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Abstract

The study focused on four main objectives; to identify how community participation, budgetary allocation, leadership style, and monitoring and evaluation influence the successful implementation of socio-economic development projects. A descriptive research design was applied to carry out this study. The target population was 450 where purposeful sampling was used to sample size of 90 informants. Data were analyzed through the use of MS excel, tables, done, averages, frequencies and Statistical Package for the Social Sciences (SPSS). The study outcomes were: Community participation influences successful implementation of socio-economic development projects rated at 81.4%, budgetary influence was rated at 84.3%, Leadership styles were rated at 77.1% while Monitoring and Evaluation was ranked 55.7% that it influenced to on successful implementation of socio-economic development projects. On the test of hypothesis, $\chi^2 C=33.8 > \chi^2= 0.188$ at 4 degrees of freedom and 5% level of confidence. 0.05 Chi-square value of 33.8 is > the critical chi-square value at a 5% level of confidence, the alternative hypothesis was accepted, community participation has a significant influence on the implementation of socio-economic development projects. $\chi^2 C=22.3 > \chi^2= 9.488$ at 4 degrees of freedom and 5% level of confidence. 0.05, Chi-square value of 22.3 > the critical chi-square value at 5% level of confidence, the alternative hypothesis was accepted that budgetary allocation has a significant influence on the successful implementation of socio-economic development projects. $\chi^2 C=30.3 > \chi^2= 9.488$ at 4 degrees of freedom and 5% level of confidence. 0.05 the chi-square value of 30.3 is > the critical chi-square value at 5% level of confidence, the alternative hypothesis was accepted that leadership style has a significant influence on the successful implementation of socio-economic development projects. $\chi^2 C=29.5 > \chi^2= 9.488$ at 4 degrees of freedom and 5% level of confidence. 0.05 the chi-square value of 0.95 is > the critical chi-square value at 0.05 level of confidence, the alternative hypothesis was accepted that Monitoring and Evaluation has a significant influence. The study concluded, community participation has an influence on the successful implementation of socio-economic development projects, leadership style influence success or failure of socio-economic development projects implementation through the allocation of resources and give direction. Budgetary allocation influences the implementation of socio-economic development projects. Monitoring and evaluation

has a critical role to socio-economic development projects. Recommendations were, community be involved and consulted, a good leadership style should be put practiced, budgetary allocations to be provided without some biases. Monitoring and evaluation should be highly emphasized to enhance socio-economic development projects' success.

Keywords: *Community participation, budgetary allocation, monitoring and evaluation and Successful Implementation of Socio-Economic Developmental Project*

1.2 Statement of the Problem

A critical examination of the post-world-war planning history, reveals that there has been many more failures project, especially, in the developing countries (World Bank,2010). Most projects fail at the implementation phase and have become an issue of great concern to the government and the citizen as well. Implementation of development projects being the most crucial of all the phases of policy is not devoid of certain influencers common among these factors include inadequate resources, wrong priority, poor scheduling of the time for project completion, insufficient target assessment, wrong project identification, formulation, and design.

The difficulties of administration and management rather than the nature of the project, have been the main obstacles to successful implementation of the public project (Kaliba, Muya& Mumba, 2009). Precisely, the incapability or poor performance about fulfilling or effecting policy purposes or intentions has been the chief reason for the massive failure of project implementation. In Kenya' counties have for about 7 years now carried out development projects successfully, with counties like Kericho, Meru, and Embu reporting up to 12% positive project implementation.

However, a number of the 47 countries have failed on the way due to prevailing factors like faulty prioritization of development project insufficient finances, corruption, political interference low levels of technology, poor management, low levels of community involvement and engagement, poor infrastructure and many more other factors that are associated with slowed socio-economic development project.

Implementation is hampered due to poor political and local leadership poor linkage and networking between the county governments and development partners. Inadequate of well -developed infrastructural facilitates youth radicalization, low educational levels also significantly negatively affect development projects implementation. Owing to this insurgency of issues in the project failure up to the rate of 47% in the counties, the research sought to examine the influencers of the successful implementation of a socio-economic development project in Kwale County, Kenya.

1.3 Objectives of the Study

The study focused on the following specific objectives:

1. To determine how community participation influences the successful implementation of socio-economic development projects in Kwale County, Kenya.
2. To investigate how budgetary allocation influences successful implementation of socio-economic development projects in Kwale County, Kenya
3. To establish how the project leadership style influences the successful implementation of socio-economic development projects in Kwale County, Kenya.
4. To examine how monitoring and evaluation influence the successful implementation of socio-economic development projects in Kwale County, Kenya.

2.0 Literature Review

2.1 Empirical Review

2.1.1 Community Participation and successful implementation of developmental projects

Community participation in social development projects globally is vital. Community participation is a concept of success and brings ownership of such a project to the society, thus a success catalyst that cannot be ignored. Reeves (2004) defines a participative planning process in public infrastructure projects as all the activities by which members of the public including citizens, users and consumers contribute to shaping the decisions taken by public organizations.

Further, the purpose and methods of fostering the participative process must be in scale or spectrum with the level of consultations at one end and more deliberative techniques on another end. This according to Reeves is to ensure that the participative planning process promotes deliberate public infrastructure projects but necessarily a prescription on the method to use. Njoki (2013) notes that the participative planning process occurs in infrastructure projects at the government level and the local county governments where the projects are implemented. Njoki further notes that these participatory activities should be mapped to eliminate the bureaucratic participative processes that are traditional including written consultations to include a more modern approach that includes the focus groups and opinion polls.

Dailami and Klein (1997) opined that the public appetite for participation and involvement in public infrastructure projects is mixed although there is not much literature on the involvement of the public on participatory planning processes during public infrastructure projects. The demand for participation, according to Dailami and Klein, depends on several factors which include: whether the project is national or county government originated; what the law prescribes as enough public participation; and whether proof of public participation will eventually make much difference.

Perrot and Chatelus (2000) believe that the reforms of public structures and governing systems are the key to public infrastructure projects development implementation. However, there is still a debate amongst the stakeholders of how vast the participatory public processes in public infrastructure projects should be attained in policymaking and the major role of the elected representatives. Sappington and Stiglitz (1987) on the hand argue that the major enablers of public participation include capacity and resources of the projects, the social capital and the attitudes of political players in the project area of implementation, and the managerial and civil society leaders engaged in the project processes. It is however believed that the level of participation in a public infrastructure project relies so heavily on those in power and the process is never considered so important (Dailami and Klein, 1997).

2.1.2 Budgetary Allocation and successful implementation of developmental projects

All projects globally must be funded, more importantly, to assure the project beneficiaries that, the project will be delivered within the required time. Project implementers fund projects through the acquisition of capital from key sponsors among others. Project funding has been defined as how capital required to undertake a project, program or portfolio is secured and made available (APM, 2017). It is therefore important to know the different policies and regulations that govern funding both national and among different donors.

According to Kogi (2013), inadequate funding or lack of it negatively impacts on the implementation of the project since no operations can continue. This may lead to extended contract periods and escalated contract sum. The study established that funding facilities operation of the project influence the effectiveness of implementation. Resource allocation processes such as the competitive nature of funding have 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) alluded 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 the 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 proper implementation and for timely completion of projects, there is a 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 exist inflammatory fluctuations of monetary 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 the implementation of projects a great extent and that the insufficiency of resources reduced the accuracy in implementation.

2.1.3 Leadership Style and successful implementation of developmental projects

Just like funding the concept of project leadership influence refers to the levels on how key stakeholders, in fact, top strategic managers and those in a key position to making a vital decision on programs. According to Ahmed et al (2013), Project Leadership is the ability to lead most powerfully while guiding others in the project works. It is the process of inspiring and motivating projects 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 outcomes. That among all facets of project leadership; stability is strongly correlated with the project outcome. Scholars have also identified the importance of strong and competent leadership in agencies that work closely with the other agencies (Jon et al. 2007, Spath et al. 2008) for which the ongoing responsibility for the professional development of those in charge is required.

Darby (2014) alluded 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 a 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 the management team.

Blaskovics (2014) established that managers directly have an impact on the project triangle and stakeholder satisfaction while they have an indirect impact on client satisfaction. The study identifies two poles of leadership as general or chases player where the first one finds the hierarchical /organizational features very important while the second one finds communication and proper capable and motivated project team very important.

In conclusion, the scholar noted that chase player characteristics are dominant among project managers. Leadership styles influence 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 a significant 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.

2.1.4 Monitoring & Evaluation and successful implementation of developmental projects

Monitoring and evaluation are the buzz words today in the majority of development projects' success. A study conducted by Mackay & World Bank. (2007) in Washington, indicated that planning for monitoring and evaluation was critical in enhancing better project performance on government projects. The focus of this study was on government projects that are majorly sponsored by the World Bank. The study sought to determine how better governments can be arrived at through monitoring and evaluation of projects.

This study employed descriptive statistics with the findings being that a majority of the respondents indicated that there was a lack of monitoring and evaluation practices in the various projects which they formed part of. On the other hand, a study by Muhammad et al (2012) on project performance, with the variables, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljuf University, noted project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation and monitoring processes.

Variable models used to identify how each stage is helpful in the process of managing project performance. To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance. Besides that, a study that was conducted by Singh, Chandurkar, and Dutt, (2017) highlighted that monitoring and evaluation was the major driving factor in development projects.

The objective of this study was to determine the effect of monitoring and evaluation on development projects. However, the recommendation that was given in this study was that the management should provide full support and should fully engage themselves in the monitoring and evaluation process as this will help them in coming up with sound and well-informed decisions. Technical Expertise A study done by Vittal (2008) indicates technology awareness is important in project monitoring and controlling due to greater challenges in today's technology-enabled project, this is especially where technological tools are used in project management practices, this study helped to analyze fundamental connections between technical expertise and project performance. Subsequently, understanding the indulgent function of expertise to the project team in cultivating enhanced project performance. The findings of this study were that project teams equipped with the right technical skills linked to project performance. The study demonstrated that it is difficult to disassociate the use of technology with project performance and the absence of such relation induced project performance, being a technical expert in monitoring and evaluating a project can play a main role in supporting the project team in handling projects effectively and efficiently.

A study by Sunindijo (2015) Faculty of Built Environment, Australia highlighted on Project manager multi-layered tasks that expressively influenced the project performance. Other studies had recognized four skills for effective project managers, they include mental, human, stakeholders, and technical skills, along with their 16 other skill competencies. The study was to determine whether project technical skills influence project performance. Data or information collected from 107 project team members using a questionnaire assessment method. The study results showed that the project team leads to technical skills impact project performance. Project excellent performance impacted by several skill components, which include visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management, and document and agreement administration. Project Managers may use the outcome as a parameter to assign project managers with the 'right' skill profile or to concentrate their human resource development on skills that are significant for project success.

A study by Harry et al (2003) on the social practices and knowledge management in projects, outline the importance of knowledge retention and dissemination. The study set out to outline the implication of social factors in facilitating knowledge management capacity in such an environment, derived from case study research precisely from the construction industry. The key study finding, signify processes of knowledge capture, transfer along learning in project formulation depend heavily on the social trends, practices, and processes in manners, which depict the value and the importance of including a community-based approach in knowledge dissemination. Human capital, with notable experience, is vital for the achievement of M & E results.

There is a need for a sound M & E human resource capital regarding quantity and quality, hence M & E human resource strategies are needed for the achievement and maintenance of a stable M & E (World Bank, 2011). Competent employees are a major obstacle in selecting M & E practices. M & E is a new tool in the project management field, it faces challenges in sustainable results and performance matrices. There is a big gap for skilled M & E professionals, capacity building of M & E systems, and harmonization of project management courses and technical support (Gorgens and Kursk, 2009). Human capital on the project should have a clear job description as well as designation matching their skills.

In case they are insufficient then training assessment needs for the necessary skills should be agreed upon. For projects, using staff posted to work out in the field and undertake project activities on their own there is a need for regular and intensive onsite supervision. The field personnel require the comfort of management support and necessary guidance in their day-to-day project execution (Ramesh, 2012). An individual of the bigger aspects of developing the skills of the employees and capabilities is the actual organizational priorities on the employee to turn out to be better, either as an individual or as a service supplier to the firm. The receptiveness by the organization together with increased anticipations following the opportunity culminate in a self-fulfilling prophecy of improved employee output (Vanessa and Gala, 2011).

According to Musomba et al (2013) concludes organizational technical capacity in carrying out evaluations, reviewing the rate of human capital participation in the process of policymaking and motivation to challenge management decisions can be big determinants of how the M & E practices on lessons learned, communicated and perceived. M & E practices endeavor to be independent and relevant. Alhsan and Gunawan (2010) in his study stipulate the realization of independence when undertaken by persons free of the control of those appointed for the strategy and implementation of the project development intervention.

This illustrates that training is an essential aspect geared towards affecting the implementation of M & E in development projects. Uitto (2010) emphasizes that human capital training needs is paramount for reliable monitoring and evaluation, stipulating that staff working must have the necessary technical expertise in M & E for them to guarantee monitoring and evaluation results that are of high quality. Employing an M & E practice that is effective requires management to selectively appoint the right skills, enhance the capacities by further developing the skill regularly. The training needs assessment should be accurate, monitored and executed diligently by the team responsible for the human capital management.

Project research skills in project management encourage the team to have base data for human capital skill retention, development, and enhancement (Nabris 2002). M & E practical training is important in the capacity building of personnel because it helps with the interaction and management of the M & E systems. M & E training starts with the understanding of the M & E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (Rossi, 2012). Skills are of significant importance to a monitoring and evaluation practice that is effective; the staff needs to be trained on the basics of evaluation (Bailey and Deen, 2012).

In the context of project performance evaluations, it is necessary to have devoted and sufficient numbers of monitoring and evaluation staff. This project evaluator must have the correct M & E skills. Professionally trained staff and a budget were a key requirement in Malawi when they were implementing the monitoring and evaluation system (Rossi, 2012).

There is noted unbalanced utilization of monitoring and evaluation personnel where they mainly assign tasks other than monitoring and evaluation. This creates an extra burden for them to concentrate on project M & E related work. Time then becomes a challenge for them to manage the entire process completely and advocate widely for its use leading to ineffective monitoring and evaluation (Gorgens, Nkwazi, and Govindaraj, 2005). Therefore, there should be a balanced work distribution of duties to ensure that there are qualified staff set aside to hold accountable for the

monitoring and evaluation system achievement of quality results. This will make them devoted and work towards achieving the expected priorities and goals. Project and senior managers are essential drivers for less technically skilled personnel. They should have adequate comprehension to rely on information provided by M & E.

This kind of broad experience and orientation is critical in managing results and dealing with cultural diversity within organizations. There are no quick fixes in creating a system for M & E, huge investment in relevant training along with systems development in the long run. The implementers of the project get clear job deploying that matches their expertise, and further training if need be.

For projects that comprise of members who go to the field to execute the various project activities without supervision, there should be constant and intensive support to them (Ramesh, 2012). Some of the larger features of developing skills along with capabilities in employees is the concrete organizational goals on employees to motivate them; the support by 21 the organization along with improved expectations can result to self-directed actions for enhanced outcome (Pamela, Joe and Nay, 2013)

3.1 Research Methodology

The study used a descriptive survey design. The target population was drawn from the major project implementers within Kwale County as follows: 120 NG-CDF Officials, 160 County Government Officials, 90 Community Leaders, and 80 Non-Governmental Representatives. Therefore, a total population of 450 was used in the study. This data was obtained from Kwale Count Ministry of public works. Due to time constraints, the researcher applied a simple random sampling technique by selecting 20% of the entire targeted population. The 20% of the accessible population was enough, using a simple random sampling technique from a targeted population 450 reflects $450 \times 0.2 = 90$. Therefore 90 respondents were selected as the sample size of the study.

4. 0. Research Findings and Discussion

4.1.1 Scale of Rating Community Participation Influence on Socio-Economic Projects

On a scale of rating, respondents were asked to indicate the extent to which they agreed or disagreed with the following statements. (Scale of 1-5 where 1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree). The Descriptive statistics for

Table 1: Descriptive statistics for Community Participation

STATEMENT	1	2	3	4	5
Resources identification is a major role performed by the community.	8	4	11	16	31
Resources mobilization by the community influences projects implementation	7	4	9	19	31
Resources allocation is a role performed by the community on projects	5	5	11	24	25
Monitoring & Evaluation by the community influence project success.	7	7	6	19	31

Findings as presented in Table 1 indicate that 8 respondents strongly disagreed with the statement that resource identification is a major role performed by the community, 4 disagreed with the idea, 11 weakly agreed, 16 agreed with the idea, while the remaining 31 strongly agreed with the said idea. The idea of resources mobilization by community members attracted 7 respondents who strongly disagreed, 4 who disagreed, 9 who weakly agreed, and 19 who agreed, while the remaining 31 strongly agreed. The statement on resource allocation by the community attracted variant responses with over 60% of the respondent agreeing whereby 5 respondents strongly disagreed, 5 disagreed, 11 weakly agreed, 24 agreed, while the remaining 25 strongly agreed. On the final idea that looked at the idea of monitoring & evaluation by the community, it attracted 7 respondents who strongly disagreed, 7 disagreed, and 6 were not sure, 19 agreed, while the remaining 31 strongly agreed.

4.1.2 H₁: Community participation influences the successful implementation of socio-economic development projects in Kwale County, Kenya was proven by chi-square test with the outcomes tabulated in Tables 2. $\chi^2_C=33.8 > \chi^2=0.188$ at 4 degrees of freedom and 5% level of confidence. $\alpha < 0.05$

Table 2: Hypothesis Testing Using the Chi-Square for Community Participation

O	E	(O-E)	(O-E) ²	(O-E) ² /E
8	14	-6	36	2.8
4	14	-10	100	7.7
11	14	-3	9	0.8
16	14	2	4	0.3
31	14	17	289	22.2
<hr/>				
Σ			$(O-E)^2/E = 33.8$	

Since the calculated chi-square value of 33.8 as indicated in table 2 is greater than the critical chi-square value at a 5% level of confidence, we accept the alternative hypothesis. Thus, community participation has a significant influence on the implementation of socio-economic development projects.

4.2.1 Scale of Rating of the Budgetary Allocation Influence on Socio-Economic Projects
 Respondents were asked to what extent they thought do the following budgetary allocation influencers influenced the implementation of development projects in Kwale County by Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree. The descriptive statistics on budgetary allocation influence is presented in table 3

Table 3: Descriptive statistics on Budgetary Allocation Influence

FACTOR	1	2	3	4	5
The frequency of adequate allocation of resources	5	7	14	18	26
Regular project resources allocation meetings	4	6	8	13	39
Decision making by managers on project budgetary allocations	7	7	11	12	33
Projects funds to be managed by project managers and community project committees	11	09	7	21	22

Findings as presented in Tables 3, 5 respondents strongly disagreed with the idea of frequency of adequate allocation of resources to influencing successful implementation of socio-economic development projects, 7 disagreed, 14 weakly agreed, 18 agreed while 26 strongly agreed. Regular project resources allocation meetings idea had 4 respondents who strongly disagreed, 6 who disagreed, 8 who weakly agreed, and 13 who agreed while 39 strongly agreed. Decision making by managers on project budgetary allocations had 7 respondents who strongly disagreed, 7 who disagreed, 11 who weakly agreed, and 12 who agreed while 33 strongly agreed. Finally, project funds to be managed by project managers and community project committees had 11 strongly disagreed, 9 who disagreed, 7 who weakly agreed, and 21 who agreed while 22 strongly agreed.

4.2.2 H1₂: Budgetary allocation influences the successful implementation of socio-economic development projects in Kwale County, Kenya was proven by chi-square test with the outcomes tabulated in Tables 4. $\chi^2_{C=22.3} > \chi^2 = 9.488$ at 4 degrees of freedom and 5% level of confidence. $\alpha < 0.05$,

Table 4: Hypothesis Testing Using the Chi-Square for Budgetary allocation

O	E	(O-E)	(O-E) ²	(O-E) ² /E
5	14	-9	81	6.2
7	14	-7	49	3.8
14	14	0	0	0.0
18	14	4	16	1.2
26	14	12	144	11.1
<hr/>				
Σ	$(O-E)^2/E = 22.3$			

Since the calculated chi-square value of 22.3 as shown in table 4 is greater than the critical chi-square value at a 5% level of confidence, we accept the alternative hypothesis. Thus, the budgetary allocation has a significant influence on the successful implementation of socio-economic development projects in Kwale County, Kenya

4.3.1 Scale of Rating Leadership Style Influence on Socio-Economic Projects

Respondents were asked to indicate the extent to which they agreed or disagreed with the following statements by using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree. The descriptive statistics on Leadership style is shown in table 5

Table 5: Descriptive statistics on Leadership style

FACTOR	1	2	3	4	5
Political leaders accountability influence on projects success.	6	8	12	16	28
Corruption in government leadership influences projects success.	6	8	12	15	31
County projects' employees are of nepotism and favoritism nature.	5	3	4	25	33
Project implementation transparency influences their success.	2	1	6	32	29

From the responses in Table 5, 6 respondents strongly disagreed with the idea that accountability from politicians and others have influenced socio-economic projects success, 8 disagreed, 12 weakly agreed, 16 agreed while 28 strongly agreed. On the second idea that corruption from the governing people has an influence on projects success it had 6 respondents strongly disagreed, 8 disagreed, 12 weakly agreed, and 15 agreed while 31 strongly agreed. Employees in the county projects are of nepotism and favoritism nature, 5 respondents strongly disagreed, 3 disagreed, 4 who weakly agreed, and 25 agreed while 33 strongly agreed. Finally, transparency in project implementation has an influence on their success, 2strongly disagreed, 1 disagreed, 6 who weakly agreed, 32 agreed and 29 strongly agreed.

4.3.2 3.H1₃: Leadership style influences the successful implementation of socio-economic development projects in Kwale County, Kenya was proven by chi-square test with the outcomes tabulated in Tables 6. $\chi^2_{C}=30.3 > \chi^2 = 9.488$ at 4 degrees of freedom and 5% level of confidence. $\alpha < 0.05$

Table 6: Hypothesis Testing Using the Chi-Square on Leadership style

O	E	(O-E)	(O-E) ²	(O-E) ² /E
6	14	-8	64	4.9
8	14	-6	36	2.8
12	14	-2	4	0.3
15	14	-1	1	0.1
31	14	17	289	22.2

$$\sum (O-E)^2/E = 30.3$$

Since the calculated chi-square value of 30.3 as indicated in table 6 is greater than the critical chi-square value at a 5% level of confidence, we accept the alternative hypothesis. Thus, leadership style has a significant influence on the successful implementation of socio-economic development projects in Kwale County, Kenya

4.4 Rating Scale of Monitoring and Evaluation influence on Socio-Economic Projects

Respondents were asked, according to your rating, do you agree or disagree that the following factors on monitoring and evaluation influence the successful implementation of socio-economic projects in Kwale County? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree The descriptive statistics on monitoring and evaluation is presented in table 7

Table 7: Descriptive statistics on Monitoring and Evaluation

FACTOR	1	2	3	4	5
Monitoring and Evaluation of projects are adequately done by the county government	4	7	14	17	28
Monitoring and Evaluation of projects in the county are properly organized	7	8	13	24	28
Monitoring and Evaluation of projects engage the community and relevant project experts in the county	2	6	8	18	33
The County department on Monitoring and Evaluation of projects should receive adequate resource allocation every fiscal year	3	7	8	19	33

Presentation from Table 7 indicated that 4 respondents strongly disagreed with the idea that monitoring and evaluation of projects are adequately done by the county government, 7 disagreed, 14 weakly agreed, 17 agreed while 28 strongly agreed. On the second idea that the Monitoring and Evaluation of projects in the county are properly organized had 7 respondents who strongly disagreed, 8 who disagreed, 13 who weakly agreed, and 24 who agreed while 28 strongly agreed.

The engagement of the community and project experts in Monitoring and Evaluation of projects in the county had 2 respondents who strongly disagreed, 6 who disagreed, 8 who weakly agreed, and 18 who agreed while 33 strongly agreed. Finally, the idea of the county department on Monitoring and Evaluation of projects receiving adequate resource allocation every fiscal year had 3 strongly disagreed, 7 who disagreed, 8 who weakly agreed, and 19 who agreed while 33 strongly agree

4.4.1 H14: Monitoring and Evaluation influence the successful implementation of socio-economic development projects in Kwale county, Kenya was proven by the chi-square test with the outcomes tabulated in Tables 8. $\chi^2_c=29.5 > \chi^2 = 9.488$ at 4 degrees of freedom and 5% level of confidence. $\alpha < 0.05$

Table 8: Hypothesis Testing Using the Chi-Square on Monitoring and Evaluation

O	E	(O-E)	(O-E) ²	(O-E) ² /E
7	14	-7	49	3.8
8	14	-6	36	2.8
13	14	-1	1	0.1
24	14	10	100	7.7
28	14	14	196	15.1
<hr/>				
Σ				(O-E) ² /E = 29.5

Since the calculated chi-square value of 0.95 as shown in table 8 is greater than the critical chi-square value at 0.05 level of confidence, we accept the alternative hypothesis. Thus, Monitoring and Evaluation have a significant influence on the successful implementation of socio-economic development projects in Kwale County, Kenya.

5.1 Conclusion

From the responses in the field the researcher concludes that: just like in any other part of the world, community participation has an influence in the successful implementation of socio-economic development projects in Kwale County, leadership style plays a role in the success or failure of socio-economic development projects implementation through allocation of resources and giving directions. The budgetary allocation is also key in the implementation of socio-economic development projects in Kwale County, and the influence of monitoring and evaluation critical about socio-economic development projects implementation in Kwale County, Kenya.

6.1 Recommendations

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher makes the following recommendations: First, the researcher recommends that the community should be involved and consulted from the beginning of projects idealization,

identification, resourcing, planning, implementation and in the monitoring and evaluation process. The community should be at the forefront of identifying resources for the projects, attending meetings, coming up with proper channels of spending for the projects and linking well with other stakeholders to achieve general planned projects success. This can be done by regular analysis of SWOT and adhering to the laid down recommendations.

Secondly, the researcher recommends that a good leadership style should be put practicality to promote the successful implementation of the socio-economic development projects' success. The local politician's county government project leaders, the local and national leaders should keep politics, nepotism, tribalism, and corruption out of projects.

Thirdly, the researcher recommends that budgetary allocations to be with some biases to both human and financial resources should be scrutinized and both the county and national government should come up with strategies of allocating sufficient finances and hire quality and sufficient personnel.

Finally, the researcher recommends that monitoring and evaluation should be highly emphasized to enhance socio-economic development projects' success. Monitoring and evaluation should be regularly done, well organized, involving project experts and community development projects committees. More importantly, the county departments on project monitoring and evaluation should be allocated adequate resources every fiscal year. This way, the county of Kwale government will be able to link well with other bodies and make projects' success a reality.

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