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## Factors Affecting Successful Implementation of Government Funded Projects in Technical Institutions in Garissa County

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### Abstract

Several government funded projects in tertiary institutions have stalled; others have been completed but not in line with the intended specifications while others exceed the stipulated completion periods. A project which is unsuccessful exceeds its schedule and budget whether it is eventually completed or not. Public institutions are generally afraid of project failure because they make big investments to the project in terms of money, time and manpower. This study sought to determine the factors affecting implementation of public projects funded by the National Government in Technical Training Institutions in Garissa County, Kenya. The objectives of the study were; to determine the influence of government funding on project implementation; to establish the influence of security on project implementation; to find out the influence of monitoring and evaluation in Government funded projects, and to determine the influence of stakeholders' participation on project implementation in technical training institutions in Garissa County. The study adopted a descriptive survey design.

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The target population comprised project committee members, project managers, project supervisors, contractors, members of mentoring institution for the proposed technical training institutions and the county works officers. Purposive sampling was used to select samples from the target population; Questionnaire was used to collect data; Descriptive statistics was used to analyze collected data that were generated by SPSS. The study found that the delay in the release of funds and the provision of inadequate funds were major factors that negatively affect project implementation, while insecurity led to major price variations as project teams used substantial amounts of money on security. Insecurity also scared away more qualified contractors from other parts of Kenya from bidding for tenders. The study therefore recommends that after the approval of any government funded project, funds should be released in good time to avoid price variations due to time lapse. Involvement of the local community in project implementation would go a long way in curbing insecurity as they can report insecurity cases to the local intelligence for appropriate action.

**Keywords:** Project Performance management; Project Monitoring; Project Management; Shareholders participation; Government funding; Security.

## **1. Introduction and background information**

A project in its basic definition is a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established time frame and within established budget to produce identifiable deliverables [25]. A project is only successful if it comes on schedule, on budget, achieves the deliverables originally set for it and is accepted and used by the client for the purpose intended. Reference [3] affirms that projects possess certain characteristics that distinguish them from any other activity in the organization meaning that any project will have a start and an end date and will produce unique results which are characterized by progressive elaboration. Due to their uniqueness and greater uncertainty, projects cannot be understood entirely at or before the start and therefore planning and execution of projects happen many times in separate stages or phases. As project progresses, project team understands the steps to follow, deliverables and way of executing them much better. Based on this knowledge team members elaborate initial draft plans, and execute next phase of the project based on these detailed plans. Projects differ from operations, because operations are continuous and repeating whereas projects are temporary. In addition, operations deliver the same or almost the same results over time whereas project results are in contrast unique. Project management is the application of knowledge, skills, tools and technique to project activities to meet project requirements which is accomplished through the application and integration of the processes which are grouped in process groups. The process groups include Initiating, Planning, and Executing, Monitoring and Controlling and finally closing. Due to the nature of change, managing project is iterative and goes through progressive elaboration throughout the project's lifecycle [24]. Implementation of government funded projects has been critical towards achieving the goal for which the project is initiated and intended. Several such projects in public Institutions in Kenya are known to have stalled (white elephants), others have been completed but not in line with minimum threshold, while others have dragged on for many years before their successful completion [13].

### **1.1 The need for the establishment of Technical Training Colleges in Kenya**

The Government of Kenya, GoK lays emphasis on development of a reliable pool of human capital with the necessary skills and competences to act as the key drivers of the goals of Vision 2030. The Government therefore recognizes that the main resource is it's people is technical education. According to the Kenya Vision 2030, Second Medium Term Plan (MTP) 2013 to 2017 intends to equip the youth with necessary skills, capital and opportunities to create wealth. Unless their needs are addressed, idle youth may engage in crime, be recruited into terrorism activities, unrest and violence. Ensuring that youths are meaningfully integrated into the society, economy and employment (with adequate skills) will open a pathway to a demographic dividend for development that will improve Kenya's competitiveness, raise household incomes, and ultimately reduce poverty.

### ***1.2 Statement of the problem***

Policymakers have not been able to asses and help identify discrepancies between design considerations and actual ground conditions in certain areas whereas financial management, project supervision and community representativeness has been low. The foregoing has resulted into inevitable cost overruns, time overrun, idling resources, and also inconveniences to the targeted beneficiaries of such projects.

This study therefore aimed to identify broad trends that influence project implementation in government funded projects, enable policymakers to refine their implementation strategies and reallocate budgets appropriately. In undertaking to establish new technical training Institutions in the focus County, numerous challenges have been noted and therefore this study intends to investigate, and identify factors that affect successful completion of construction projects in local public Technical Training Institutes. The study also sought viable recommendations which if and when implemented are bound to go a long way to overcome and/or mitigate the afore stated problem.

### ***1.3 General Objective***

The general objective of this study was to determine the factors that influence the implementation of the government funded projects in technical training institutions in Kenya.

#### ***1.3.1 Objectives of the Study***

- i. To determine the influence of government funding on project implementation in technical training institutions in Garissa County.
  - ii. To establish the influence of security on project implementation in technical training institutions in Garissa County.
- 1.4 To find out the influence of monitoring and evaluation in Government funded projects in Garissa County.
- iii. To determine the influence of stakeholders participation on project implementation in technical training institutions in Garissa county.

#### ***1.4 Justification of the study***

This study would be of importance to several stakeholders including the management of public finance when implementing TVET projects. The findings may be used to respond to both internal and external variables/factors that determine success in project implementation and also establish to what extent they individually or collectively contribute to Government funded project's success or failure. The results can enable TVET policymakers to refine their implementation strategies and reallocate budget expenditures appropriately.

#### ***1.5 Scope of the Study***

The study identified the most pressing issues regarding project implementation in the arid and semi-arid frontier areas of northern Kenya, with a particular focus in the establishment of new Technical Training Institutes in County of Garissa.

This study was limited to investigating the challenges faced by stakeholders in implementing Government funded projects in Garissa County with specific reference to projects undertaken by national government and the Constituency development fund. The specific focus sub-counties in Garissa County where Ijara, Balambala and Lagdera Sub Counties.

### **2. Literature review**

#### ***2.1 Theoretical framework***

##### ***2.1.1 Systems Dynamic model***

Reference [18] cite a view by Morris and Hough that found that in a sample of 3500 projects undertaken, overruns were typically between 40% and 200%. They further found that recent developments in project management techniques do not seem to improve the situation significantly. Lyneis further observed that projects skilled staffing is often slower to build-up than planned and exceeds planned levels for undesired extended period. He has the view that projects typically perform poorly because they are fundamentally complex. System dynamics and most management concept tools and techniques either view project statically or take a narrow view and allow project managers to cope mentally with complexity. These tools lead managers into believing that each project is unique which makes systematic learning across projects difficult. Reference [24] further observes that productivity does not remain constant for the duration of the project. In reality, productivity typically fall from the beginning through the middle of the project before rising to the end. Reference [12]: discuss the nature of discontinuities in Systematic Dynamics models of project overruns and the importance of modelling them. These include changes in project managers, customer pressure, substantial changes in the production or the manufacturing system, negotiation of project milestones and managerial labour policies. Reference [23] outlines system dynamics approach to construction project risk management including risk analysis and response process. Lyneis to project management notes that the success of system dynamics theory applications in litigation related to project management and also its success in project management [29] discussed the use of system dynamics to model the impact of client behaviour including schedule restriction on milestones, high demand on progress reports by the client, delays in approving documents, bureaucracy in

government funded projects and changes to work scope throughout the cycle on the project. Using systems dynamic model is crucial in strategic project management that includes designing the project, risk management approaches, determining monitoring indicators, incorporating learning from past projects and making mind course corrections [27].

### ***2.1.2 Fuzzy Logic model***

According to [28] Fuzzy Model is comprehensively explained as a technique used to capture expert knowledge and engineering judgment and combine the subjective element with project data enabling one to develop approaches to improve construction decision making, performance and productivity. He further explains in details that fuzzy model allows us to capture and model uncertainty related to subjectivity and imprecision that we previously could model. This means that with fuzzy logic we can model both qualitative factors and capitalize on expert knowledge to develop better systems and solution for construction. Fuzzy logic is integrated into system dynamics modelling structure to model imprecise and uncertain nature of risks. The technique is very useful in the area of improving the accuracy of construction models due to the fact that it takes into account the part of a project that cannot be measured in certain terms, subjective or may not have exact or complete value [2]. The reason for using Fuzzy logic model to analyze project delays in construction projects is the inherent ability of fuzzy logic system that ensures the modelling process is understood and could also be intuitively verified. Also Fuzzy logic's use of linguistic sets and rules ensures that the terminology of the user interface and modelling structure can be tailored toward the specific environments [16].

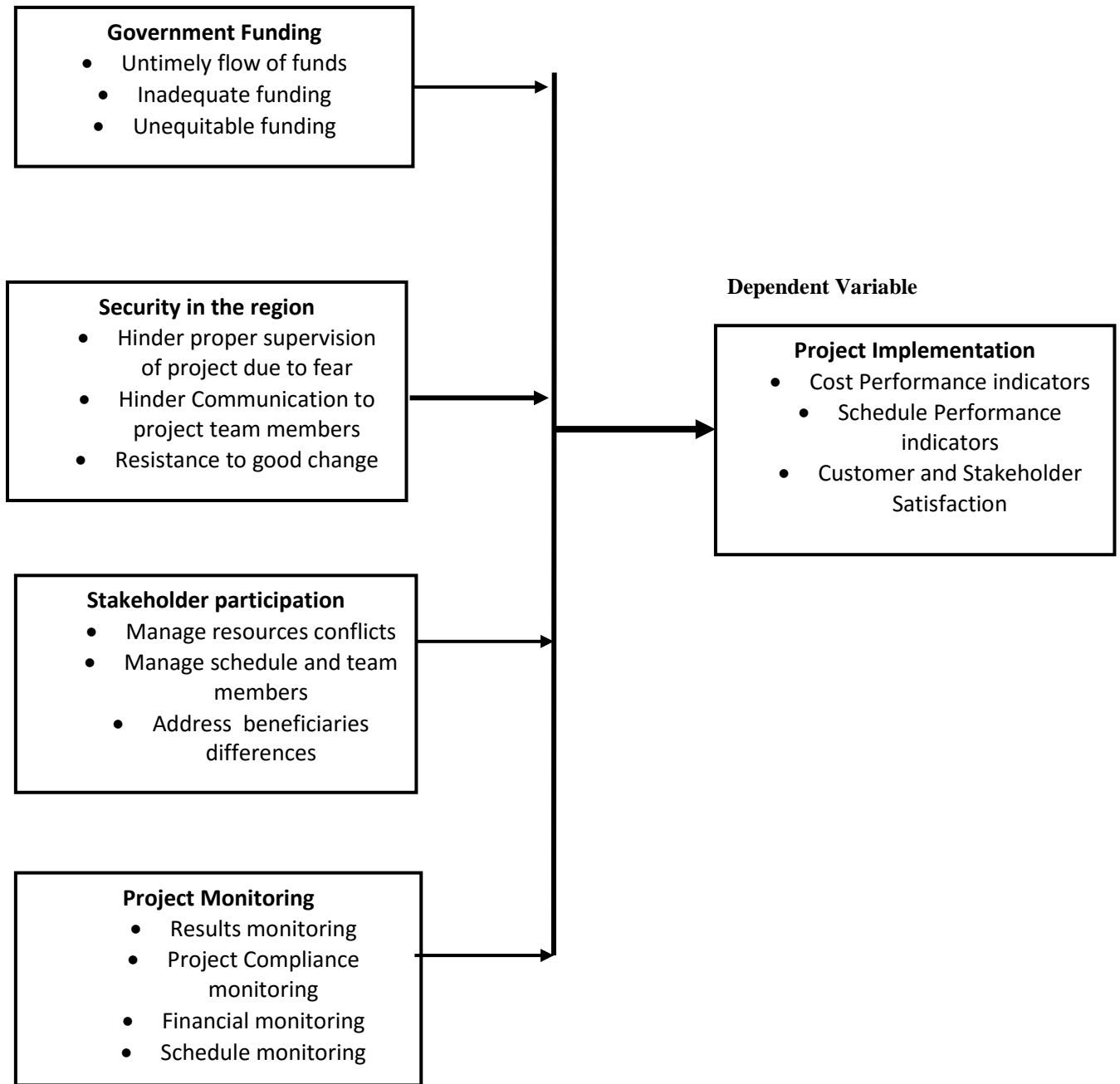
### ***2.1.3 Financial Distress Theory***

The theory of financial distress is characterized by decline in the firm's performance, value and failure [4]. Financial distress refers to the inability of a company to pay its financial obligations as they become due. Construction companies experience financial problems with large overdraft funds intended to pay the financial obligations. Reference [26] believes there are two different types of distress, which are the negative net present value (NPV) and negative cash flow, in which the cash deficit could happen any time in the project due to simply raising operational cost. Reference [15] also review some of the definitions that are offered in finance and economics which mention financial distress as situation that the outflow of cash outweighs the cash inflow. This leads to a situation where the company cannot satisfy its financial obligations and hence falling into a financial distress. In most cases the financial obligation that the company is required to meet is the periodical payments which include the principle and the interest of the loan acquired by the company. Also, the meaningful variable in determining firm's stability and viability varies from country to country. In developed economies, most of the users utilized results from the research done in developed economies without making the certain accommodation to regional situation, which may result in misapplication of the theory if applied in underdeveloped economies [22]. This theory is focused on the performance of firms which leads to the first research question which focuses on how government funding affect the successful implementation of government funded projects.

## ***2.2 The Conceptual framework***

The independent variables in this study relate to the challenges which affect performance in Government funded projects, the financing, general insecurity, stakeholder assigned responsibilities, Monitoring and Control, while the dependent variable is project implementation.

**Independent Variables**



**Figure 2.1:** The conceptual Framework

**2.3 Factors affecting implementation of government funded projects**

To determine the factors that influence the implementation of the government funded projects in technical training institutions in Kenya, this study reviewed lack of government funding, general insecurity, stakeholder

participation and project monitoring.

### **2.3.1 Lack of Government Funding**

As [21] observed, there are several government funded projects which have stalled, others have been completed but not to the specified standards, while others have taken too long before their successful completion. This trend has resulted into inevitable cost overruns, time overrun, idling resources, and also inconveniences to the targeted beneficiaries of such projects [13]. This is so due to the fact that, incomplete and/or unsuccessfully completed construction projects such as workshops, classrooms, libraries, laboratories, administration blocks cannot be used by both staff and students. This adversely affects negatively teaching and learning in the education sector at large. It is, therefore, fundamental to assess the effects of lack of government funding on project implementation as financial factors that affect successful completion of construction projects in local public Technical Training Institutes with the view of suggesting viable recommendations which if and when implemented are bound to go a long way to improve project implementation. One of the most crucial causes of delay in Malaysian construction sector according to [30] is inadequate client's finance. Reference [11] study further stated that, financial problems are major delay factors in Pakistani construction industry. It was further postulated that infrastructure projects require vast initial capital outlay and are usually developed so as to be operated over a relatively long duration.[13] in a study on construction projects in Tanzania revealed that, inadequate budgets for construction projects played a significant part in delayed completion of the aforesaid projects. The scholar inferred that the Tanzanian construction industry was negatively affected by funding problems due to delayed project completion. When studying assessment of construction projects in Kenya, [10] noted that, project financing was one of the key client's obligations. It is asserted that, delays and cost overruns in public sector investments can raise the capital-output ratio in the sector and elsewhere thus bringing down the efficacy of the investment. It is further postulated that some government projects such as educational institutions require massive capital outlay for both infrastructural construction, laboratory and workshop installation of equipment.

### **2.3.2 General security in the area**

According to The Kenya National Commission on Human Rights Occasional Report 2010-2014, key findings and recommendations of the report showed that there has been an increase in the incidence, gravity and intensity of insecurity since 2010, including persistent terror attacks, inter-community conflicts and violence targeting communities in Northern Kenya. The report further indicated that there has been an increase in the number of the internally displaced persons as well as massive destruction of property due to insecurity. During the period under review, a total number of 180,300 people were displaced from their places of habitual residence. Property worth billions of shillings was destroyed following terror attacks in Nairobi, Lamu, Garissa, Wajir and Mandera, with 3965 herds of livestock either stolen or killed. The provision of essential services in the education and health sectors was disrupted in a number of counties including Garissa, Wajir, Mandera, and Isiolo following cases of persistent insecurity with the deaths of teachers and medical staff reported in some of these areas. This led to the worrying calls made by the teachers and doctors' representatives for the withdrawal of their staff from the worst insecurity prone regions in the country [19]. A number of people, especially in Turkana, Mandera,

Marsabit, Wajir Baringo, Mombasa and Lamu have had their livelihoods adversely affected due to insecurity. The economic integrity of the people who live in Northern Kenya has been severely affected due to the loss of their livelihood to the insecurity-related incidents caused by terror groups such as Al-Shabaab and others. Failure to fully institutionalize Community Policing has served to alienate citizens from informing and participating in the formulation of strategies that can adequately respond to the crisis of insecurity that the country faces. In the past, much of the research work in project implementation was mainly focused on what causes delays in project implementation. Insecurity has been seen as major causes of project completion failure and stalling in the Northern Kenya. Effective security to the workers and good living environment are among the project determinants in defining the Critical Success Factors for any Project.

### **2.3.3 Project Monitoring**

Project monitoring is a managerial process which aims at generating information to support decision-making and to stimulate cost reduction, value improvement and continuous improvement during project implementation. Reference [17,31] affirms that monitoring involves regularly measuring progress to ensure that the project is meeting its objectives and addressing intended needs. The project manager and other staff monitor progress against plans and take corrective action when necessary. In order to achieve effective project performance, the variables of time, cost and scope must be closely monitored and controlled since they have a great influence on the performance outcomes of the project at hand [9]. Project monitoring is therefore a holistic management process that involves collection, recording, reporting and disseminating information concerning performance achieved or forecasted in projects to ensure project objectives are achieved within the agreed implementation schedule. Monitoring tasks performed as part of project scope management are scope verification and scope control. Key outputs are deliverables that are accepted by the customers. To avoid scope creep, project leaders and stakeholders often need to agree on the project scope with respect to the time and cost of the project. This task is not by any means easy since most projects face a lot of changes in their lifetime and therefore developing a process for verifying scope that meets unique project needs is paramount [31]. Monitoring systems should be built in such a way that there is a demand for results and information at every level of the project implementation. Reference [32] studied self-evaluation capacity building in a large international development organization where interviewees similarly described a lack of open, transparent, and critical intra-organizational dialogue and a lack of formal structures as an organizational habit. At the same time, there was rather high awareness of the potential for evaluation to be used as a tool for learning after monitoring. Some of the main components of a functional monitoring system are structure and organizational alignment; Human capacity for Monitoring and evaluation systems, partnerships, Cost of Monitoring work plans, Advocacy, communication and culture for monitoring systems; Routine monitoring; periodic surveys; Databases useful to monitoring systems; Supportive supervision, data auditing and use of information to improve results [33].

### **2.3.4 Stake Holder Participation**

The importance of stakeholders from a strategy development and service planning perspective is well acknowledged [1]. The issue of who is seen as the end user of the performance measurement information generated has received little attention and yet, particularly in the public sector. Reference [33] did a study on the



level of participation in project identification and selection by constituents a case of Makadara CDF. The study recommended that the government & civil society should facilitate public awareness campaigns.

Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them [7]. The managerial importance of stakeholder management is quite essential. Just treatment of stakeholders is related to the long term survival of the organizations. Specifically, managers should understand the success of the projects can be influenced greatly by the participation of various stakeholders. These stakeholders will participate depending on the relationship they foster with the top management and not junior workers acting on their behalf.

#### ***2.4 Project Implementation***

Project implementation can be measured and evaluated using a large number of performance indicators that could be related to various dimensions such as time, cost, quality, client satisfaction, client changes, business performance, health and safety [8] Time, cost and quality are however the three predominant performance evaluation dimensions. Another way of evaluating project performance is through indicators. There can be different project management metrics defined based on complexity and nature of the project. Planning and performance monitoring in most government funded projects have been predominantly characterized by a sluggish approach. This has resulted in a situation where planning, budgeting and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other. As a result, plans are not always aligned and synchronized with the cost of the project. Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information [6].

#### ***2.5 Empirical review***

In studies concerning project performance, Reference [9] stated that fraudulent practices, kickbacks, nature of working environment are the most important factors, among other factors, leading to poor performance of cost in Nigerian construction industry. They analysed the factors affecting cost performance such as: the competence of project manager's; support of top management; coordinating and leadership skills of project manager's; monitoring and feedback by the participants; decision making; coordination among project participants; owners' competence; social condition, economical condition and climatic condition. Coordination among the various participants of the project was as the most considerable of all the factors having utmost influence on implementation of projects.

#### ***2.6 Critique of the existing literature***

The existing literature on project performance and implementation only relate how leadership is a factor of achieving project success and explains very little on the performance of projects that are funded by the government [10] have dwelled on the leadership styles and skills that a project manager needs to manage complex projects. These studies do not take into consideration the effect of exogenous factors in play in determining the success of any project such as the mode of funding, the environmental conditions such as

hostile communities, stakeholder participation as well as project monitoring.

### **3. Research methodology**

#### ***3.1 Research Design***

Reference [32] defines research design as plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. He further states that the selection of research design is also based on the research problem or issue being addressed, the researcher's personal experience and the audience for the study. This study used a descriptive design to investigate the challenges in implementing Government funded projects in Garissa County.

#### ***3.2 Target Population***

The targeted population for the study comprised project committee members, project manager, project supervisors, contractors, mentoring institution for the proposed Technical Training Institutions who are involved directly in the implementation and management of the projects in Garissa County. In total there are 88 officers involved.

#### ***3.3 Sample frame***

According to [32] Sampling frame is a physical representation of all the numbers in the population from which the sample is drawn. The purpose of sampling frame is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample. The sample size adopted was appropriate since  $n > 30$

#### ***3.4 Sample and Sampling technique***

This study used purposive sampling method which is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research [14]. This method exposed the researcher to various participants who had different experiences with the issues concerning project implementation and management of construction projects. The selection criterion was based on the number of project personnel involved in each project under study. [20] indicate that a sample size of 30 and above of the population is sufficient sample size for such a study, therefore from the target population of 88 which is also a sample frame, the study adopted 50% which translates to 44 respondents as the sample size.

#### ***3.5 Data collection methods***

Semi structured questionnaire was used to collect primary data. Open-ended and closed-ended type of questions based on the Likert scale was used. Secondary data was collected from completed government funded projects

documentations such as implementation reports, correspondence letters, interim payment certificates and project completion certificates with the view of identifying the factors affecting effective implementation of projects. Regular cross checking and follow ups was done to ensure accuracy, relevance, completeness, consistency and uniformity of the data collected.

### ***3.6 Data collection procedure***

Primary data was collected through drop and pick questionnaires and follow up was done through phone calls and personal visits to make sure the response rate was as high as possible. Secondary data was collected through content analysis.

### ***3.7 Pilot Test***

Pilot study of the questionnaire was conducted by scouting sample of ten respondents with the aim of testing the suitability of the instruments to be used for data collection. These questionnaires were distributed to project members in four projects under study. This comprised more than the required 10% for pilot study.

### ***3.8 Instrument Reliability***

Data collected during pilot test was tested for relevance and consistency of results in order to minimize errors. Cronbach alpha coefficient was used to test the reliability of instruments in this study. Cronbach's alpha coefficient value of 0.7 was used as the cut-off point and all items whose value was less than 0.7 were considered weak, thus left out.

### ***3.9 Data Processing and Analysis and Presentation***

This process involved data cleaning to eliminate discrepancies and was classified on the basis of similarity and tabulated. Data was analysed using SPSS version 22. Measures of central tendency, measures of variability and measures of frequency were used. Data was presented in tables and charts, Multiple regression model was used to model the relationship between dependent variable and the independent variable.

## **4. Research findings and discussions**

### ***4.1 Government funding***

The first research objective was to determine the extent to which the government funding influence implementation of projects in County of Garissa, we sought the views of respondents

On whether government funding affect project implementation using certain specific funding variables that affect project implementation, a series of statements were provided to the respondents who were required to express their level of agreement or disagreement with the statements. 64.6% of the respondents interviewed agreed that delay in release of funds by the government negatively affect project implementation while 64.6% of the respondents affirmed that inadequate funding greatly affected project implementation.

Late disbursement of funds from the government negatively affected the planning for tasks and activities during project implementation while the management was found to lack the contract management and change control processes required to administer contracts.

On the issue of contractors' tender prices, it emerged from the findings that unqualified contractors provided low tender prices to get the contracts which were poorly managed leading to poor project implementation.

#### ***4.2 Influence of insecurity on project implementation***

Most respondents agreed that lack of security affects the construction of the new technical institutions. To further strengthen the research question, a number of statements were provided whose responses provided the relationship between security and project implementation.

Among those interviewed, 60.4% agreed that insecurity is a problem that hinders proper supervision of projects by project managers due to fear of banditry attack. Regarding **communication, 75% of respondents** that high levels of insecurity in the region hindered communication between project team members and stakeholders.

The study investigated and found that project supervisors and engineers requested for intensive security details when going to inspect projects, an undertaking that inflated the project costs, hence negatively affecting the implementation of the project.

There was evidence that intermittent terrorist attacks in the region had negative effects on the implementation of the projects as they cause fear among construction workers, a situation that may lead to suspension of construction for some period of time. The situation also affected qualified contractors from other parts of the country who did not tender for the projects due to the fear of terrorist attacks. This resulted to only a few unqualified local contractors tendering.

#### ***4.3 Monitoring and Evaluation Project Implementation***

According to the survey, a whopping 87% of the respondents agreed that project monitoring and evaluation had great influence on project implementation.

The study investigated the effect of assignment of key responsibilities to properly identified people on project implementation, it emerged that 64.6% of those interviewed agreed that assignment of responsibilities to key stakeholders positively impacted on project implementation.

#### ***4.4 Effect of stakeholder engagement***

The study investigated the effect of role conflict among stakeholders on project implementation by suggesting that project managers should effectively engage stakeholders in project implementation and avoid those with negative influence.

There was a near total agreement among the respondents that stakeholders should be engaged since 93.8% of agreed.

**4.5 Regression analysis**

Regression analysis was conducted between project implementation variables considered in this study; government funding, security, monitoring and evaluation and finally stakeholders’ participation in project implementation. The regression analysis model for the four independent variables against the single dependent variable – project implementation, is presented in the following Table 4.8.

**Table 4.8:** Model Summary for All the Variables

| Model Summary |       |          |                   |                            |
|---------------|-------|----------|-------------------|----------------------------|
| Model         | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .901a | 0.812    | 0.795             | 0.198                      |

From Table 4.8, it is observed that there is a strong overall relationship between the four independent variables and project implementation. The tables shows that the overall R = 0.901 while R<sup>2</sup> = 0.812, indicating that 81% of project implementation in Garissa County are affected by the four variables while the rest 19% is affected by other factors, indicate a strong association between the variables and project implementation.

The statistics of anova for the relationship between the four independent variables and project implementation as the dependent variable is presented in the Table 4.9.

**Tables 4.9:** ANOVA

| ANOVA <sup>a</sup> |                |    |             |        |                   |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model              | Sum of Squares | df | Mean Square | F      | Sig.              |
| Regression         | 7.312          | 4  | 1.828       | 46.572 | .000 <sup>b</sup> |
| Residual           | 1.688          | 43 | 0.039       |        |                   |
| Total              | 9              | 47 |             |        |                   |

The Anova table shows that the p value is 0.000 which is less than 5%. This indicates that the four independent variables – government funding, security, monitoring and evaluation and stakeholder participation are significant in the implementation of projects in technical training institutions.

The Following Table 4.9 shows the coefficients for the four variables:

**Table 4.10:** Variable Coefficients<sup>a</sup>

| Model  | Unstandardized Coefficients |            | Standardized Coefficients | t       | Sig. |
|--|-----------------------------|------------|---------------------------|---------|------|
|  | B                           | Std. Error | Beta                      |         |      |
| (Constant)   | 2.009                       | .287       |                           | 6.988   | .000 |
| Late disbursement of funds negatively affects the planning for tasks and activities during projects implementation | -2.048                      | .161       | -5.538                    | -12.712 | .000 |
| The level of insecurity in the region has hindered communication between project team members and stakeholders     | .919                        | .077       | 2.543                     | 11.919  | .000 |
| Leaders should always perform financial and results monitoring   | 1.075                       | .107       | 3.132                     | 10.092  | .000 |
| Failure to monitor project activities and progress can lead to poor performance of projects.                       | -1.172                      | .094       | -.214                     | -1.826  | .075 |

a. Dependent Variable: Project Implementation in Technical Training Institutions

From Table 4.14, the regression model for the regression equation can be written as follows:

$$Y = 2.009 - 2.048X_1 + 0.919X_2 + 1.075X_3 - 1.172X_4$$

**4.5.1 Interpretation**

The model implies that when none of the variables;- government funding, insecurity, monitoring & evaluation or stakeholder participation are at play, project implementation is 2.009. The delay in funds release reduces the implementation level by 2.048. Better security, on the other hand, improves project implementation by 0.919 while financial and results monitoring increases the implementation by of 1.075. Finally, disputes reduce project implementation by 1.72.

**5. Summary, conclusions and recommendations**

**5.1 Summary**

In summary, there are a number of factors which influence the implementation of government funded projects in technical training institutions in Garissa County. In this context these factors include government funding, insecurity in the county, project monitoring and evaluation as well as the involvement of stakeholders in the implementation of project activities.

**5.2 Conclusions**

In conclusion, the study found out that the factors have specific variables that affect project implementation in different directions. In certain circumstances, the presence of some of the variables gives rise to improved implementation while in certain cases, their presence impedes project implementation. In other words, the

factors affecting the implementation of projects point at different directions, which necessitate making deliberate efforts to create a mix of strategies that would enhance project implementation. Some factors like security may require improving, but negative factors like poor stakeholder relationship requires elimination. When the right mix of strategies has been formulated, projects would be implemented with optimum success.

### **5.3 Recommendations**

The study recommends that there should be continuous release of funds by the government. When this action takes too long, there is bound to be variations on the cost of materials for use in the project. The project ends up stalling midway as it takes even more time to get additional funds to complete the project. The study further recommends that government planners should provide adequate funds towards project implementation, according to the bill of quantities. When Members of the local population should meet and form groups that would help the government in curbing insecurity within Garissa County. If members of the local community unite and decide to expose all criminals or sympathisers of the terrorist groups, the state of insecurity can be overcome within a short period. In the same way, security officers from the locality should be deployed to curb such menaces. A law should be created to guard against the practice where some contractors quote low prices for the purpose of winning bids, only to end up doing shoddy work or at times, the contractors apply for review of prices midway through the implementation of projects. Procurement laws should be formulated to guard against these malpractices in tendering. Project team members should continue with their coordination of project activities as they currently since there was no evidence of poor coordination among them. However, there is need to involve more stakeholders at the core of the implementation of projects. There is need for intensive monitoring and evaluation of projects as they progress, both by the project team members as well as by local political leaders. For a smooth implementation of projects in public training institutions, there is need to incorporate all the necessary stakeholders, especially who may impact the project positively. However, stakeholders with negative impacts should be ignored. Any disputes arising between stakeholders in a project should be resolved amicably and in good time.

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