS ON SUCCESS OF COUNTY GOVERNMENTS PROJECTS IN KENYA A CASE OF HOMA BAY COUNTY

Kajwang, J. O., & Nzulwa, J.

DETERMINANTS ON SUCCESS OF COUNTY GOVERNMENTS PROJECTS IN KENYA A CASE OF HOMA BAY COUNTY

Kajwang, J. O.,^{*1} & Nzulwa, J.²

^{*1} Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Nairobi, Kenya

² Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Nairobi, Kenya

Accepted: October 18, 2018

ABSTRACT

In any developing country, projects are the backbone of local development. Development projects are undertaken to improve the livelihood of the community. Effective management of development projects depends primarily on proper project selection, project design, project implementation, monitoring and evaluation. The general objective of this study is to investigate the determinants on success of county governments' projects in Kenya a case of Homabay County. The specific objectives of this study were to establish the influence of community support, project planning, financial resources and project communication on success of county governments' projects in Kenya. This study adopted a descriptive survey method of research. Homabay County had 8 Sub-counties and 40 wards. The Sub-county administrators head the Sub-counties, the wards by ward administrators and the county assembly comprise of 40 MCAs. The target population for this study comprised of 32 sub County administrators, 80 ward administrators, 40 MCAs, 62 County administrators and 7 County Chief officers. The primary data was collected using questionnaires which were administered by the researcher with the help of research assistant. The questionnaire comprised of questions which sought to answer questions related to objectives of the study. Questions were both closed to enhance uniformity and open ended to ensure maximum data is obtained. Data collected was analyzed both qualitatively and quantitatively. Quantitative data was analyzed using the Statistical Package for Social Science (SPSS). The computed data was then analyzed using descriptive statistics. The data analyzed was presented using frequency tables which enabled the researcher to easily interpret the findings of the research. In Kenya projects implementation in all the 47 counties has never been a success to a tune of 55% due to various prevailing constrains like lack of sufficient projects finances, politicization of development projects, insecurity in some counties; poor state of enabling infrastructure, poor technology, and low levels of community participation.

Key Words: *community support, project planning, financial resources, project communication*

INTRODUCTION

County governments (CGs) in Kenya refer to the forty seven counties created by the Constitution of Kenya (CoK) (2010) under the system of devolved governance. These county governments form one level of governance with the other level being the national government. The national government is made up of the Executive, Parliament including the National Assembly and the Senate, and the Judiciary. County governments on the other hand are made up of the County Executive and the County Assembly. According to Article 6 (2) of the CoK (2010), the two levels of government are distinct and interdependent. They are interdependent as policies formulated by one level of government affects the other level.

A project in its basic definition is a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service (Project Management Institute, 2012) within an established time frame and within established budget to produce identifiable deliverables. Project success has been defined by the criteria of time, budget and deliverables (Flaman and Gallagher, 2001). According to Antill (1974), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. According to Boyce and Haddad (2001), projects possess certain characteristics that distinguish them from any other activity in the organization. These include the fact that projects are temporary meaning that any project will have a start date and end date although it has nothing to do with short duration. Another feature is that projects produce unique results meaning that the product or service at the end of the project should be some way different than the existing.

According to the Daily Monitor (2010) the county governments in the USA operate their minibudgets through different tax levies that they lay on their citizens up to the tune of 43% of projects

implementation. Projects implemented by the county governments in states like Texas for example include: modern community hospitals, mobile hospitals units, residential buildings, feeder roads, interconnecting railway lines, water projects, tourism project construction, waste management, agricultural projects, housing units etc.

In Kenya, the presidential process of development almost centralized major development projects like roads constructions, schools constructions, hospitals provision, railways construction/maintenance and many more; whereby projects identification, planning and resources allocations was done in Nairobi (Assaf et al, 2012).

The UNDP (2010) published a report that sought to find out the nature of projects and the rate of polarization in the country and found out that major projects in Kenya failed during the Moi's regime due to tribalism and nepotism in the 8 created provinces; that grouped people along tribal like and the major tribes with big populations dominated the public offices and projects. The World Bank (2012) reported that, one of the major reasons as to why Kenya welcomed the new constitution was to eliminate the barriers of development and tribalism that was rampant by the dominant tribes.

The 47 counties in Kenya have their own project and development plans, fund part of their projects and get the deficit financial resources from the central government up to the tune of 35% of the national budget. However, a report published by the ministry of devolution (2013) showed that counties have made significant development in projects development and integration of ICT in projects development.

Statement of the problem

In any developing country, projects are the backbone of local development. Development projects are undertaken to improve the livelihood of the community. Effective management of development projects depends primarily on proper project selection, project design, project implementation,

monitoring and evaluation. Moreover, values, norms, social belief and opinions of the local people which are affected directly or indirectly by development interventions should also be considered. Otherwise, sustainability of development projects may generally be questioned (Khwaja, 2004).

The World Bank (2012) for example reports that after the Arabs uprising, up to 95% of the planned development projects in Egypt have stalled and 67% of the major infrastructural projects have been destroyed. In Kenya projects implementation in all the 47 counties has never been a success to a tune of 55% due to various prevailing constrains like lack of sufficient projects finances, politicization of development projects, insecurity in some counties; poor state of enabling infrastructure, poor technology, and low levels of community participation (Republic of Kenya, 2013).

The World Bank (2013) carried a research on the state of projects implementation by county governments under the funds from the IMF and Dutch government in Nairobi, Muranga, Kisii, Kwale and Nandi, and found out that, only 21% of the development projects were efficiently and effectively completed in 2012/2013. Projects like re-carpeting of the existing roads, building of new classes in schools, erecting new hospital wards in the established hospitals, acquisition of new ambulances, agricultural tractors and water pumps failed to the tune of 48.25% in these counties. These studies do not address the determinants on success of county governments' projects in Kenya and presents a contextual gap. Therefore, this study sought to the determinants on success of county governments' projects in Kenya a case of Homa Bay County.

Objectives of the study

The general objective of this study is to investigate the determinants on success of county governments' projects in Kenya a case of Homa Bay County. The specific objectives were:-

- To establish the influence of community support on success of county governments projects in Kenya.
- To investigate the influence of project planning on success of county governments projects in Kenya.
- To find out the influence of financial resources availability on success of county governments projects in Kenya
- To determine the extent to which project communication influence success of county governments projects in Kenya

LITERATURE REVIEW

Theoretical Framework

Community Participation Theory

This study adopted the theory of community participation as propounded by Arnstein (1969) which explains different levels of participation and citizen control. Community participation theory is applied to a variety of situations, although not always appropriately. Michener (1998) suggested that participation has become a panacea. Chamala (1995) stated that 'community participation has been the hallmark of many successful development projects around the world'.

The levels of community participation, which positions participation on a seven step ladder are useful in analyzing these degrees (Arnstein, 1969). The first four levels (passive participation; participation on information giving; participation by consultations and participation by material incentives) on the ladder can be interpreted as community participation as means while the last three levels (functional participation; interactive participation and self mobilization) fall under participation as an end.

Under this theory, people are expected to be responsible for themselves and should, therefore, be

active in public service decision-making. The theory is relevant to this study since an entrusted and independent control of resources assures ownership and is always the sure indicator and factor for sustainability of all the projects in communities. However, the limitation of Arnstein's framework is that each of the steps represents a very broad category within which there are likely to be a wide range of experiences. For example, at the level of informing there could be significant differences in the type and quality of the information being conveyed. Realistically therefore, levels of participation are likely to reflex a more complex continuum than a simple series of steps.

Planning Theory

This theory guided the study in establishing the relationship between project planning and successful implementation of county government construction projects. Hume is generally attributed with drawing attention to the ought distinction: what is does not necessarily lead to what should be (Wenz, 2013). Although what is may place restrictions on what can be, our human capacity to reflect on possibilities and make choices means that what is and what should be are connected by values. This connection exists whether it is recognized or not. Where applications of values are not made explicit, they are implicit in underlying cultural conditioning. The fundamental need for a position and a meaning for our lives and for our species dominates whatever system of thought we espouse. We cannot exist conceptually without such cosmologies, yet many people are unaware of the values upon which they have founded their structure of meaning (Palmer, 2012).

Planning influences what will/can be. In a just society, it must consequently raise the question of what should be by acknowledging the role of values. What is corresponds to knowledge that is held - what ought to be corresponds to actions prior to their taking place. In consequence, planning relates to the linkage: value. It therefore has a normative aspect.

This normative consideration must be integrated into planning on both theoretical and practical levels. In addition, recognizing planning as an "intervening variable" suggests a need to recognize the importance of multiple values. In consequence it is necessary to consider how these values can be determined and how they can be acted upon. In a sense, then, planning is paradoxical: it is concerned with understanding the activity and process itself, and is therefore descriptive. Yet simultaneously, it is concerned, in a pro-active way, with the formation of future states, and is therefore prescriptive (Wachs, 2013).

Theory of Financial Control

This theory stipulates that existing and possible functions of financial tools for organizations are most essential. In the same light, it is stated that, payments, financial instruments, accounting, control models, economic calculations, and related considerations, both within and outside of the organization, ought to be discussed in regard to inner characteristics but also possible effects. It is noted that establishing the relationships between various activities and financial processes, from a financial control point of view, is a general and basic issue (Joshi *et al*, 2003).

The theory of financial controls for organizations places a natural focus on the firms such that they are viewed from several latitudinal areas. The first regards the human beings' functions of what is accomplished through organizations, their activities and output. The second is about the structure of the organization and activities, and of transactions that various parties have with each other. The third area covers the control systems in the sense of recurring procedures and methods that are employed to relate present and future functions to resources both externally and internally.

The aforementioned financial control tools are argued to be crucial from an individual organization's perspective and also for larger economic systems. The

fourth and last area illustrates the specific processes of individual organizations for certain issues. The theory further states that structure and financial control system works together (Joshi *et al*, 2003). The financial control theory is very relevant to the current study given that it assists in better understanding of the intricacies surrounding financial management in an organization.

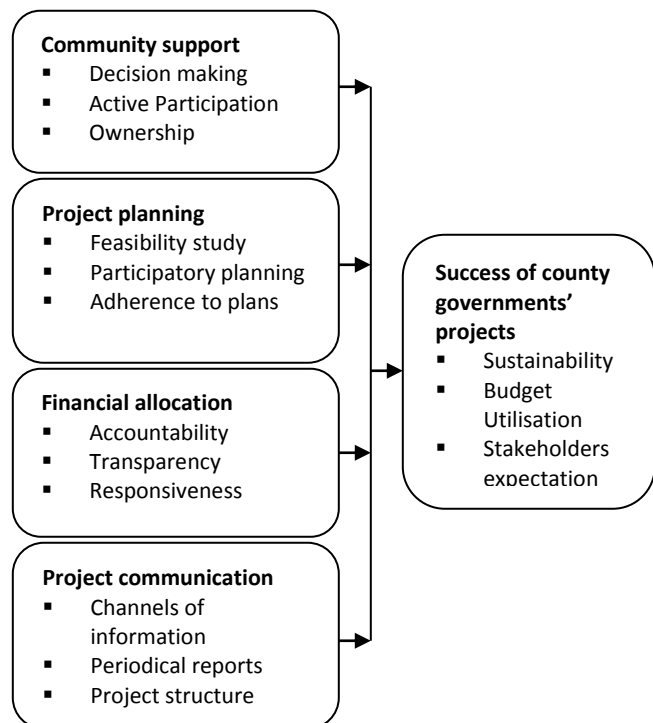
Social Exchange Theory

This theory guided the study in establishing the relationship between project communication and successful implementation of selected county government construction projects. One way of analyzing social interaction among project team members is through the social exchange theory. This theory also called the communication theory of social exchange is a commonly used theoretical base for investigating individual's knowledge-sharing behavior. According to Blau (1964) and Molms (2001), this theory explains how individuals regulate their interactions with other individuals based on a self-interest analysis of the costs and benefits of such an interaction. That is, it suggests that human beings make social decisions based on perceived costs and benefits, such that they seek to maximize their benefits and minimize their costs when exchanging resources with others (Blau, 1964) and (Molm, 2001). These benefits need not be tangible since individuals may engage in an interaction with the expectation of reciprocity (Gouldner, 1960).

In order to maximize the resources gained, individuals may build social relationships with others by sharing their knowledge. The fundamental dimension in the social exchange theory is individual cognition, which may include perceived benefits and organizational commitment. Forsythe *et al* (2006) defined the term "perceived benefits" as the individual's subjective perception of gain from their behaviors. The theory thus declares that individuals engage in social interaction based on the expectation that it will in some way lead to social rewards such as approval,

status, and respect (Forsythe *et al*, 2006). For example, Kankanhalli *et al*. (2005) believes that an individual's perceived benefit is one of the major factors that encourage employees to contribute knowledge to electronic knowledge repositories. According to Ma and Agarwal (2007), the amount of knowledge that people contribute to a virtual community depends on the level of satisfaction that they too derive from being members of the community.

Conceptual Framework



Independent variables **Dependent variable**
Figure 1: Conceptual Framework

Community support

The idea of "community" came about where people gathered around a common area for their mutual benefit (Anderson, 2010). Sharing a language, customs, ideas, skills, goods and services, or protection from enemies were some of the advantages the people derived from being a part of a group. Over the years the idea of community has changed to accommodate different things. While

different definitions mean different things, the idea is the same; that a group comes together or lives together to share something that is of value to the members of that community.

Community projects are important in development of an area because they have several advantages. Some of the advantages include funds being spent entirely on the projects, rather than maintaining administrative bureaucracies; projects are conducted at the request of the community with full community participation and ownership whereby community-driven projects are effectively operated, maintained and utilized. The projects foster local and regional capacity to provide basic infrastructure and services, build indigenous expertise, and develop local and regional governance capacity thus facilitating in the long term more democratic, decentralized, and participatory governance.

Project Planning

Lester and Lester (2012), contends that the project plan is the road map that defines how to get to the end. Project planning is a major issue to be looked into when we deal with the project implementation. Effective project planning requires particular skill far beyond writing a document with schedules and budget. Unlike small projects that involve few activities, complex projects that go beyond a certain threshold level of magnitude should proceed on the basis of a sound formal planning platform without which there may be chaos. Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the procurement project but also induces people to look ahead besides instilling a sense of urgency and time consciousness (Barasa, 2014).

Project plans on implementation of county government construction projects aim to ensure that entities work within the budgets and money allocated for various purposes fulfill their intended purpose.

One way is through strict legislation that would dwell on waste reduction of which would be aligned to the national waste management policy and working frameworks that ensure transparency and plans that ensure the selected tenders are the most economically advantageous ones (Rotich, 2011). The establishment of the institutions to regulate monitor and supervise the implementation of proposal agreements on infrastructure or development proposals and for connected purposes.

Financial allocation

Financial allocation, among other things, refers to the transfer of financial resources from central to local governments taking into account the responsibilities allocated to these institutions. This helps local authorities to manage autonomously their projects in order to promote the welfare of the citizens (Manor 1996). To be genuinely supportive of a financial allocation process, the basic characteristic should include: transparency of allocation, predictability of the amounts available to local institutions and local autonomy of policy-making on resource utilization (Hanson 1995). Hence, financial allocation refers to downward transfer; by which central governments cede influence over budgets and financial decisions of local government.(Atiklt Assefa 1996). Availability of resources is one of the critical factors in project success, (Amade, Ogbonna and Kaduru,2010).

Availability of adequate material and financial resources is critical in funding and supporting project activities The improved allocation of resources is the most common theoretical argument for decentralization (Azfar, Kahkonen, Lanyi, Meagher & Rutherford, 2004). By bringing government closer to local people, it is asserted that the government will be better informed to local needs and preferences, resulting in increased accountability and enhanced responsiveness of officials and government at the empowered local or regional level (Oates, 1972, Brinkerhoff et al., 2007).

Project Communication

Communication is a key issue for successful project implementation and management. It is specifically a challenging task for projects where a number of interdependent role players are needed to achieve the desired project outcomes (Abdulaziz *et al.*, 2015). Communication is very essential in project execution. It plays a vital role in all stages of construction such as design production, organization and management (Mehra, 2009). Statistics have shown that over 50% of projects in Africa are unsuccessful due to inappropriate communication method (Kasim & Usman, 2013). Various professionals in the construction industry must communicate effectively for any given project to be successful. During the course of project execution, information in the form of drawings, specifications and construction methods must be fully disseminated (Aishwi & Underwood, 2009).

Some professionals may not be able to understand some aspects of a project if little information are available thus leading into project failure. Ineffective communication system leads to de-motivated workforce, design errors, slowdown in the entire job and failure in production (Topli & Ilyasu, 2014). Construction professionals should communicate throughout all construction stages. There is need for professionals within the construction industry to appropriately communicate with each other for the successful delivery of performance goals within the organization. Scope of work and details of construction are communicated by means of drawings, contract documents, addenda and specifications (Kasim & Usman, 2015).

Empirical Review

In his study, Kasoo (2010) reiterated in his findings that besides community participation, sources and composition of project planning & organizing has a bearing on project success as well. Ayodele (2011) asserts that when he reported that one major cause of abandonment of donor funded construction

projects in Nigeria was due to inadequate planning & organizing. His study report further emphasizes the importance of planning & organizing resources in project implementation. The study is in consonance with Yang and Jackson's affirmation on the stalled pumped-hydro energy storage in the United States that planning & organizing and financial uncertainties could be one of the projects' limiting factor (Yang & Jackson, 2011).

Abdulziz *et al.*, (2016) did a study on the role of communication and coordination in project success. In this context, a two-stage case study of construction phase delay control for an oil and gas industrial project is presented. A process improvement methodology was carried out in the first stage and the root causes for the delays were identified. The investigation results revealed that the scope of one item of work, piping, dominated a large portion of delays.

It was found that piping packages were not processed smoothly due to four main causes: incomplete testing, frequent piping modifications, incomplete as-built drawings, and incomplete punch listing. Seventy percent of the delays were caused by incomplete testing activities and incomplete as-built drawings. The improvement study suggested establishing a new unit for piping test package control and coordination. The review process was improved and the dedicated control team was implemented for the second unit, resulting in a substantial drop in the number of delayed test packages (down from 48 to 8%) and punch list items (down from 3,075 to 2,371). The findings of the case study demonstrate the importance of communication and coordination in successful project management for complex projects. The case presented is an example of process improvement use for successful delay management.

METHODOLOGY

This study adopted a descriptive survey method of research. According to Mugenda and Mugenda (2003) descriptive method of research is a process of

collecting data in order to test hypothesis or answer questions concerning the current status of the study. Homabay County had 8 Sub-counties and 40 wards. The Sub-county administrators head the Sub-counties, the wards by ward administrators and the county assembly comprise of 40 MCAs. The target population for this study comprised of 32 sub County administrators, 80 ward administrators, 40 MCAs, 62 County administrators and 7 County Chief officers. The primary data was collected using questionnaires which were administered by the researcher with the help of research assistant. Qualitative data was analyzed by organizing it into categories on the basis of the themes, concepts or similar features.

Quantitative data was analyzed using the Statistical Package for Social Science (SPSS).

RESULTS

Community Support

The study sought to investigate the influence Community Support on Success of County government projects in Kenya. 14.6 % strongly agreed that budgetary allocation affected Success of County government projects in Kenya, 32.2% agreed while 21.5% disagreed and 4.6% strongly disagreed. These findings were in line with Ryder (2016) that budgetary allocation affect success of County government projects in Kenya.

Table 1: Community Support

		Frequency	Percent
Valid	SD	6	4.6
	D	28	21.5
	N	20	23.1
	A	22	32.3
	SA	7	14.6
	Total	83	100.0

Project Planning

The study sought to investigate the influence of Project Planning on Success of County government projects. 8.1 % strongly agreed that Project Planning affected Success of County government projects in

Kenya, 25% agreed while 25.8% disagreed and 13.7% strongly disagreed.

These findings tallied with AGC (2011) that Project Planning is a critical aspect of Success of County government projects in Kenya.

Table 2: Project Planning

		Frequency	Valid Percent
Valid	SD	7	13.7
	D	12	25.8
	N	14	27.4
	A	31	25.0
	SA	19	8.1
	Total	83	100.0

Financial allocation

The study sought to investigate the influence of Financial allocation on Success of County government

projects in Kenya. 9.8 % strongly agreed that Financial allocation affected Success of County government projects in Kenya, 24.4% agreed while 25.2% disagreed and 12.2% strongly disagreed.

Table 3: Financial allocation

		Frequency	Valid Percent
Valid	SD	9	12.2
	D	21	25.2
	N	15	28.5
	A	20	24.4
	SA	12	9.8
	Total	11	100.0
		83	

Project Communication

The study sought to investigate the influence of Project Communication on Success of County government projects in Kenya in the formal and

informal sectors. 10.4 % strongly agreed that Project Communication affected Success of County government projects in Kenya, 33.6% agreed while 25.6% disagreed and 8.0% strongly disagreed.

Table 4: Project Communication

		Frequency	Valid Percent
Valid	SD	10	8.0
	D	22	25.6
	N	18	22.4
	A	12	33.6
	SA	16	10.4
	Total	83	100.0

Success of County government projects in Kenya

This section of the questionnaire sought to get from the respondents the status on Success of County government projects in Kenya. The findings indicated that 52.9% strongly agreed that Success of County

government projects in Kenya was a major issue in Kenya. 35.5% agreed, 5.8% disagreed and 5.0% strongly disagreed. These findings were supported by ROK (2014) that Success of County government projects in Kenya was an issue that needed to be addressed with urgency.

Table 5: Success of County government projects in Kenya

		Frequency	Percent
Valid	SD	3	.8
	D	6	5.0
	N	7	5.8
	A	23	35.5
	SA	44	52.9
	Total	83	100.0

Inferential Statistics

Correlation Coefficient

The correlation matrix depicted that Success of County government projects in Kenya in Kenya was positively correlated with all the independent variables i.e. Community support, Project Planning,

Financial allocation and Project Communication. The correlation matrix was negating the existence of

multi-co linearity among the independent variables as all the correlations were below 0.90.

Table 6: Correlation Table

		Success of County government projects in Kenya	Community support	Project Planning	Public Private Partnership	Project Communication
Success of County government projects in Kenya	Pearson Correlation	1	.597	.018**	.598*	.588**
	Sig. (2-tailed)		.001	.016	.014	.024
	N	130	95	95	95	95
Community support	Pearson Correlation	.597	1	.016	.005	.103
	Sig. (2-tailed)	.001		.898	.965	.406
	N	130	95	95	95	95
Project Planning	Pearson Correlation	.018**	.016	1	.746**	.021
	Sig. (2-tailed)	.016	.898		.000	.863
	N	130	95	95	95	95
Financial allocation	Pearson Correlation	.598*	.005	.746**	1	.052
	Sig. (2-tailed)	.014	.965	.000		.676
	N	130	95	95	95	95
Project Communication	Pearson Correlation	.588**	.103	.021	.052	1
	Sig. (2-tailed)	.024	.406	.863	.676	
	N	130	95	95	95	95
	Sig. (2-tailed)	.029	.897	.000	.000	.862
	Pearson Correlation	.018**	.016	1	.746**	.021

From the finding in the table above, the study found that there was positive correlation coefficient between Success of County government projects in Kenya and Community support as shown by correlation factor of 0.597, this relationship was found to be statistically significant as the significant value was 0.001 which was less than 0.05. The study found weak positive correlation between Success of County government projects in Kenya and Project Planning as shown by correlation coefficient of 0.018, the significant value was 0.016 which was less than 0.05. Further, the study found positive correlation between Success of County government projects in Kenya and Financial allocation as shown by correlation coefficient of 0.598 and had a significant value of 0.014 which was less than 0.05. The correlation between Success of County government projects in Kenya and Project Communication was positive as shown by correlation factor of 0.588, this relationship was found to be statistically significant as the significant value was 0.024 which was less than 0.05.

Regression Results

This section covers the regression results from the model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where Y is the dependent variable (Success of County government projects in Kenya),

β_0 is the regression coefficient,

$\beta_1, \beta_2, \beta_3$ and β_4 are the slopes of the regression equation,

X_1 -Community support

X_2 -Project Planning

X_3 - Financial allocation

X_4 - Project Communication, while ϵ is an error term

Model Summary

Results from table 7 indicates R square value of .874, This implied that Success of County government projects in Kenya was collectively influenced by Community support, Project Planning, Financial allocation and Project Communication and 87.4 %. This therefore meant that majority agreed the independent variables were critical factors to Success of County government projects in Kenya at 0.05 level of significance %. This concurred with Graham (2002) that (R2) is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the (R2) the better the model fits the data.

Table 7: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 ^a	.874	.778	2.942

Analysis of Variance

ANOVA test revealed that all the independent variables notably; (X_1) Community support, (X_2) Project Planning, (X_3) Financial allocation and (X_4) Project Communication had a significance influence on Success of County government projects in Kenya.

Since the P value was actual 0.00 which was less than 5% level of significance. The table also indicated that the high value of F (79.086) with significant level of 0.00 was large enough to conclude that all the independent variables significantly influence Success of County government projects in Kenya in Kenya.

Table 8: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2280.980	29	78.654	79.086	.000 ^b
	Residual	328.961	100	8.657		
	Total	2609.941	129			

Financial allocation coefficient of 0.810 was found to

Beta Coefficients

Test of beta coefficients indicated that the significant relationship between independent variables notably; (X₁) Community support, (X₂) Project Planning, (X₃) Financial allocation and (X₄) Project Communication and dependent variable Y = Success of County government projects in Kenya in Kenya. As presented, (X₁) Community support coefficient of 0.865 was found to be positive at significant level of 0.0012 and this indicated that Community support had a positive influence on Success of County government projects in Kenya. , (X₂) Project Planning coefficient of 0.868 was found to be positive at significant level of 0.0022 and this indicated that Project Planning had a positive influence on Success of County government projects in Kenya , (X₃)

be positive at significant level of 0.0019 and this indicated that Financial allocation had a positive influence on Success of County government projects in Kenya. (X₄) Project Communication coefficient of 0.741 was found to be positive at significant level of 0.001 and this indicated that Project Communication had a positive influence on Success of County government projects in Kenya. This clearly demonstrated that all the independent variables significantly influenced Success of County government projects in Kenya in Nairobi Kenya. However, since the significance values were less than 0.005, all the coefficients were significant an thus the regression model was fit;

$$Y = 243 + 868X_1 + 865X_2 + 810X_3 + 741X_4 + \epsilon$$

Table 9: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.243	.233		1.546	.0001
Community support	.865	.508	.156	1.703	.0012
Project Planning	.868	.819	.130	1.060	.0022
Financial allocation	.810	.607	.130	1.335	.0019
Project Communication	.741	.430	.140	1.723	.0009

CONCLUSIONS

Community support is a major factor in Success of County government projects in Kenya and that policy priorities for tackling Success of County government projects in Kenya is essential. These policy priorities are not presented in any order of precedence.

An integrated approach (e.g. national action plans on Success of County government projects in Kenya), where not just the Ministry of of transport, but also other key Ministries, address the issue of Success of County government projects in Kenya, could be helpful in this regard.

Financial allocation was critical to Success of County government projects in Kenya. The private sector in

Kenya is vibrant, well developed and hosts one of the largest business communities in sub-Saharan Africa. The private sector is split into two parts: a formal, large business sector which is relatively healthy and productive and a massive informal sector made up of small and medium-sized businesses, which is poorly supported in terms of working conditions, financing and skills development programmes.

Construction quality Project Communication for highway infrastructure were seldom discussed in the economic literature. The assumption was that the desired quality of the project (generally the thickness of the pavement) will be achieved and controlled according to the Project Communication based on economic analysis. Generally speaking, it was reasonable to assume that highway quality control was not a big problem for highway projects since most important decisions regarding quality are made during the design and planning stages rather than during construction.

There was need to prioritize the development of an Integrated system that the country meets the ever-increasing demands for timely and accurate completion of County government projects.

REFERENCES

- Al-Kharashi, A. and Skitmore, M., Causes of delays in Saudi Arabian public sector construction projects. *Construction Management and Economics*, 2009, **27**(1): 3 – 23.
- Al-Rashidi, H. (2009). Examining internal challenges to e-government implementation from system user perspective. Paper presented at the European and Mediterranean Conference
- Alsuwaidi, H. (2011). Evaluating the factors affecting for the adoption of e-government services in the public sector (UAE). A project proposal submitted to BBS, Brunel University (Ph.D. student).
- Antill, J.M. (1974), *Project management: an overall concept*, I.E. Aust, Adelaide, Keynote Address to Project Management Symposium, South Australian Division. Approach .Nairobi: ACTS press.
- Arnstein, S. R. (1969). A Ladder of Citizen Participation, *J. American .Plann. Asso.* 35 (4): 216-224.

RECOMMENDATIONS

The study established that Community support, Project Planning, Financial allocation and Project Communication Success of County government projects in Kenya in Kenya, therefore they need to be checked in a more appropriate for change. Provision of accessible and practical skills training that has been developed with input, either additionally or independently of formal education. Training programs should comply with nationally recognized quality assurance Project Communication to ensure training is relevant and appropriate for development. Life-long career paths must be brought to the fore of Success of County government projects in Kenya rather than focusing on “short-term” isolated job interventions.

Suggestions for Further Research

The results of this study could be further utilized to suggest several directions for future research. Finally, more research on this area is needed because this study had investigated a subset of the variables found to be important determinants. Other variables that may affect private label projects need be investigated. Further research could examine these possibilities and the extent of their influence.

- Assaf, S.A., Al-Khalil, M. and Al-Hazml, M.(2012), Causes of delay in Large Building Construction Projects', Journal of Management in Engineering, Vol. 11, No. 2.
- Boyce D. and Haddad A. (2001). An Analysis of ONGOing and Completed Projects in Latin America and the Caribbean World Bank,
- Chamala. S (1995). Overview of participative action approaches in Australian land and water Management. (Ed. K Keith). (Australian Academic Press: Brisbane).
- Collis, J. and Hussey, R. (2003), *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*, Palgrave Macmillan, Houndmills, Basingstoke, Hampshire.
- Flaman, G. & Gallagher U. (2001). *Assessment and Control of project Risks*. Englewood Cliffs: Prentice-Hall.
- Khwaja, Asim Ijaz (2004), *Is Increasing Community Participation Always a Good Thing?* Journal of the European Economic Association April–May 2004 2(2–3):427– 436 ©2004 by the European Economic Association.
- Kombo, K. D & Tromp A.L.D (2006). *Proposal and thesis writing. An introduction*. (1st ed.). Nairobi: Pauline publications Africa.
- Koskela, L. (1992). *Application of the New Production Philosophy to Construction*. Stanford: Stanford University.
- Kothari, C.R. (2004). *Research methodology: Methods and techniques*. (2nd ed.). New Delhi: New Age international ltd.
- Michener VJ (1998). The participatory approach: Contradiction and co-option in Burkina Faso. *World Development* 26, 2105-2118.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: African Centre for Technology Studies.
- Mugenda, O.N and Mugenda, A.G. (1999). *Research Methods: A Quantitative and Qualitative* Nairobi.
- Orodho, AI. (2009) *Techniques of writing research proposals and reports*. Reata printers
- Project Management Institute. (2012). *A guide to the project management body of knowledge (PMBOK® guide) (4th ed.)*. Newtown Square, PA: Project Management Institute.
- Saunders, M., Lewis, P. and Thornhill, A. (2009), *Research Methods for Business Students*, Pearson Education, London.
- UNDP (2012). *Handbook on Monitoring and Evaluation for Results*. New York: UNDP.
- World Bank. (2012). *Devolution Without Disruption—Pathways to a Successful New Kenya*. Nairobi: World Bank.