A MANAGEMENT BLUEPRINT FOR OVERCOMING CHALLENGES ASSOCIATED WITH THE IMPLEMENTATION OF CONSTRUCTION PROJECTS IN LAMU COUNTY

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A Management Blueprint for Overcoming Challenges Associated with the Implementation of Construction Projects in Lamu County

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

This work is dedicated to my daughter, Elizabeth G. Thande, for her moral and spiritual support, my wife, brothers, and sisters for the encouragement and inspiration they offered throughout the process of writing this research project report. This work is also dedicated to the individuals who value the place of development efforts for humanity.

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ABBREVIATIONS AND ACRONYMS

AIPM	Australian Institute of Project Management
DCI	Directorate of Criminal Investigations
EU	European Union
ICT	Information and Communication Technologies
IPMA	International Project Management Association
LAPSSET	Lamu Port-South Sudan-Ethiopia Transport Corridor
LEEMP	Local Empowerment and Environmental Management Project
LIDC	Low-Income Developing Countries
NACOSTI	National Commission for Science Technology and Innovation
NGOs	Non-governmental Organizations
OGC	Office of Government Commerce
PERT	Programme Assessment and Review Strategies
PM4DEV	Project Management for Development
PMI	Project Management Institute
PRINCE2	Projects in Controlled Environments, Version 2
PSMA	Port State Measures Agreement
RII	Relative Importance Index

SDG	Sustainable Development Goals
SPSS	Statistical Package for Social Science
UK	United Kingdom
USA	United State of America
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
USD	United States Dollar
WBS	Work Breakdown Structure

ABSTRACT

Kenya's 2010 Constitution introduced devolution, creating 47 counties tasked with delivering localized development. Yet, in Lamu County, the implementation of construction projects has faced persistent challenges, undermining service delivery and socio-economic transformation. The objectives under study included: i.) To assess factors affecting the implementation of construction projects in Lamu County, (ii) To determine the challenges associated with project funding, managerial involvement, public participation, and devolution policies in the implementation of construction projects in Lamu County, (iii) To establish ways of overcoming the challenges facing the implementation of construction projects in Lamu County, and (iv) To develop a management blueprint for the implementation of construction projects in Lamu County. The research adopted a descriptive design, targeting all 390 employees of the Lamu County Government across eight ministries, who were involved in the delivery of construction projects. Data were collected through questionnaires and interviews, analyzed using SPSS for quantitative insights, and thematic analysis for qualitative perspectives. Findings revealed that project funding remains inconsistent, with budgets prepared but often inadequately aligned to project needs, while disbursements from the national treasury are frequently delayed or insufficient. Managerial involvement was found to be limited, with weak oversight, poor coordination, and inadequate technical capacity among county staff. Public participation, though mandated by law, was largely tokenistic, with citizens consulted but rarely empowered to influence decisions. Effective participation requires inclusivity, transparency, continuous engagement, and feedback mechanisms that ensure community input shapes outcomes. Devolution policies, while designed to empower counties, were hindered by conflicting national-county mandates and weak policy coherence. The study contributes a context-specific management blueprint integrating financial planning, participatory governance, leadership accountability, and policy alignment. Practically, this blueprint offers county governments, policymakers, and development partners a structured framework to enhance project success rates, reduce resource wastage, and strengthen citizen trust. For Kenya's devolved units, the implications are significant: aligning budgets with realistic funding flows, institutionalizing meaningful public participation, and building managerial capacity are critical to sustainable project delivery. By situating Lamu's experience within broader national challenges, the study provides actionable strategies for improving development outcomes in marginalized counties and advancing Kenya's devolution agenda.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Construction projects are fundamental instruments through which governments deliver socio-economic transformation. In Kenya, the implementation of such projects at the county level has become increasingly crucial since the promulgation of the 2010 Constitution, which introduced devolution. This governance model aimed to bring services closer to the people, enhance public participation, and ensure equitable resource distribution (Republic of Kenya, 2010). Lamu County, located in Kenya's coastal region, is endowed with significant natural resources and development potential. However, despite ongoing interventions and the existence of county development plans, the successful implementation of construction projects has remained elusive.

The failure or underperformance of construction projects in counties like Lamu often stems from multifaceted issues, including inadequate project planning, limited community involvement, insufficient funding, poor managerial oversight, and conflicting policies between national and county governments (Mwangi & Karanja, 2022). These issues not only undermine service delivery but also hinder socio-economic advancement, deepening the marginalization of remote regions such as Lamu. Lamu's unique socio-political landscape, characterized by security concerns, historical land injustices, and cultural diversity, further complicates the implementation process (Ali & Kipruto, 2021).

Empirical studies across various counties in Kenya have highlighted critical gaps in project management practices, including limited alignment between project objectives and community needs, weak monitoring and evaluation mechanisms, and inadequate capacity of county officials (Owino & Otieno, 2020). Additionally, financial constraints and politicization of projects exacerbate these challenges. In Lamu, there have been several stalled or abandoned development initiatives, suggesting a need for an integrated management approach that goes beyond conventional project planning.

In response to these challenges, there is a growing call for the development of a structured management blueprint that integrates funding models, stakeholder participation, leadership involvement, and policy alignment. Such a framework would serve as a guide to enhance project success rates in the county. This study, therefore, seeks to assess the underlying factors affecting project implementation in Lamu County and ultimately develop a pragmatic, context-specific management blueprint that can improve the planning, execution, and sustainability of construction projects.

Given the increasing investments in infrastructure, health, education, and tourism in the county—such as the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) corridor—the urgency of having a reliable management framework cannot be overstated (Muriithi, 2023). This study contributes not only to academic discourse but also to practical county-level governance by offering evidence-based recommendations tailored to Lamu's unique context.

1.2 Statement of the Problem

Despite the promises of devolution, Lamu County continues to experience persistent failures in the implementation of development projects. Numerous initiatives including road upgrades, health facilities, and water access programs have stalled, suffered cost overruns, or been completed late, often failing to meet quality standards. For instance, the County Government of Lamu (2018) reported abandoned projects such as the Mpeketoni Secondary School library and the Hongwe Training Institute. These shortcomings undermine service delivery, erode public trust, and waste scarce public resources. Nationally, the World Bank (2013) estimated that over 30% of development projects in Kenya experience delays or budget overruns, highlighting the magnitude of the problem.

The challenges in Lamu are particularly acute due to its complex geographical and demographic setup: the county comprises dispersed islands and mainland settlements, making coordination and logistics costly and difficult. Security concerns, historical land injustices, and cultural diversity further complicate project execution. Moreover, Lamu's strategic importance within the Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor amplifies the urgency of addressing these governance and implementation gaps. Inefficiencies in project delivery within such a nationally significant corridor risk undermining Kenya's broader economic integration and regional competitiveness.

Empirical studies by Owino and Otieno (2020) and Ali and Kipruto (2021) have documented systemic weaknesses in county-level project management, including poor coordination, inadequate managerial capacity, weak monitoring and evaluation, and politicization of projects. However, while multiple studies have examined project implementation in other counties, few have focused specifically on Lamu's unique governance and logistical challenges. This leaves a critical gap in evidence-based strategies tailored to its context.

Therefore, this study seeks to formulate a comprehensive management blueprint that addresses the specific challenges of project funding, managerial involvement, public participation, and devolution policies in Lamu County. By grounding the analysis in recent empirical evidence and situating Lamu within its strategic role in the LAPSSET Corridor, the study aims to provide actionable solutions to improve project delivery, accountability, and socio-economic outcomes.

1.3 Aim of the Study

The purpose of the study was to develop a management blueprint for implementing construction projects in Lamu County.

1.4 Research Objectives

The study was guided by the following research objectives;

1) To assess factors affecting the implementation of construction projects in Lamu County.
2) To determine the challenges associated with project funding, managerial involvement, public participation, and devolution policies in implementing construction projects in Lamu County.
3) To establish ways of overcoming the challenges facing the implementation of construction projects in Lamu County.
4) To formulate a management blueprint for implementing construction projects in Lamu County.

1.5 Research Questions

The following research questions guided the study: -

1) What factors affect the implementation of construction projects in Lamu County?
2) How does project funding, managerial involvement, public participation and devolution policies affect the implementation of construction projects in Lamu County?
3) How can the challenges facing the implementation of construction projects in Lamu County be overcome?
4) What is an appropriate management blueprint for the implementation of construction projects in Lamu County?

1.6 Justification of the Study

The implementation of development projects in Lamu County is not only a local governance issue but also a matter of national strategic importance. Applying a PESTEL framework highlights the practical and policy relevance of this study. Politically, devolution under Kenya's 2010 Constitution mandates counties to deliver services closer to citizens. However, weak coordination between national and county governments has led to stalled projects. Lamu's role in the LAPSSET Corridor makes political accountability in project delivery critical for national integration and regional trade. Economically, project delays and cost overruns waste scarce public resources and undermine economic growth. Lamu's underdevelopment, coupled with its potential as a transport and trade hub, means that efficient project implementation could unlock significant economic opportunities for local communities and Kenya at large. Socially, limited and tokenistic public participation erodes trust between citizens and government. Effective inclusion of marginalized groups, youth, and women in project planning and monitoring is essential for social cohesion and sustainable development in Lamu. Technologically, weak adoption of project management technologies and monitoring tools hampers transparency and efficiency. Integrating ICT-based systems for budgeting, tracking, and citizen feedback could strengthen accountability and improve outcomes. Environmentally, Lamu's fragile coastal ecosystem requires careful project planning to avoid environmental degradation. Sustainable project implementation is vital to balance development with conservation, especially given the county's reliance on tourism and fisheries. Legally, while Kenya's Public Finance Management Act and County Governments Act provide frameworks for project delivery, enforcement remains weak. This study's findings can inform policy reforms to strengthen compliance and oversight mechanisms.

1.7 Significance of the Study

This study holds considerable significance for various stakeholders involved in development planning and implementation in Kenya, especially within the devolved government framework. First, for county governments and development planners, the findings will offer a structured, evidence-based blueprint to guide the implementation of projects in Lamu. This will enable better resource allocation, coordination of activities, and monitoring, ultimately improving service delivery and project outcomes.

Second, for policy makers at both the county and national levels, the study highlights the practical bottlenecks and governance issues that hinder effective implementation of construction projects. This evidence can inform revisions of policy guidelines or the creation of new legal frameworks that align better with the realities on the ground, especially in marginalized or remote counties like Lamu.

Third, development partners and donors will benefit from the insights provided by this research, as it will help them better align their interventions with local needs and existing institutional capacities. A reliable implementation blueprint increases the likelihood of success for externally funded projects and can reduce risks associated with mismanagement or community resistance.

Fourth, community members and civil society organizations in Lamu stand to gain from increased inclusion and accountability. The study promotes the incorporation of public participation and local knowledge, enhancing community ownership and sustainability of projects. Empowered citizens are more likely to support and safeguard ongoing development efforts.

Lastly, for the academic and research community, the study contributes to the growing body of knowledge on devolution, public sector project management, and participatory governance in Kenya. It provides a replicable framework that can be tested or adapted in other counties with similar developmental challenges. In sum, this study is both timely and relevant, as it addresses a pressing implementation gap and proposes a comprehensive solution that blends theory, policy, and practice.

1.8 Scope of the Study

1.8.1 Geographical Scope

The research focused exclusively on Lamu County, one of Kenya's 47 devolved units, located in the coastal region. The county's unique context—comprising dispersed islands and mainland settlements, fragile ecosystems, and its strategic role in the Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor—makes it a critical case for examining development project implementation. While findings are specific to Lamu, they provide insights applicable to other marginalized counties facing similar governance and logistical challenges.

1.8.2 Theoretical Scope

The study was anchored on five theoretical frameworks: the Theory of Change (to explain pathways of project outcomes), Theory of Consequentialism (to assess ethical and outcome-based decision-making), Systems Theory (to analyze interdependencies among project actors and processes), Theory of Constraints (to identify bottlenecks in implementation), and Ladder of Citizen Participation (to evaluate levels of public involvement). These theories collectively guided the analysis of project funding, managerial involvement, public participation, and devolution policies.

1.8.3 Methodological Scope

The study adopted a descriptive research design. The target population comprised all 390 employees of the Lamu County Government across six ministries. A mixed-methods approach was employed: quantitative data were collected through structured questionnaires and analyzed using SPSS version 27.0 to generate descriptive and inferential statistics; qualitative data were gathered through semi-structured interviews with key informants and thematically analyzed. Ethical considerations, including informed consent and confidentiality, were observed throughout the research process.

1.9 Assumption of the Study

This study was guided by several assumptions, grounded in theory, methodology, and universal research principles:

1.9.1 Theoretical Assumptions

1. Based on Systems Theory, it was assumed that the implementation of development projects in Lamu County is influenced by interdependent factors—funding,

managerial involvement, public participation, and policy coherence—that interact dynamically rather than in isolation.

2. Drawing from the Theory of Change, it was assumed that well-structured interventions (adequate funding, inclusive participation, and strong managerial oversight) would logically lead to improved project outcomes.
3. From the Ladder of Citizen Participation, it was assumed that higher levels of citizen involvement (beyond token consultation) would enhance accountability and sustainability of projects.

1.9.2 Methodological Assumptions

1. It was assumed that the 390 employees of Lamu County Government represented a reliable target population, and that their responses would provide valid insights into project implementation challenges.
2. It was assumed that respondents would provide honest and accurate information in questionnaires and interviews, minimizing biases such as social desirability.
3. It was assumed that the chosen mixed-methods design (quantitative surveys and qualitative interviews) was appropriate for capturing both measurable trends and deeper contextual insights.

1.9.3 Universal Assumptions

1. It was assumed that during the data collection period, no major disruptions (political instability, economic shocks, or security crises) would significantly alter the operations of development projects in Lamu County.
2. It was assumed that the challenges identified in Lamu County reflect broader issues common to other developing countries, allowing for comparative insights while recognizing Lamu's unique context.
3. It was assumed that the theoretical frameworks applied are universally valid in analyzing project implementation across diverse governance settings.

1.10 Limitations of the Study

This study acknowledges several limitations that may affect the reliability and validity of its findings:

1. Geographically, the research was confined to Lamu County. While this provides rich, context-specific insights, the findings may not be directly generalizable to other counties with different socio-economic or political contexts. This affects external validity, though the study offers transferable lessons for other marginalized counties.
2. Methodologically, the study relied on questionnaires and interviews, which are subject to self-reporting biases such as social desirability and selective recall. This may affect the reliability of responses. To mitigate this, triangulation was applied by combining quantitative and qualitative methods, thereby strengthening internal validity.
3. In terms of temporal limitation, data were collected during a specific period. Project implementation challenges may evolve over time due to political, economic, or security changes. This temporal scope limits the study's ability to capture long-term trends, but the findings remain valid for the period under review.

1.11 Organization of the Study

There are five chapters within this study. The introduction covers the study's background, problem statement, study purpose, objectives, and questions guiding the study, and the study's significance. Further, the chapter addresses the assumptions, limitations, and delimitations, definition of significant terms, and organization of the study. In the second chapter, there is a thorough analysis of the previous body of knowledge, theories guiding the study, the conceptual framework with regard to challenges facing the implementation of construction projects in Lamu County, Kenya, gaps in the study, and finalizes the chapter's summary. In the third chapter, a thorough analysis of the methodology guiding this research is reflected upon. Specifically, it touches on research design, population targeted, sampling, procedures that will be adopted to collect data, techniques utilized in the analysis of data collected, and ethics. The fourth chapter constitutes the analysis, presentation, interpretation, and discussion of data. Finally, the fifth chapter presents the summary of findings, conclusions, and recommendations from the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, an empirical review of the literature has been presented. Under this, the following have been discussed: an overview of the implementation of construction projects, the concept of a management blueprint, measurement of project success, and factors affecting the implementation of construction projects. The chapter also presents both the theoretical and conceptual frameworks. The study's research gap has also been discussed towards the end of the chapter.

2.2 An Overview of the Implementation of Construction Projects

Construction projects across the globe vary in their orientation and size. However, most of these projects aim to help people and benefit communities. Some of the construction projects are funded by governments and international entities such as the World Bank. Their main focus is typically the improvement of essential services for the communities such as education, health, or infrastructure (PM4DEV, 2019). On the other hand, there are other funding organizations that are non-governmental, i.e., NGOs, which fund construction projects that promote the well-being of the communities. The projects fall under similar categories and involve health services, education, welfare, and environmental protection (PM4DEV, 2019).

Project development is carried out in stages. However, the most critical stage is implementation. Implementation involves all the accurately prearranged activities being put into action. The process starts from the planning phase and incorporates how the plan will translate into specific tasks. Thereafter, the second stage is the project design. In this phase, there is the development of a system that incorporates data communication, database, and application, designing (Waldersee & Sheather, 1996). After the design, there is the creation phase, unit testing, integration testing, and training phases. The final phase is the closeout.

In the implementation of a construction project, the project scope should also be clear. Furthermore, there should be record keeping of periods during the project implementation process from its start to finish, the main tasks to be undertaken during the implementation of a project, the projected period, as well as labour needed for completing the project (Schaap, 2006). It is also important in implementation to ensure that all factors of the project process are documented, since documentation allows for easier handling of tasks and accountability on the part of management. Furthermore, documentation provides records for future reference.

During the implementation of construction projects, monitoring is an important aspect since it ensures that the project management team implements activities as prearranged (Schaap, 2006). Further, monitoring will provide benchmarks to indicate if objectives are being achieved. If the perceived benefits are not realized, then the project implementation will be determined to have failed. Another crucial aspect of implementation is planning. Planning covers the entire project implementation period that starts with project planning and its tasks, determining the project implementation strategy, and identifying the project implementation constraints. It is also important to note that project implementation constraints are mostly caused by time, quality, and money. Therefore, each project should provide clarity on its completion timeline and budget (Currie, 1995).

A management blueprint is suitable for the implementation of construction projects due to the challenges that can arise in the implementation process. Researchers such as Bannister and Remenyi (2004) identified challenges to project implementation that include: overlooking the risks associated with the project, lack of supporting systems, and poor involvement from the project management team (Knott & Dawson, 1999). Bannister and Remenyi (2004) also note that managers are mostly not innovative when it comes to decision-making regarding the implementation of projects. Instead, the managers rely on their blind faith or instinct, which is unprofessional. Harindranath (2003) notes that successful implementation requires careful planning and cooperation on the part of project management, hence justifying the need for a management blueprint.

2.3 The Concept of a Management Blueprint

As already indicated, each construction project is unique in its own way. Therefore, a management blueprint is required to ensure the project is implemented successfully. In the incorporation of a management blueprint, several aspects are put into consideration, such as meetings between stakeholders, discussions with the public, the mode of communication, and so on. Overall, a management structure has three goals: to describe the process of translating theory into practice, acknowledge how implementation outcomes are influenced, and evaluate the implementation. It is thus ideal to look at an ideal management blueprint for construction projects.

The PMI model, which is the first model the study looks at, has yet to be adopted in a structured adoption in the construction projects in Kenya. The PMI (2013) recommends five distinct but interrelated project management process groups: initiation, planning, execution, monitoring, and controlling process groups. Significantly, the PMI model acknowledges that “the integrative nature of the project management requires the monitoring and controlling process group interaction with every other process group”. In other words, monitoring and controlling are central to project management processes.

Another common management structure utilized in the implementation of construction projects is PRINCE2 (Projects In Controlled Environments, version 2). The model was created by the UK government agency Office of Government Commerce (OGC) and is a de facto management guideline for most UK government construction projects. PRINCE2 focuses on three key elements, namely: themes, principles, and processes, which are crucial to the successful implementation of all projects. The seven principles within the PRINCE2 model include continuous business justification, learning from experience, roles and responsibilities, managing by stages, managing by exception, focusing on products, and lastly tailoring to suit the project environment.

The themes that the PRINCE2 model incorporates are seven. Firstly, there is the business case, which is expected to pay back from the project, and ‘organization,’ that is about managerial accountability of the project. Thirdly, there is the theme of plans, which emphasizes steps taken to ensure the project delivers as expected. Progress is the fourth theme that entails monitoring and control, and risk is the other theme that reflects the unpredictability of project management. Quality is the sixth theme that ensures deliverables align with the description of outputs, created by the management. Lastly, there is the theme of change, which involves an examination of the impact that change due to construction projects brings in terms of cost and relevance.

Besides the key elements, PRINCE2 also incorporates performance measurements. Specifically, the model identifies six constraints that determine the performance of a project, namely, time, scope, quality, cost benefits, and risk. The six factors’ variances should be monitored to establish whether the project is meeting acceptance criteria or if it is wandering off its intended target. Ideally, the PRINCE2 model guarantees that there is effective utility of resources, thorough monitoring and evaluation, and that the entire process adapts to the immediate environment.

2.4 Measurement of Project Success

It has been previously mentioned that the success of a construction project has to be measured to establish the extent to which the prearranged goals set by its beneficiaries have been realized. In the case of construction projects within Lamu County, it is ideal to measure whether they are performing their functions satisfactorily within the stipulated funds, managerial capabilities, and legal framework, and if they address the needs of the public. In terms of managerial capacity, success will be measured through evaluation of the experience and skills, behaviour characteristics, and personal attributes that include inspiration, capability to work in a team, negotiation, effectiveness in communication, and decision-making.

To measure the success of devolution policies, there will be an evaluation of the alignment of the project interventions with the regional public policies. Public participation is also measured by an assessment of the public involvement efforts. To determine efforts, there will be a look at the participants' goals and expectations. Additionally, their decision-making effect, diversity of opinions, chances for participating or exchanging information, how well the concerns are identified and integrated, and inclusivity. Funding of the construction projects is also measurable, with the value derived from the project being the most common measuring stick.

2.5 Factors Affecting the Implementation of Construction Projects

In this section, there is a review of the previous body of knowledge in relation to the assessment of challenges facing the implementation of construction projects in Lamu County, Kenya. This sub-section includes various subdivisions based on research objectives

2.5.1 Project Funding

Project funding involves finding financial resources that can sponsor a construction project from its inception to its completion before handing it over to its beneficiaries. Further, the term project funding has often been interpreted wrongly to imply generic financing. Coincidentally, project funding follows a specified financing model in which the cash generated by the particular project becomes the primary source of repayment (Barr et al, 2010). Ideally, what the project owns, its rights or interests accrued, serve as collateral. It is what is referred to as limited resource finance, as there is no limitation on the type of resource that can be used as collateral. This principle of operation is confirmed by Nevitt and Fabozzi (2005) in their description of project funding. According to the scholars, project funding is loan financing of a particular project in which the loaning entity looks at the cash generated by the project to act as the source of payment to clear the loan repayments (Nevitt & Fabozzi, 2005).

It is important to note that the successful implementation of projects cannot occur without proper budgeting. Without accurate estimations of the amount of money coming in and the cash generated to reimburse the funds, the project fails. As Okorafor (1997) attests, a failed project takes a nation backwards in terms of the potential benefits it would have brought. Furthermore, the failed project can lead to the mortgaging of a nation should it land the nation into a debt situation. It is the potential benefits construction projects bring that form the panacea of implementation practices, such as proper funding. Ideally, there is no other means through which communities develop, aside from the implementation of construction projects to advance their welfare.

Findings from a report by the UN indicate that the lack of adequate financing in both developing and developed nations is not the only challenge that hinders successful implementation of projects (UN, 2015). The report goes on to state that the individuals responsible for managing the funds contribute to how effectively the implementation process takes place (UN, 2015). Therefore, it is important to ensure that these individuals have the financial empowerment in terms of skills and knowledge to enable them to make informed decisions regarding project implementation. Greater knowledge and skills further assist the project management team in overcoming the difficulties associated with credit markets and dwindling financial sources, among others.

There are various studies that have been conducted across the globe regarding funding and project implementation. In Australia, Tuffaha et al (2018) did research on the criteria used by Australian organisations to prioritise and select suitable projects to fund. A qualitative approach was adopted in which there was a review of grant schemes in Australia that were health-based (Tuffaha et al., 2018). Data analysis involved the extraction of the organizations that were funding, the selection criteria, and the name of the scheme. The findings indicated that Australian research organizations primarily focus on significance, feasibility, and appropriateness when selecting projects to fund (Tuffaha et al., 2018). From the findings, it is important to note that the value in terms of money is always overlooked, as much as project funding should entail an analysis of value for money to ensure maximum benefits are attained. The study has a research gap since it focuses on criteria and not the challenges associated with project funding. The current study will address this gap by looking at how project funding is a challenge in the implementation of construction projects.

A study by Gashuga et al (2016) on funds management and its effect on project performance in Rwanda utilized a descriptive-correlational design. The target population was 91 employees, and the research tools adopted were questionnaires (Gashuga et al., 2016). In data analysis, the study used descriptive statistics in percentages and frequencies to establish if there was an association between variables. From the findings, it was revealed that there is a significant association between funds allocation and project performance, funds control and project performance, budgeting and project performance, and fundraising and project performance in Rwanda (Gashuga et al., 2016). The implication is that successful project implementation should incorporate fundraising, funds control mechanisms, budgeting, and funds allocation. In essence, the project management team should always ensure that there is clarity on budgeting, funds control, allocation, and fundraising. Furthermore, the aforementioned factors will enhance accountability and improve the performance of the individuals involved in the implementation process. However, the study has a research gap since it focuses on the implementation of construction projects in Rwanda. The current study will address how project funding affects the implementation of construction projects in Lamu County, Kenya.

2.5.2 Managerial Involvement

Managerial involvement in successful project implementation refers to the highest authority responsible for planning, execution, and closing phases (Gemuerden & Lechler, 2009). The management team are meant to ensure that the environment is suitable for successful implementation. There is research that attests to the fact that it is the management of projects which is more important than the technical aspects. Ideally, without proper management, funding, policies, and other technical aspects are irrelevant. Furthermore, Kaliba et al (2009) indicate that it is the management of projects that is more challenging for successful implementation, thus resulting in poor performance of the project.

There are numerous studies that have been undertaken regarding managerial involvement and project implementation. In North Pakistan, Khan et al (2018) undertook research into the deficiencies within project governance. A qualitative descriptive survey research design was adopted across a population target of 90 staff members who engage in the implementation of Pakistan Government projects. Purposive sampling was utilized to choose the participants who comprised senior, middle, and low-level. Tools adopted were a questionnaire and secondary data from reports and other records. From the results, it was indicated that there are inadequacies regarding decision-making, stakeholder involvement, and role clarity (Khan et al., 2018). To remedy the situation, the study recommended evaluation and planning before undertaking the projects, relevant stakeholder participation, and effecting monitoring of project performance (Khan et al., 2018). However, the study has a research gap as it focuses on management and its effect on implementation of construction projects in Pakistan. The current study will fill this gap by looking at the effect of management on implementation of construction projects from the perspective of Lamu County, Kenya.

Elsewhere, Bond-Barnard et al (2018) did research on trust and collaboration in project teams and their link to project management success. A structural equation modelling (SEM) was employed in this study involving 151 project specialists to illustrate how trust and teamwork within a project management team can enhance successful implementation. Findings showed that implementation becomes successful dependent on how members within the team coordinate. Moreover, coordination is a consequence of the level of trust among members of the team (Bond-Barnard et al., 2018). Ideally, the study breaks down two factors of importance to successful implementation, namely project performance and knowledge integration and innovation. Incidentally, the study has a research gap since it focuses on trust and collaboration for successful project management and not the effect of managerial involvement.

There is also research by Scott-Young and Samson (2008) regarding project success and project team management. A qualitative approach was the design of adoption in this study. A multi-disciplinary review of literature was done regarding teamwork and project management. In the review, the sample of study included 56 new capital projects within the manufacturing sector. Findings from the study indicated that effectiveness in teamwork, virtual technology adoption, decentralized team structure, and cross-functional project teams led to successful implementation (Scott-Young & Samson, 2008). Furthermore, the study established the aforementioned factors as critical to closing the project in time, whereas clarity of goals and offices (physical or virtual) improved task performance in the implementation process (Scott-Young & Samson, 2008). The implication from these findings is that managerial involvement should incorporate clear goals, and that the prioritization of these goals will contribute to successful implementation (Scott-Young & Samson, 2008). The study has a knowledge gap however, since it focuses on process industries. The current study will fill this knowledge gap by looking at challenges associated with management from the perspective of construction projects.

Another study was undertaken by Daniel and Nwabuani (2020) on influence of project managers' leadership style on project implementation. The study utilized the qualitative approach, in which various observations were extracted from secondary sources. Additionally, interview schedules were used in gathering extra qualitative data. Results showed that the skills of a leader, their experience, control and style influence the performance of a project (Daniel & Nwabuani, 2020). Conclusively, the research established that there is a link between leadership control, experience, style and skills and a project's performance (Daniel & Nwabuani, 2020). The study has a research gap since it reflects on managerial involvement and its effect of the performance of projects. The current study will fill the knowledge gap by looking at the effect of managerial involvement on the implementation of construction projects.

Locally, there was research by Kimiti (2018) regarding the influence of project management practices on the implementation of government projects. A descriptive survey research design was employed across a study of a population comprising 78 county government projects undertaken between the years 2011 to 2015 in the County of Nakuru. Findings revealed that there was a significant association between management practices and implementation (Kimiti, 2018). Moreover, recommendations were that managerial teams in the implementation of projects come up with a plan, have the plan specify objectives to be achieved, create activities to be completed within the plan, and incorporate the stakeholder needs. Kimiti (2018) in this study further recommended that there should be consistent monitoring and evaluation to guarantee that the objectives are being achieved. However, there is a research gap in the study as it confined itself to Nakuru county government projects in Kenya. The current study will be carried out to fill the research gap as to whether the findings also apply to the implementation of construction projects in Lamu County, Kenya.

2.5.3 Public Participation

The concept of public participation is new and depends upon the context in which it is applied. Whereas in some settings it connotes rules, in others, it may imply the individuals' involvement (Dietz et al., 2008). For individuals to viably partake in any undertaking there is a requirement for them to know when, how and why they need to take an interest (Papa, 2016). It is imperative to initially decide on the inclusion of local people and their observation of the interest associated with construction projects. Therefore, public participation is not just about who is involved in the implementation process, rather it is a process with targets. The targets specifically improve performance and appropriate administration. Furthermore, public participation comes with two benefits, the first of which is the improved choices regarding projects to be implemented on the basis of their benefits. Secondly, is that it builds a community's capacity in terms of oversight and decision-making regarding construction project implementation.

In similarity to other challenges, there is research regarding public participation and implementation of projects. Mukhtarov et al (2018) did research on the influence of information and communication technologies on public participation in urban water governance. The study adopted a qualitative research approach in which there was a review of literature on ICT facilitation of urban water management (Mukhtarov et al., 2018). The literature that was the sample in this study comprised 33 published texts, and 32 case studies. From the results, it was found that instruments applied in ICT create an opportunity to inform citizens and allow them to participate in order to improve water management (Mukhtarov et al., 2018). Furthermore, the study established that the instruments used in ICT are capable of improving efficiency and effectiveness in water management (Mukhtarov et al., 2018). Essentially, the study attests to the fact that public participation must incorporate the use of ICT to ensure its effective contribution towards successful project implementation. However, the study has a research gap since it focuses on ICT and its influence on public participation and not how public participation affects the implementation of projects.

Elsewhere, there was research done by Chomputh et al. (2012) on an evaluation of the public participation practice in environmental construction projects in Thailand. The study adopted a case study research design, by focusing on the Hin Krut power plant project. In undertaking the study, stratified non-random sampling and purposive sampling were employed in identifying the participants of the study. Tools adopted were questionnaires and interview schedules. The results indicated that in Thailand, the criterion for establishing the effectiveness of the participation process rendered it effective (Chomputh & Chomphan, 2012). Precisely, there were low levels of participation marked by poor flow of information and restricted consultation that led to poor implementation (Chomputh & Chomphan, 2012). The causes behind poor participation included legal barriers and influence from the Thai government (Chomputh & Chomphan, 2012). However, the study has a research gap as it looks at public participation and its effect on the implementation of construction projects in Thailand. The current study will fill the research gap by looking at the effect of public participation on construction projects in Lamu County.

Regionally, there was a study done by Usadolo and Calwel (2016) regarding Nguni Cattle Project in South Africa. The study's aim was to indicate how stakeholders contribute towards the PRA goal of a project. In this study, a case study research design was employed. Research tools included interview schedules and observation. The results established that participation in the cattle project was well-coordinated as a result of creating sustainable relationships between stakeholders (Usadolo & Calwel, 2016). However, the study has a research gap since it looks at stakeholder participation and not the general public. The current study aims to fill the research gap by looking at how public participation presents a challenge in the implementation of construction projects.

Locally, there was research done by Ndegwa et al. (2017) on public participation and health projects in Nyeri County. The study utilized a descriptive research design, in which there were both open-ended and closed-ended questions addressed via interviews. A random sampling procedure was employed in selecting the study participants, and data analysis was undertaken through descriptive statistics. The results indicated that public participation affects project identification, planning, design, and evaluation and contributes to successful implementation (Ndegwa et al., 2017). Moreover, the research recommended that there has to be involvement of stakeholders throughout the four phases to guarantee that objectives are met (Ndegwa et al., 2017). Incidentally, the study has a gap since it focuses on Nyeri County. The current study aims to fill this gap by looking at how public participation affects the implementation of construction projects in Lamu County.

2.5.4 Devolution Policies

The primary goal of devolution policies is the creation of a structure that allows resources to be accessible to the ordinary citizen. In short, it targets the best service delivery. Policies are meant to act as a guideline for the government in its endeavour to achieve development as envisaged in the Constitution. Challenges regarding devolution policies centre around three thematic areas, namely institutional, government relations, and resources (UNDP, 2016). It is the aforementioned challenges that encompass factors such as social inequality, corruption, economic stagnation, and conflicts. The main aim of devolution policies is to overcome the resource, institutional, and government relations challenges.

Additionally, Kimenyi and Meagher (2018) indicate that there has to be agreement if devolution is to be operational. Some of the ways through which devolution policies address the institutional, resource, and government relations challenges is by distribution of power. Specifically, it allocates authority over factors of production such as public commodities and revenue. Another way is through the creation of coordination in the devolved structure. The implication is that communities are thus empowered over many issues, including the implementation of construction projects.

There are some studies undertaken regarding devolution policies and the implementation of construction projects. In Scotland, Wales, and Northern Ireland, Birrell and Gray (2017) conducted a study on devolution with a focus on the political, social, and policy repercussions of Brexit. The study adopted a qualitative approach. The study sampled the following areas: financing, legality, and effect of EU programmes. From the study, the results showed there are aspects of the local governments that affect policy making (Birrell & Gray, 2017). These aspects include lack of EU programmes and legislation regarding social equity; economic impact; financial implication towards devolved units; any modifications to the devolved units; and particular issues regarding Northern Ireland, such as border conflicts with the Republic of Ireland (Birrell & Gray, 2017). However, the study has a research gap since it reflects on devolution policies in light of Brexit. The current study will fill this research gap by looking at devolution policies in light of the implementation of construction projects.

There was a regional study by Kaka (2018) on decentralization of local government and rural development in Rivers State, Nigeria. The aim of the research was to what stakeholders perceive to be the factors contributing to policy inadequacies. The sample comprised 22 respondents from the Khana region in Rivers State, and interview schedules were the tools of adoption in this research. The results indicated CDCs were protecting the elitist while excluding the common man's interests (Kaka, 2018). Furthermore, the studies revealed that the minorities lacked representation as the elite misappropriated funds (Kaka, 2018). As a solution, the study recommended that CDCs be inclusive, by allowing CDC leaders and all relevant stakeholders to work together (Kaka, 2018). It is only when the aforementioned is enacted that social equity and justice shall be realized (Kaka, 2018). Conclusively, the study by Kaka (2018) implies that equitable distribution of resources will ensure the successful implementation of construction projects as a component of social equality. The study has a research gap as it was limited to Rivers State, Nigeria. The current study will address this research gap by looking at the effect of devolution policies on construction projects from the perspective of Lamu County, Kenya.

Locally, there was a study by Gathu (2014) on the analysis of the devolution's impact on economic development potential within Kenya. The study used a cross-sectional study design across a target population of 39350 household heads in Githunguri constituency. Fisher's formula was used in the determination of the sample size. Stratified random sampling was applied to select a sample size of 384 household heads from the target population. The strata were the five locations in Githunguri constituency. Additionally, purposive sampling was used to select 5 chiefs from the five locations in Githunguri Constituency as the key informants. The study employed questionnaires and interview guides as the tools of study in data collection. Findings from the study showed that factors such as improper administration, funds embezzlement, lack of innovative operational methods, improper procedures in procurement and lack of professionalism in public sector management were negatively influencing devolution (Gathu, 2014). This study recommends that the national government as well as the county governments should formulate and implement policies to separate powers and authority so as to ensure that there is no overlapping of powers and authority (Gathu, 2014). In addition, County Governments should ensure an increased use of modern technology in service delivery and in procurement (Gathu, 2014). The study has a research gap as it addresses the effect of devolution policies on devolution. The current study will fill this gap by looking at the effect of devolution policies on the implementation of construction projects.

2.6 Theoretical Framework

This section covers a framework of the theories that inform the current study on the assessment of challenges facing the implementation of projects in Lamu County. These theories are approached from the perspective of their backgrounds, applications, and relevance to the study.

2.6.1 Theory of Change

The ToC is a comprehensive framework that outlines how and why a desired change is expected to happen in a particular context (Bartlett & Gorshal, 1989). According to Weiss (1995), it focuses on identifying long-term goals and working backward to determine the necessary preconditions, interventions, and assumptions that must be in place to achieve those goals. In this study, the Theory of Change provides a suitable theoretical lens for understanding and mapping the path from current project implementation challenges to the desired outcome of successful and sustainable construction projects.

At the core of this research is the recognition that construction projects in Lamu County are not yielding optimal results due to multiple, interlinked factors, ranging from weak managerial practices and inadequate funding to limited public participation and policy misalignment. The Theory of Change enables the researcher to visually and logically map the sequence of changes needed to address these root causes and achieve improved project outcomes (Mohammed et al., 2008).

Using Theory of Change , the study begins by defining the desired impact, which is the efficient and sustainable implementation of construction projects that meet community needs and foster socio-economic growth in Lamu County. From this end goal, the study then identifies the necessary outcomes that must be realized along the way. These include enhanced managerial capacity, reliable funding mechanisms, active community engagement, policy coherence, and stronger accountability structures.

The Theory of Change framework further assisted in identifying interventions needed to achieve these outcomes. For example, training county staff in project management, reforming financial allocation procedures, establishing feedback mechanisms for citizen input, and aligning county plans with national development policies. These interventions represent the actionable components of the proposed management blueprint.

Crucially, Theory of Change emphasizes the assumptions and contextual conditions that must hold true for the change process to succeed. In this study, key assumptions include political goodwill, availability of technical capacity within the county, stakeholder buy-in, and a stable policy environment. The framework prompts the researcher to examine these assumptions critically, highlighting potential risks and barriers to change.

By applying the Theory of Change, the research avoids linear thinking and instead embraces a systems-based approach that recognizes the complex interplay of factors influencing project implementation. It allows the study to not only diagnose problems but also propose a logical, step-by-step pathway to change, with clear indicators of progress at each stage. This makes the resulting management blueprint not just aspirational, but practical, measurable, and adaptable.

2.6.2 Theory of Consequentialism

Consequentialism is an ethical theory that holds that the rightness or wrongness of actions should be judged solely by their outcomes or consequences (Sinnott-Armstrong, 2019). In the context of public policy and development, consequentialism urges decision-makers to prioritize actions that lead to the greatest good for the greatest number of people.

At its core, the study is guided by a concern for the real-world consequences of construction project implementation, namely, the delivery (or lack thereof) of tangible benefits such as improved infrastructure, healthcare, education, and economic opportunities for the residents of Lamu County. Despite substantial public investments, many projects in the county have failed to achieve their intended impact due to poor planning, weak management, funding delays, and limited community participation. A consequentialist lens compels the researcher to ask: *Are the processes and systems currently in place producing beneficial outcomes for the people of Lamu?*

From a policy and governance standpoint, consequentialism supports the argument that effectiveness, efficiency, and equity in project implementation are ethical imperatives, not merely technical goals. When public resources are allocated to construction projects, there is an implicit social contract that these projects should improve the quality of life for the citizens they are intended to serve. Failures in implementation—such as incomplete or substandard infrastructure—represent not just managerial weaknesses, but ethical lapses, as they lead to negative social consequences such as wasted funds, unmet needs, and public disillusionment (Mulgan, 2000).

In designing a management blueprint, this study embodies consequentialist reasoning by focusing not only on what processes are followed but also on what outcomes are produced. The proposed framework emphasizes project planning practices, managerial accountability, public engagement, and performance monitoring, elements that have a direct impact on project success and, by extension, on the lives of the county's residents. The blueprint is not an end in itself; rather, it is a means to achieve better developmental outcomes, an approach consistent with consequentialist ethics.

Moreover, the inclusion of community participation and feedback mechanisms in the study aligns with the consequentialist idea that ethical decision-making must consider the interests and welfare of affected populations. A blueprint that ignores the voices of the intended beneficiaries would likely result in outcomes that are misaligned with local needs, thereby failing the ethical test of positive consequence. Consequentialism also helps guide the study's evaluation metrics: success is not measured by the mere number of projects initiated, but by the extent to which those projects improve livelihoods and promote inclusive development. In this way, the theory provides both an ethical foundation and a results-based lens for analyzing and enhancing development practice in Lamu County.

2.6.3 System Theory

Further, this study adopts the System Theory developed by a German scientist named Ludwig Von Bertalanffy in 1973 (Chikere & Nwoka, 2015). The theory's main goal was to make people acclimatize themselves with the world around them. Specifically, the world is a system, and people should know what it constitutes and how it operates. In applying the System theory, the implementation process is handled as a system, in which there are inter-dependent associations (Mullin, 2005). Therefore, there are smaller sub-systems, which make up the larger system. Furthermore, the theory dictates that when there is a problem with one part, it cannot be isolated; rather, there is a need to adopt a holistic approach in mending the system. In the context of this study, therefore, the systems are the phases of the construction project that begin from project initiation phase to project closure phase. For successful implementation, there has to be coherence within this system's sub-systems.

The Systems Theory is also ideal for this study as it will address the challenges faced in the implementation of construction projects in a systems approach before coming up with solutions to incorporate in an ideal management model. Problems are signs of a malfunctioning process (Chikere & Nwoka, 2015). When a project fails, it's a sign that a particular part of the project implementation phase was not well managed. For example, there may be a communication breakdown, or a certain activity has been overlooked. Therefore, this study will try to answer the question as to where there are system failures that affect implementation of construction projects in Lamu County.

2.6.4 The Theory of Constraints

The study further employs the Theory of Constraints that was created by Eliyahu Goldratt in the mid-1980s. The theory was developed to address constraints in production. To be more specific, the Theory of Constraints enabled Goldratt to assist his colleague in improving production by indicating existing bottlenecks across the process, and it is these bottlenecks that determine the output (Ikeziri et al., 2019). The key postulation of the

Theory of Constraints is that constraints establish the cutoff points of execution for any framework. Most associations contain just a couple of centre limitations.

The theory is applicable in this study as it proposes that all stakeholders to the construction project focus on handling its limitations for successful implementation. The theory provokes project implementers to reevaluate a portion of their principal suppositions about how to accomplish the objectives of the projects, about what they think about beneficial activities, and about the genuine motivation behind the cost management (Ikeziri et al., 2019). Accentuating the need to expand the benefits of construction projects, the Theory of Constraints centres on comprehension and dealing with the limitations that act as barriers to the successful implementation of construction projects (Ikeziri et al., 2019). When the challenges are recognized, the Theory of Constraints will advance various aspects to be incorporated into a management blueprint that is suitable for the implementation of construction projects in Lamu County, Kenya.

2.6.5 Ladder of Citizen Participation

Additionally, the study also utilizes Sherry Arnstein's (1969) Ladder of Citizen Participation. The theory refers to a metaphorical ladder presenting citizen participation levels that rise from non-participation (no power) to tokenism (counterfeit power) to actual power. Further, the three categories have sub-categories whereby within non-participation, there is manipulation and therapy, tokenism has placation, consultation, and informing, and degrees of citizen power have partnership, delegated power, and citizen control. Manipulation occurs when public institutions and individuals mislead the citizenry into believing they have power when it isn't there. Therapy also misleads the citizens by creating institutions that make the citizens believe they are the problem when it is the institutions and policies that create problems. At the informing level, citizens are intimidated by legal jargon, futility, and prestige to accept information given to them as fact.

Consultation within the ladder is still a sham since it implies that citizens' concerns and ideas are not being taken into account. Placation occurs when the public is granted some limited degree to influence a process although their participation is totally tokenistic. At the partnership level, citizens are granted better deals, share funding, veto decisions, and forward concerns, which are partially fulfilled. Delegated power occurs when the institutions, officials, and powers that be give up some degree of management, funding, decision-making, and control to the public. At the highest level is citizen control whereby the public can govern a program or institution, be in full charge of managerial and policy aspects, and negotiate deals, which can affect their lives. As Arnstein (1969) notes, the model's simplicity is what makes it effective as a conceptual tool for understanding the impact of public participation. Notably, it highlights the fundamental issues that need to be addressed at each level to attain the highest level of public participation for successful project implementation, which makes it appropriate for the current study.

2.7 Research Gap

Despite the significant body of literature on project implementation within Kenya's devolved governance system, there exists a notable research gap when it comes to county-specific, practical frameworks that guide effective project execution at the local level. Most studies have focused on broad national trends or comparative analyses across counties, with limited attention to the unique administrative, geographical, and socio-political contexts of individual counties such as Lamu. As a result, existing recommendations often remain too generalized to be fully effective when applied in localized settings.

Furthermore, while prior research has addressed isolated challenges such as funding constraints, poor public participation, or weak project monitoring, very few studies have attempted to develop an integrated management blueprint that synthesizes all key elements influencing project success, namely, governance structures, financing models, managerial oversight, community engagement, and policy alignment (Mwangi & Karanja, 2022). This fragmented approach has left county governments without a clear, holistic strategy to guide the entire project lifecycle, from planning to post-implementation evaluation.

In the case of Lamu County, this gap is even more pronounced. Lamu has unique features, such as logistical constraints, historical marginalization, and a sensitive security environment, which significantly impact how construction projects are executed. Yet, scholarly investigations focusing on Lamu's project implementation experiences remain scarce or anecdotal. The lack of empirical, data-driven studies that capture the realities of implementing projects in Lamu has limited evidence-based planning and reduced the effectiveness of development interventions.

Moreover, few studies in Kenya have adopted a quantitative strategy and survey design targeting project implementation personnel specifically within county governments. This group possesses insider knowledge critical to understanding operational and managerial gaps, yet their perspectives are often overlooked in existing literature. By targeting this population, the current study aims to fill both an empirical and methodological gap.

2.8 Conceptual Framework

This section presented a schematic presentation of the conceptual framework as shown in Figure 2.1. The framework demonstrates the relationships that exist between the dependent and independent variables under investigation. As shown in Figure 2.1, there are various challenges facing the implementation of construction projects in Lamu County. These challenges include project funding, managerial involvement, public participation, and devolution policies. Factors associated with project funding involve budgeting, financial literacy, significance and feasibility, and fundraising. Factors related to managerial involvement constitute role ambiguity, stakeholder management, conflict, and coordination. There are factors with regard to public participation which revolve around collaborative relationships, and stakeholder involvement. Lastly, there are devolution policy factors that include policy impact, political interests, and devolution of authority. Certain factors affect the rate at which construction projects can be implemented in Lamu County. These include government regulations and political influence.

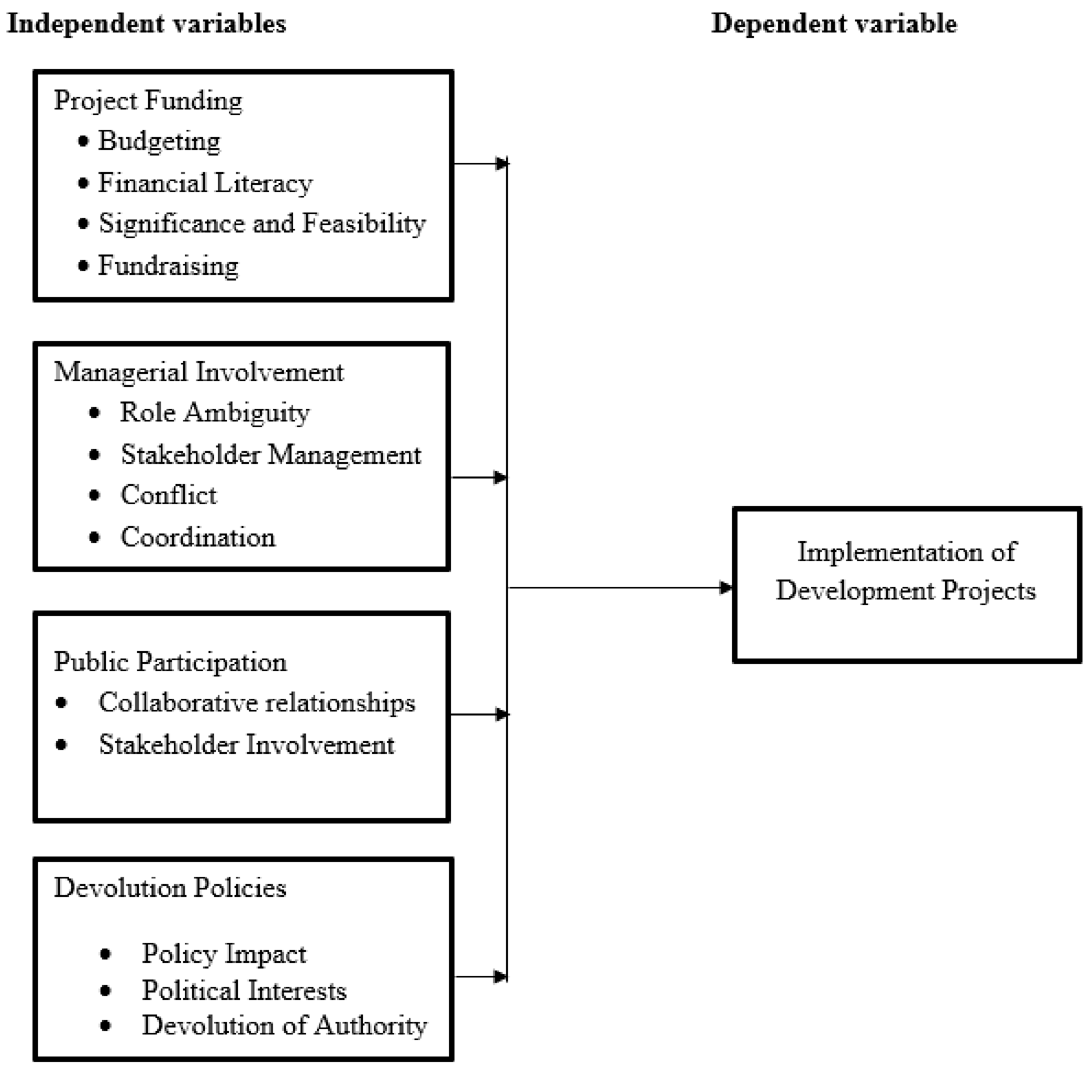

Figure 2.1: Conceptual Framework

2.8 Chapter Summary

This chapter has presented an overview of what the implementation of construction projects entails. Additionally, it takes the reader back to the basis of a management blueprint in the business sense. It is this basic feature of the management model PRINCE2 that has been adopted in project management. However, another important aspect of a management blueprint is that it has to measure the project. There was also an empirical review based on the study objectives that highlighted some of the challenges faced in project implementation. To be more precise, existing challenges revolve around funding requirements such as the feasibility of a project. Additionally, managerial involvement may not be valuable since there may be poor coordination and a lack of clarity on role performance. There are also public participation challenges in relation to the level of influence of the public on matters concerning project initiation, monitoring and evaluation among other aspects. Lastly, there are challenges in relation to devolution policies since they lack inclusivity and do not separate powers and authority.

Further, theories have been adopted to supplement the subject matter. Precisely, the Theory of Change focuses on change, the Theory of Consequentialism reflects on the consequences of actions taken, the Systems Theory views project implementation as a system, the Theory of Constraints seeks to build solutions based on existing constraints and the Ladder of Citizen Participation theory which refers to a metaphorical ladder presenting citizen participation levels that rise from non-participation (no power) to tokenism (counterfeit power) to actual power. All the aforementioned theories are applicable since they institute change within a system to generate consequences that avoid perceived constraints in the implementation of construction projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter illustrates the fundamentals of how this research was carried out and the procedures that were engaged to analyse the challenges facing the implementation of construction projects in Lamu County. It highlights the research design, locale, population target, techniques applied in sampling, tools, and data collection and analysis.

3.2 Research Design

This was a survey of Lamu County to find out the challenges facing the implementation of construction projects. This study adopted a descriptive research design supported by a mixed-methods approach. Kothari (2012) indicates that a descriptive study highlights facts, the present situations in which people and communities exist, and incorporates enumeration as well as parameters of measurement. In the current study, a descriptive design was appropriate since it allows for the survey of bigger populations and multiple tools, thus making the findings statistically relevant. Furthermore, the design allows for enumeration in analysis along a continuum. Most importantly, the qualitative part allows for probing people with expertise, thus offering a better understanding of the variables under study.

3.3 Location of the Study

This study was undertaken in Lamu County, which is found on the Northern Coast of Kenya. The region was selected since there are numerous construction projects within the devolved unit and only a few get to the completion stage. Furthermore, the Lamu County Report of 2014 indicates that it is at the implementation stage of the construction project where there are funding and managerial issues among other challenges (Monyoncho, 2015). Lamu County will therefore provide an accurate analysis of the challenges facing the implementation of construction projects in terms of funding, public participation, devolution policies, and managerial involvement.

3.4 Target Population

Babbie (2013) defined target population as a group of people from whom you want to draw conclusions. The target population within the current study comprised all managers and staff members from the Lamu County Government involved in project implementation, who are 390 in total.

3.5 Sample Size and Sampling Techniques

3.5.1 Sampling Frame and Sampling Techniques

The sample frame for this study considered workers and experts within Lamu County Government, who are involved in project implementation. This is because they are more conversant with the Challenges facing Implementation of Construction projects in Lamu County.

In the current study, both non-probability and probability sampling techniques were adopted. In probability sampling, stratified random sampling was applied in which strata comprised the eight ministries within Lamu County Government. Probability is a method of selection of participants in which all of them stand an equal chance of selection (Schmidt & Brown, 2012). In the current study, probability method was appropriate since it eliminated biases and helped the study generate results that are representative of the entire population. Thereafter, the study applied a simple random sampling procedure to choose participants from each stratum. In coming up with the total number of respondents from the target population, the study utilized the Krejcie and Morgan (1970) table. As per the table, a 95% confidence level, and + or – 5% margin of error is applied. The Krejce and Morgan (1979) formula is:

$$S = \frac{X^2 NP (1 - P)}{d^2(N - 1) + X^2 P (1 - P)}$$

Where:

S = Sample size needed

X = Z value (for example, 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (indicated in decimal form, and assumed to be 0.5)

d = Accuracy degree (5%), indicated as a proportion (.05, margin of error)

(Krejce and Morgan, 1970)

Therefore, 196 staff members were selected using simple random sampling across all the government ministries since the target population was known. In non-probability sampling, purposive sampling was used to select the key informants from the government ministries in Lamu County who were the managers within the respective ministries.

3.5.2 Sample of Lamu County Staff Members

The current study focused on ministries within the Lamu County Government, which are eight in total. They are Ministry of Land, Physical Planning and Infrastructure, Ministry of Trade, Tourism and Industrialization, Ministry of Fisheries, Co-operative and Livestock, Ministry of PSMA, Devolution and ICT, Ministry of Education, Gender, Youth Affairs, Sports and Social Services, and Ministry of Finance, Strategy and Economic Planning. The total number of staff members who participated in this study from all the ministries was 196. A simple random sampling procedure was adopted in choosing 24 staff members from each ministry as earlier indicated.

3.5.3 Sample of Key Informants

The study Key Informants included managers from the ministries with extensive knowledge on challenges facing implementation of construction projects in Lamu County. Specifically, this was one manager from each of the ministries in the Lamu County Government. In total, 8 managers were engaged in interviews. A purposive sampling method was used to select the 8 managers as Key Informants who took part in the study. They were selected due to their extensive knowledge of the subject matter, which includes challenges facing the implementation of construction projects in Lamu County.

3.6 Research Instruments

The study employed questionnaires to gather data from the sample of participants. Questionnaires were appropriate for the study since they reached a bigger populace in a shorter period. Furthermore, as Sahaya (2017) attests, questionnaires can be utilized indirectly through assistants or directly. In this research, questionnaires incorporated both closed-ended and open-ended questions to gather both qualitative and quantitative data. Additionally, the study adopted interview guides.

3.6.1 Questionnaires

The use of a questionnaire in this study was appropriate since it minimized potential bias and allowed for the generalization of the findings to the larger population in order to draw some conclusions (Neuman, 2004). Neuman (2004) further indicates that questionnaires are ideal for gathering information regarding individual beliefs, and opinions about occurrences from a study sample. In this study, the questionnaire had queries regarding the objectives under study to yield both quantitative and qualitative data.

3.6.2 Interview Guides

The interview guide was used for the key informants to gain an in-depth understanding of the challenges facing the implementation of construction projects in Lamu County through an interrogation of the managers. The schedules were probed as a means of clarifying any responses from the questionnaire survey and ensuring that all responses were detailed and objective. In this study, the managers were subjected to face-to-face interviews.

3.7 Validity and Reliability of Research Instruments

3.7.1 Validity

The validity of a study connotes the level of integrity that the responses have following the field survey (Bryman, 2012). In this study, the research tools were subjected to validity tests to ensure they measured the variables as intended. In attaining validity, opinions from experts (lecturers) were sought, whereby they were required to provide input on the accuracy of the questionnaire in collecting data relevant to the research objectives. Additionally, pilot testing was done to correct any errors found in the instruments.

3.7.2 Reliability

Reliability, on the other hand, reflects on a research tool's capability to yield similar results when administered again and again (Sahaya, 2017). In this study, uniform queries in the research tools were done to ensure they were reliable. Moreover, the queries were standardized, and the interpretation of questions was done to remove bias. Additionally, university supervisors assessed the tools to ensure that they yielded consistent data. To further ensure the tools are reliable, a pilot test was undertaken. Cronbach alpha value, which indicates the data's internal consistency, was used to assess the study's reliability using the Statistical Package for Social Science (SPSS). An overall Cronbach alpha value of 0.84 was achieved; thus, the questionnaire was deemed reliable.

3.8 Data Collection

Before data collection, the researcher sought a research approval authorisation letter from the University. The letter facilitated gaining permission from the relevant authorities to undertake the survey. Specifically, there was a permit to be obtained from the National

Commission for Science, Technology and Innovation (NACOSTI) and another one from the County Educational Officer, Lamu County. After obtaining the relevant documents, there was a visit to the various ministries for familiarity and arrangement of dates to undertake a survey. Thereafter, the staff members from each ministry participated in the questionnaire survey, whereas interviews were done with the managers.

Staff members were given questionnaires and managers were subjected to interviews. The instructions on how to fill out the questionnaires were carefully explained to the respondents. They were further assured that the information they gave was confidential and was used solely for the study.

3.9 Data Analysis and Presentation

Once questionnaires had been gathered, the researcher coded for SPSS, and after entering the data into the SPSS software, undertook quantitative analysis. The quantitative data analysis involved summarizing data using descriptive statistics (Nachmias & Nachmias, 2004). Similarly, descriptive statistics were adopted in summarizing quantitative data, after which the findings were presented in percentages and frequencies. Quantitative data collected were also analyzed through inferential statistics. Once all the quantitative data analysis was done, the presentation of findings followed, whereby frequency tables were utilized, followed by explanations.

Thematic analysis was then used to analyse open-ended responses from the interview schedules and questionnaires. Firstly, all the qualitative data was incorporated into a form, with the researcher and assistants reading and re-reading it to take note of emerging themes. The process involved identifying themes in the interview responses and open-ended responses from the questionnaire, verifying and qualifying them before repeating the process to ensure the data is objective and detailed. Finally, the responses were reported in verbatim. The final qualitative results were meant to support findings from the quantitative study.

3.10 Ethical Considerations

This study adhered to established ethical standards in research to ensure the integrity of the process and the protection of participants. Several measures were undertaken: (i) Informed Consent: All participants were provided with a clear explanation of the study's purpose, procedures, and their role in the research. Written consent was obtained before participation, ensuring that involvement was voluntary and based on full understanding. (ii) Confidentiality and Anonymity: Respondents' identities were protected by anonymizing all data. No personal identifiers were recorded in the final dataset, and responses were reported in aggregate form. Access to raw data was restricted to the researcher and supervisors, ensuring confidentiality throughout. (iii) Right to Withdraw: Participants were informed of their right to withdraw from the study at any stage without penalty. This safeguarded autonomy and minimized coercion. (iv) Data Security: All collected data were securely stored in password-protected files and backed up in encrypted formats. This ensured that sensitive information was not accessible to unauthorized persons.

3.11 Chapter Summary

This chapter outlined the research methodology adopted to investigate the factors influencing the implementation of development projects in Lamu County. The study employed a descriptive research design supported by a mixed-methods approach, enabling the integration of quantitative and qualitative data for a comprehensive analysis. The target population comprised 390 employees across eight ministries of the Lamu County Government, with the sample size statistically determined to ensure representativeness and reliability. Data collection was conducted through structured questionnaires and semi-structured interviews. Quantitative data were analyzed using descriptive statistics (frequencies, percentages, means) and the Relative Importance Index (RII), directly tied to the study objectives of assessing factors and ranking challenges. Qualitative data were subjected to thematic analysis, ensuring that insights from interviews were systematically coded, categorized, and synthesized rather than presented as raw transcripts. This triangulation enhanced the depth and validity of findings. Ethical considerations were rigorously observed. Participants provided informed consent, and confidentiality was guaranteed through anonymization of responses. Data security protocols and the right to withdraw were emphasized to safeguard participant autonomy and integrity. The chapter provides a sound foundation for the subsequent presentation and discussion of results in Chapter Four.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents findings and their application from the study on challenges facing the implementation of public construction projects in Lamu County. Data cleaning, coding, and analysis were done based on the research objectives using the Statistical Package of Social Sciences (SPSS). The chapter is subdivided into five sections. Firstly, it highlights findings regarding the respondents' demographics. Secondly, the factors affecting the implementation of construction projects, and thirdly, the challenges facing the implementation of construction projects. The fourth addresses ways of overcoming the identified challenges associated with the implementation of public construction projects, and finally, there is a discussion of the findings in general. Finally, a management blueprint for overcoming challenges in the implementation of construction projects in Lamu County is formulated.

4.2 Response Rate

The study sampled 196 staff members in ministries within Lamu County to participate in a questionnaire survey. Of the 196 questionnaires administered, 170 were returned, making the questionnaire's successful return rate of 87%. For purposes of research, Babbie (2013) states that when the rate of return 70%, it is very good. Therefore, 87% return rate was appropriate for data analysis. The researcher was able to achieve this by administering questionnaires to the respondents directly and waiting for them to be filled out. In situations where the respondents were busy, an appointment was made, and the questionnaires were picked up later after they were filled up. Table 4.1 illustrates the questionnaire administration's response rate:

Table 4.1: Response Rate

Response Rate	Sample Size	Percentage
Returned questionnaires	170	87%
Unreturned questionnaires	26	13%
Total	**196**	**100%**

4.2 Background Information

The study on challenges facing public construction project implementation considered the background data of the respondents with specific reference to gender, age, education, and specialization.

4.2.1 Gender

The study sought to establish the representation in terms of gender. The findings are shown in Figure 4.1.

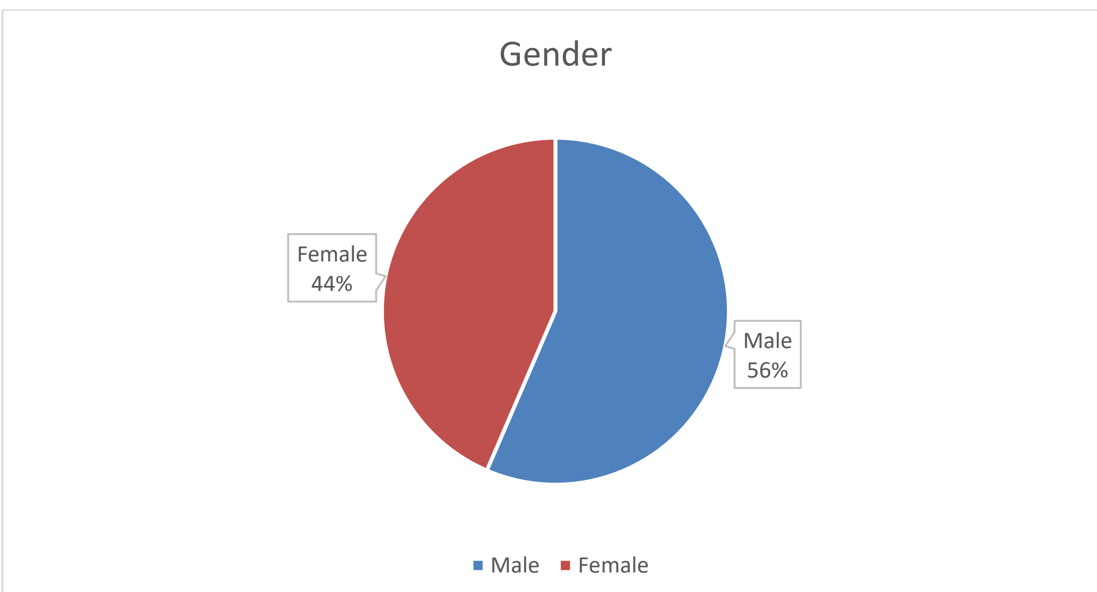

Figure 4.1: Percentage Distribution of Respondents by Gender

It is important to note that female representation in any issue, such as project implementation is important and Ibarra, Carter and Silva, (2010) argued that there may be gender consideration in many areas of appointments within the government, but women still have a long way to go in terms of achieving equality in participation of public service appointments. However, the gender representation in this survey indicates that women were almost half of the respondents, hence well represented on development issues such as project implementation. The findings confirm that the implementation of construction projects in Lamu County ensures that women are not marginalized since it meets the constitutional requirements regarding the two-thirds gender rule. More precisely, it aligns with constitutional provisions under Article 26 (6), Article 27 (8), and Article 81 (b), which secure affirmative action aims to reduce gender imbalances. Therefore, in the county, women have equal participation in decision-making, and access to and control over resources during project implementation. Furthermore, any approach, activities, and techniques in the implementation process address gender dimensions. For instance, many regions within the county are remote, with women still assuming traditional roles; hence, the need for additional training of women when participating in project implementation. Ideally, the gender distribution ensures that there are equitable benefits for men and women when implementing construction projects in Lamu County.

4.2.2 Age Bracket

Further, the study also sought to uncover the respondents' distribution in age terms. The age brackets ranged from 51 years and above, 41 to 50 years, 31 to 40 years, and below 30 years. The distribution based on age is shown in Figure 4.2.

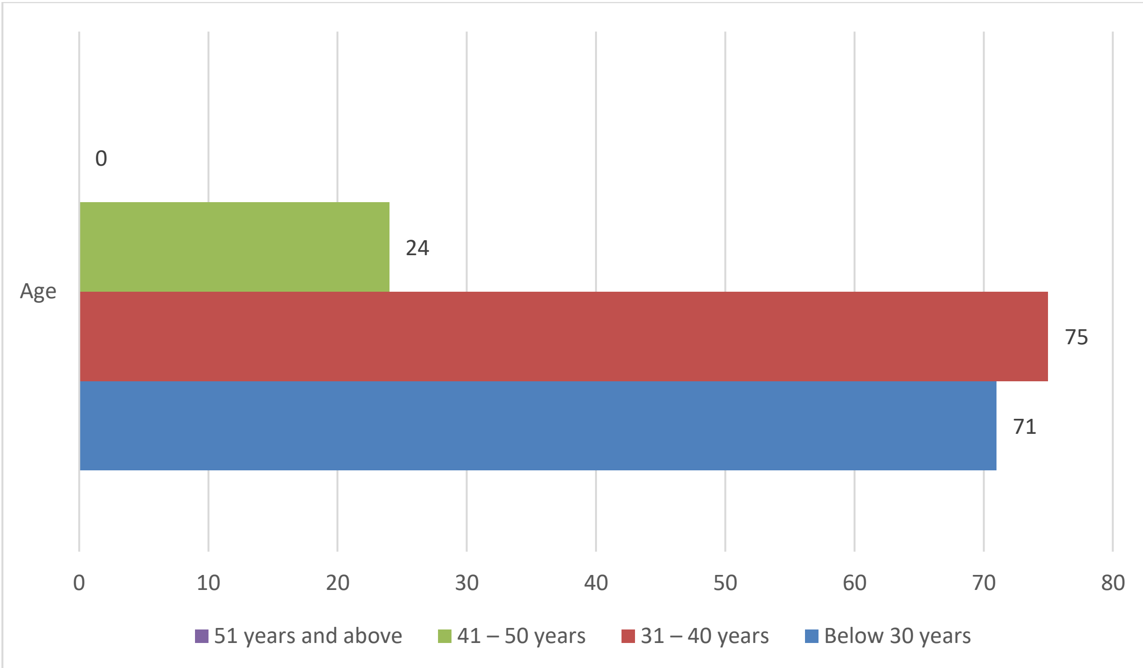

Figure 4.2: Respondents Distribution by Age Bracket

44% of the participants were between ages 31-40 years. This was followed by 42% and 14% who were aged below 30 years of age and 41–50 years, respectively. Age is an important factor in facilitating project strategies. The age difference among respondents in the survey shows that there is room for diversity in the implementation of projects. Thus, any project implementation process benefits from creativity and flexibility. In essence, project implementation within Lamu County has the advantage of an innovative workforce. Furthermore, the implementation of construction projects in Lamu County does not have transparency and accountability, and the challenges associated with the lack of youth participation. It is because the findings illustrate an equal spread of youth and adult populations, which is fundamental for the success and sustainability of construction projects. It is important to note that accepting and adopting decisions by youth strengthens social development and builds on organizational capacity in the implementation process since the youth in the county are relevant stakeholders who benefit from the construction projects. Ultimately, their active participation increases the chances of success in the implementation of construction projects.

4.2.3 Education Level

Additionally, the study sought to find out the distribution of participants based on their education level. The levels included primary, secondary, college, and university levels. Findings are shown in Figure 4.3.

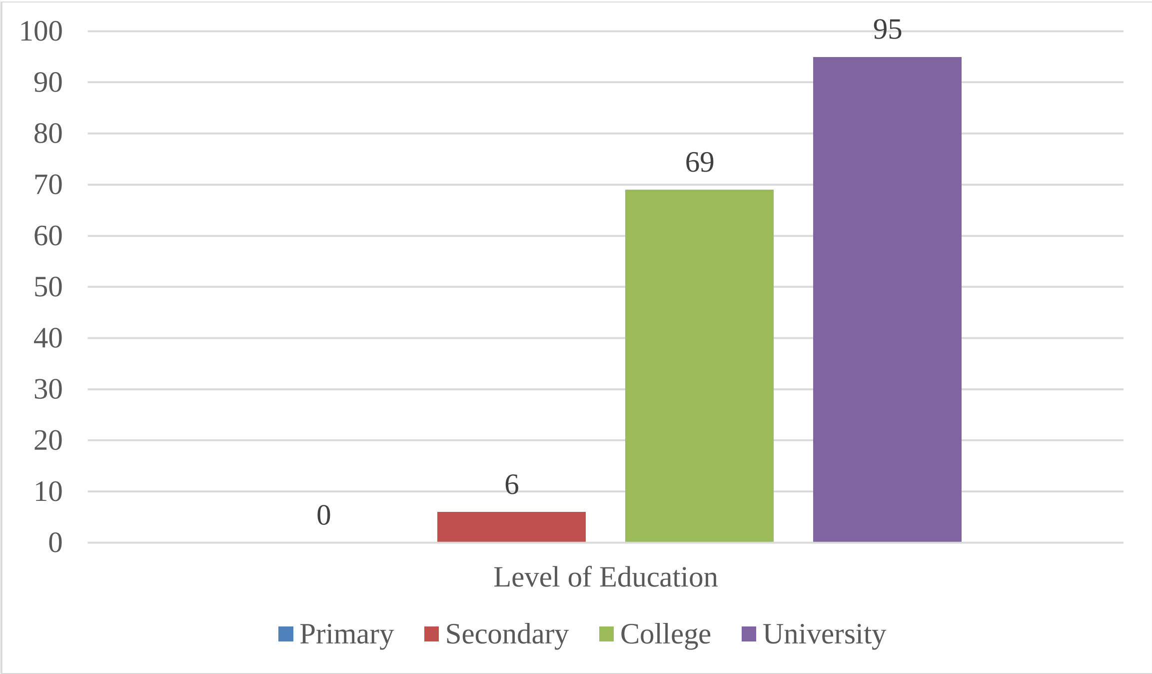

Figure 4.3: Respondents Distribution by Education Level

55.9% of the participants had attained university-level education. Another 40.6% had attained a college education while 3.5% had secondary education. None of them had a primary level of education. Arguably, it can be deduced that a good percentage of Lamu County Government Ministries' staff have attained basic education. Hence, in project implementation, Lamu County has the advantage of a workforce with skills and knowledge to guarantee productivity since the level of education affects productivity. The findings confirm that challenges linked to the competencies of project personnel are kept at a minimum due to the level of education (college and university) achievement among the majority of them.

4.2.4 Specialization

The study also sought to establish the distribution of respondents based on their specialization. Specifically, the study categorized the respondents in professional terms. Table 4.2 shows the findings.

Table 4.2: Respondents' Distribution by Specialization

Specialization	Frequency	Percent
Accounts	22	12.9%
Finance	9	5.3%
Engineering	8	4.7%
IT	44	25.9%
Legal	8	4.7%
Human Resources	10	5.9%
Procurement	17	10%
Public Relations	38	22.4%
Transport	14	8.2%
Total	**170**	**100**

As illustrated in Table 4.2, 25.9% of the respondents were in IT, followed by 22.4% who were in Public Relations, while 12.9% were in accounts. Other areas of specialization included Procurement, which had 10%, Transport and Human Resources with 8.2% and 5.9% respectively. Finance had 5.3% while legal and engineering were the lowest with 4.7% each. The diversity of the respondents in terms of their areas of specialization is important in addressing challenges facing the implementation of construction projects in Lamu County. This aligns with a study by Guillaume et al. (2017) that established diversity as not just demographic in terms; rather, there is a need to recognize relevant overlaps among these criteria while considering workplace diversity. From the survey responses on specialization, it is evident that the various tasks that come with project implementation can be handled. Moreover, the four main areas of the management framework, namely funding, managerial involvement, devolution policies, and public participation, have their specialists among the respondents. Project funding requires adequate finance background, and managerial involvement is wide, encompassing human resources, accounts, and procurement. Devolution policies require legal professionals, whereas public participation falls under public relations. However, although all areas are well represented, the composition of various specializations highlights technical inadequacies in terms of skills, which is a significant challenge for project implementation in the county. More precisely, there are a few finance and engineering specialists who present technical challenges for project implementation across the county. Therefore, technical management procedures are a significant challenge in construction projects implementation within Lamu County.

4.2.5 Work Experience

The study sought to establish what practices are undertaken regarding the work experience in construction project implementation. For this reason, the study sought to find out the distribution of participants based on work experience. This study had the respondents' work experience range from: below 1 year and below, 2 to 5 years, 6 to 10 years, and 11 years and above. Table 4.3 presents the findings.

Table 4.3: Distribution of Respondents by Work Experience

Work Experience	Frequency	Percentage
1 year and below	8	4.7%
2 – 5 years	54	31.8%
6 – 10 years	94	55.3%
11 years and above	14	8.2%
Total	**170**	**100%**

As shown in Table 4.3, over half (55.3%) had a work experience of between 6 – 10 years. This was followed by 31.8% and 8.2% who had work experience of 2 – 5 years and 11 years and above, respectively. Only a small percentage (4.7%) of the respondents had a work experience of 1 year and below. The findings confirm that one of the integral practices in Lamu is hiring people with extensive work experience. The experience is relevant in determining how successful the implementation of construction projects will be within the county. From the survey results, most of the respondents have experience ranging between 6 - 10 years, indicating that they will offer the best productivity, hence successful implementation of projects. The findings concur with studies by Dokko et al (2009), which established that prior work experience has a positive effect on performance via knowledge and skill. However, there are those who are less qualified with 1 year and below experience, representing a smaller percentage. Therefore, there is a need for skills training as a practice to enhance knowledge and skills competencies in that category. It is important to note that the more skills and knowledge the individual gains, the easier it becomes for them to handle new projects coming their way.

4.3 Factors Affecting the Implementation of Construction projects

4.3.1 Project Funding in Lamu County

This section sought to establish how funding affects project implementation. Respondents indicated whether they agreed, strongly agreed, were undecided, disagreed, or strongly disagreed with various statements regarding funding and project implementation in the County of Lamu. The results have been presented in Table 4.4. The Coefficient of Variation (CV) values provide insight into the consistency of responses across the different funding and budgeting factors. *Appropriateness of project* (CV = 7%) had the most consistent responses, indicating strong agreement among respondents about its importance. *Finance modelling* (16%), *Budget systems, funds control and allocation* (17%), *Value addition* (17%), and *Budgeting and funding focus* (18%) showed moderate dispersion, suggesting mixed but relatively stable perceptions. *Budget adequacy* (24%) and *Financial sources* (24%) exhibited the greatest variability, reflecting divergent views among respondents on whether budgets and funding sources are adequate.

Table 4.4: Project Funding in Lamu County

Statement	RII	Mean	SD	CV	Rank
Budget adequacy	0.722	3.61	0.86	24%	4
Empowerment and financing	0.766	3.83	0.75	20%	1
Finance modelling	0.666	3.33	0.52	16%	6
Financial Sources	0.736	3.68	0.87	24%	3
Appropriateness of the project	0.745	3.72	0.25	7%	2
Budget systems, funds control, and allocation	0.607	3.04	0.53	17%	8
Value addition	0.635	3.18	0.54	17%	7
Budgeting and Funding focus	0.678	3.39	0.62	18%	5

On the budgeting practice, respondents were asked to indicate whether there is adequate budgeting and funding for construction projects to be fully implemented in Lamu County. 12.9% of the respondents strongly agreed, 40.6% agreed, 41.2% were undecided, and 5.3% disagreed. The results corroborate with findings in a study by Okorafor (1997), which established that for projects to be fully implemented, they must be adequately budgeted for and funded. Ideally, stakeholders in Lamu County involved in project implementation must ensure that projects apply proper budgeting. Adoption of the practice implies having a capital structure and specifying how the sources of funds as a long-term liability will be reimbursed. It is for this reason that the revenues generated from the construction projects are accurately estimated to avoid failed projects. When construction projects fail, they will throw communities within the county backwards in different ways that including such as financial loss of the failed project, the loss of alternative projects (opportunity cost), and the mortgaging of future development of the nation through the servicing of the debts incurred from the failed project.

Another practice that the study sought to examine concerns empowerment and training of financial managers. More precisely, participants were asked to indicate whether there is a need to empower and educate financial managers and other project managers so that they are knowledgeable about finance for construction projects to be fully implemented in Lamu County. 24.1% and 42.9% of the respondents strongly agreed and agreed respectively, while another 24.7% were undecided and 8.3% disagreed. The quantitative results were echoed by responses from the interviews with the key informants, where a respondent was captured saying;

"…the staff needs to be informed and trained on how to handle projects that are initiated by the government, since there is a need for increased development in areas such as agriculture, water sanitation, and education of our kids." (Key Informant 1)

This response aligns with findings in a study by Katamei et al. (2015), which recommended measures to overcome the challenges associated with project management to include: education of numerous committees through workshops, incorporating properly educated individuals in numerous committees, involving all stakeholders in the implementation processes and adopting effective and innovative techniques (Katamei, et al., 2015). Therefore, financial skills for managing construction project funds are acquired through education and training, which is why the people responsible for managing project funds in Lamu County must acquire those skills.

Financial models are also important in practice regarding project implementation, and this study sought to investigate whether it applies in Lamu County. Respondents were asked to indicate whether there was a specified financing model in which the cash generated by the particular project becomes the primary source of repayment for construction projects to be fully implemented. 20.6% strongly agreed, 16.4% agreed, 38.3% were undecided, and 24.7% disagreed. Likewise, participants were asked to indicate whether a criterion for determining funding for projects based on appropriateness, significance, and feasibility applies. 28.2% strongly agreed, 27% agreed, 33.6% were undecided, and only 11.2% disagreed. These findings concur with research by Tuffaha et al. (2018) that aimed to critically review the criteria considered by major Australian organisations in prioritising and selecting health research projects for funding. Specifically, the study established that in selecting research projects for funding, Australian research organisations focus largely on research appropriateness, significance, and feasibility. Ideally, there should be a financial model when implementing construction projects whereby the cash it generates becomes the repayment source to the project sponsors. Furthermore, to ensure this model works, the projects, appropriateness, importance, and feasibility must be evaluated to determine whether it should be funded.

The study also sought to determine whether the practice of ensuring that there is clarity on budgets, funds control and allocation, and fundraising applies in Lamu County when implementing construction projects. 9.4% and 41.8% of the respondents strongly agreed and agreed, respectively, whereas 5.9% were undecided, 28.8% disagreed and 14.1% strongly disagreed. The findings align with research by Gashuga et al. (2016) on the effect of funds management on project performance in Rwanda. Specifically, the study revealed that the transition from managing projects requires more focus on budgeting, fundraising, funds allocation, and funds control. The implication in these findings is clear that any construction project being implemented in Lamu County must have clear mechanisms for funds control and transparency on budgeting matters if its implementation is to be successful.

The other significant practice concerns evaluation of the value a construction project brings. Respondents were asked to indicate whether funding decisions should include an assessment of value for money in order to maximize return on research investment for construction projects to be fully implemented in Lamu County. 16% strongly agreed while another 31.1% agreed and 37% disagreed. The findings align with the study Tuffaha et al. (2018), which established that in identifying projects for funding, the value for money is very important. Ideally, in Lamu County, construction projects are implemented without specific revenue targets. It is for this reason that the project managers in implementing future projects should consider their suitability based on the value they generate, such as revenues.

4.3.2 Managerial Involvement in Lamu County

Further, participants in the study were asked to state whether they agreed, strongly agreed, were undecided, disagreed, or strongly disagreed with various statements regarding managerial involvement and project implementation within Lamu County. The distribution of responses is illustrated in Table 4.5. The CV values highlight the degree of agreement among respondents regarding managerial and project-related factors. *Work plan* (CV = 9%) and *Project terms* (CV = 11%) had the most consistent responses, showing strong consensus among respondents about their importance. *Development level* (14%), *Prioritization* (15%), *Project team practices* (18%), and *Skills requirements* (17%) reflected moderate dispersion, indicating generally stable but somewhat varied perceptions. *Facilitation* (21%), *Project goals and communication* (22%), and *Expectations* (24%) showed greater divergence, suggesting respondents had differing experiences or views on how these factors influence project implementation. *Project type* (CV = 28%) exhibited the widest spread of responses, indicating significant disagreement among respondents about its role in project implementation.

Table 4.5: Managerial Involvement in Lamu County

Statement	RII	Mean	SD	CV	Rank
Project terms	0.788	3.94	0.45	11%	3
Project type	0.541	2.70	0.75	28%	10
Development level	0.735	3.68	0.52	14%	6
Project goals and communication	0.798	3.99	0.87	22%	2
Facilitation	0.811	4.05	0.86	21%	1
Prioritization	0.768	3.84	0.58	15%	4
Project team practices	0.735	3.68	0.65	18%	5
Skills requirements	0.685	3.42	0.57	17%	8
Work plan	0.672	3.36	0.29	9%	9
Expectations	0.719	3.60	0.87	24%	7

The first managerial practice the study sought to examine concerns adherence to project terms, with specific reference to decision-making areas, stakeholder management, and elimination of role ambiguities. Participants were asked to state whether there are major shortcomings in the areas of decision-making, stakeholder management, and role ambiguity which affect implementation in Lamu County. 24.1% and 50% strongly agreed and agreed respectively, 21.8% were undecided, while 4.1% disagreed. This aligns with findings from a study by Khan et al. (2019) on project governance in Northern Pakistan. The study indicated the existing major shortcomings to be stakeholder participation, decision-making, and role clarity (Khan et al., 2019). From the results, it is clear that construction projects in Lamu County cannot be successfully implemented since most of the managerial team members have unclear roles, and they do not involve other stakeholders in the implementation process.

These findings were also observed from the interview data that associated managerial involvement with implementation of construction projects in Lamu County. Responses from a participant indicated that.

"…Decisions regarding projects are poorly made since there is no decentralization of roles and the community is not engaged on matters concerning various projects within the county." (Key Informant 4)

Another significant management practice regards project type, whereby participants were asked whether projects implemented in the county are those which identify expectations, involve knowledge exchange, and entail trust within the management. 25.8% agreed, 21.1% were undecided, 50.5% disagreed, and only 2.6% strongly disagreed. Further 29% and 74% strongly agreed and agreed, respectively, that for construction projects to be fully implemented in Lamu County, managers should identify the needs and expectations of the stakeholders. 36% were undecided while 31% disagreed. Interestingly, these results disagree with research by Kimiti (2018), who, in a study on the influence of project management practices on implementation of county government projects in Kenya, established that while implementing a project, the managers must consider the needs of various stakeholders and ensure they meet those needs. The findings here indicate a mixed feeling regarding how managers in the implementation of construction projects within Lamu County regard expectations and how they work among themselves. While many people believe the aforementioned practices take place within the managerial team, there are many who believe they are not practiced. Essentially, project management teams should work towards incorporating a vision for construction projects and building trust between them, other stakeholders, and the managerial team itself. Such an action will bring the people to have faith in their way of working, i.e., identify expectations, share knowledge, and build trust.

The other managerial practice of significance reflects on the development level in project implementation within the county. Specifically, the study sought to find out whether there has been improvement in the degree of collaboration within management. 28.9% of the respondents strongly agreed while 27.6% agreed. Another 25.8% were undecided while 17.7% disagreed. Facilitation, which highlights the development level, was also examined whereby respondents were asked to indicate whether there are clear project goals set (effective communication) during implementation. 33.5% of the respondents strongly agreed, 45.2% agreed, 7.7% were undecided, while 13.6% disagreed. Additionally, 30% strongly agreed and 52.4% agreed. 10.6% were undecided while 7% disagreed that for construction projects to be fully implemented in Lamu County, it is important to have an office that facilitates communication in management. These results were also supported by findings from the interviews, where a respondent was captured saying;

"… there is need for improvement of bureaucracy with setting up special offices at the site of the projects to improve on productivity." (Key Informant 3)

The findings concur with a study by Scott-Young and Samson (2008) on project success. Specifically, the study established that success in a project is more when the members are more collaborative, there are clear goals, and when there is an office facilitating proper communication (Scott-Young and Samson, 2008). The implications from these findings have been indicated from earlier responses. Specifically, project management teams in Lamu County need to improve in terms of collaborating with others, having clear goals, and facilitating effective communication. When the managerial team applies the above practices, it will contribute to the successful implementation of construction projects.

Goals prioritization is another major practice, which the study sought to examine. Respondents were asked to state whether managers need to clearly focus and prioritize their goals for each project for construction projects to be fully implemented in Lamu

County. 28.8% of the respondents strongly agreed and 42.9% agreed. 16% were undecided while 8.2% and 4.1% disagreed and strongly disagreed respectively. Moreover, 27% of the respondents strongly agreed, 35.3% agreed, 15.9% were undecided, while 21.8% disagreed that project managers need to adopt appropriate project team practices that will facilitate their goal achievement for construction projects to be fully implemented in Lamu County. These findings are substantiated in research by Kimiti (2018) on project management practices. Findings from the study showed that there should be a work plan outlining activities and timelines in the implementation if it is to be successful (Kimiti, 2018). Ideally, the management of a project needs to incorporate the practice of focusing primarily on realization of the project goals. When a project's goals are the key focus of its management, then there is sure success in its implementation.

Finally, there is the practice concerning skills matching for successful project implementation. Regarding this practice, the study sought to identify whether project managers must possess essential knowledge, skills, and new emerging concepts of leadership in Lamu County. 13.5% and 35.9% of the respondents strongly agreed and agreed respectively. 30% were undecided while 20.6% disagreed. The quantitative results were mirrored in the qualitative responses from the interviews, where a Key Informant stated;

"…the staff needs to be informed and trained on how to handle projects that are initiated by the government, since there is a need for increased development in areas such as agriculture, water sanitation, and education of our kids." (Key Informant 1)

These findings agree with a study by Daniel and Nwabuani (2020) on the influence of project managers' leadership style on project implementation. Results from the study indicated how the shift towards a leadership role in project management is critical and that leadership must possess skills and knowledge if the implementation process is to be successful (Daniel & Nwabuani, 2020). From the findings, it is conclusive to state that in the implementation of construction projects within Lamu County, steps must be undertaken to ensure project managers are skilled and knowledgeable on project implementation.

4.3.3 Public Participation in Lamu County

Accordingly, there was a need to examine current practices concerning public participation when implementing construction projects in Lamu County. Firstly, the participants were required to state whether they agreed, strongly agreed, were undecided, disagreed or strongly disagreed with various statements regarding public participation and project implementation. Table 4.6 presents the findings. The CV values highlight the degree of agreement among respondents regarding public participation and stakeholder engagement factors. *Participation in implementation phases* (CV = 8%) showed the strongest consensus, indicating respondents largely agreed on its importance. *Communication level* (14%), *Participation barriers* (17%), and *Stakeholder involvement* (19%) reflected relatively consistent perceptions, suggesting general agreement with some variation. *Evaluation criteria* (20%) and *Bureaucracies* (20%) showed more dispersed responses, pointing to differing views on how these influence project implementation. *Public's concerns* (24%), *Collaboration* (24%), *Participation framework* (24%), and *Community engagement* (23%) exhibited the widest spread of responses, indicating significant divergence in how respondents perceive these aspects of participation.

Table 4.6: Public Participation in Lamu County

Statement	RII	Mean	SD	CV	Rank
Evaluation criteria.	0.765	3.83	0.76	20%	1
Communication level	0.760	3.80	0.52	14%	2
Participation barriers	0.701	3.51	0.58	17%	6
Bureaucracies	0.696	3.48	0.69	20%	7
Participation framework	0.645	3.22	0.78	24%	10
Public's concerns	0.719	3.59	0.86	24%	4
Stakeholder involvement	0.721	3.61	0.68	19%	3
Participation in implementation phases	0.689	3.45	0.28	8%	8
Collaboration	0.716	3.58	0.86	24%	5
Community engagement	0.661	3.30	0.75	23%	9

When addressing the public participation as a practice, there has to be evaluation criteria to establish its effectiveness, which is the reason this study examined this issue. More precisely, respondents were asked to state whether the public participation process was not effective when tested against an evaluation criterion. 15.3% of the respondents strongly agreed and 68.3% agreed. 4.1% were undecided while only 8.2% disagreed and 4.1% strongly disagreed. The effectiveness issue is enhanced by findings concerning the communication level where 21.8% of the respondents strongly agreed while 54.1% agreed. 6.5% were undecided and 71.6% disagreed that public participation is restricted to information provision and consultation. The communication level hence causes a restriction in the implementation process. The findings concur with research by Chomputh and Chomphan (2012) on public participation practice in Thailand. The study findings revealed that the participation process was not efficient when examined through an evaluation criterion, and that participation only involved the sharing of information and nothing else (Chomputh & Chomphan, 2012). Essentially, public participation as a practice extends beyond communication, and in Lamu County, there has to be an evaluation criterion to determine the efficacy of the participation practice. The criteria should include an evaluation of whether the process is only restricted to communication. This was supported by responses from the interviews as one respondent stated:

"…Decisions regarding projects are poorly made since there is no decentralization of roles and the community is not engaged on matters concerning various projects within the county." (Key Informant 4)

These findings in the qualitative data align with the research conducted in India on the specific challenges that negatively impact the achievement of construction projects by Vaidya et al. (2013). The study revealed how there is poor public participation since the needs of various stakeholders were not taken into consideration, leading to conflicts between them and the authorities (Vaidya et al., 2013). Essentially, besides communication, there is a need to integrate all project stakeholders in public participation practices. Their purpose should encompass evaluation and negotiation as part of the participation practice.

The study further sought to examine whether there are individual, structural, and legislative mechanisms put into practice regarding public participation. Respondents were asked to state whether a number of individual, structural, and legislative barriers to effective participation have been identified in Lamu County. 9.4% of the respondents strongly agreed, while 52.4% agreed. 17.6% were undecided, while 20.6% disagreed. Furthermore, 11.1% and 45.9% of the respondents strongly agreed and agreed, respectively, that the Lamu County Government is highly institutionalized in nature, which greatly influences the decisions for construction projects to be fully implemented. The findings corroborate with research by Chomputh and Chomphan (2012) in which it was discovered that there are barriers hindering the process of participation. The barriers are legislative, structural, and individual, which implies that the Thai Government is highly institutionalized (Chomputh & Chomphan, 2012). Ideally, there is a need for the Judiciary, which is the supreme legal authority in Kenya, to look into the institutionalization of statutes that guarantee there is effective public participation where implementation of projects is involved. Additionally, project implementation in the county should apply less bureaucratic structures to reduce the high levels of institutionalization.

The other significant practice the study sought to assess is the utilization of a public participation framework in project implementation. Respondents were asked to state if public participation requires a carefully designed and planned process suited to the specific context and conditions in Lamu County. 10% of the respondents strongly agreed while 37.7% agreed, 17% were undecided and 35.3% strongly disagreed. This concurs with findings in the study by Chomputh and Chomphan (2012) in which it was indicated that the participation process must incorporate a structure suitable for the context in which the project is being implemented. Essentially, the findings indicate that although there is no organized structure for application when implementing construction projects in Lamu County, it is a practice which should be incorporated in public participation.

The quantitative findings observed here were also supported by qualitative data as expressed by a participant in the interviews:

"…Decisions regarding projects are poorly made since there is no decentralization of roles and the community is not engaged on matters concerning various projects within the county." (Key Informant 4)

These qualitative data concur with studies conducted on public participation and successful health projects by Ndegwa et al. (2017). The study highlighted four phases critical to the public participation process, which include project identification, planning, design, and monitoring (Ndegwa et al., 2017). Essentially, there is a need to come up with a framework on how the public participation process will be incorporated into project implementation within Lamu County.

4.3.4 Devolution Policies in Lamu County

Another significant area concerning the implementation of construction project practices is policymaking, and in the case of Lamu County, the current study focused on devolution policies. This section sought to examine how various devolution policy practices impact the implementation of construction projects in the county. Table 4.7 shows the distribution of responses. The CV values highlight the degree of agreement among respondents regarding policy and governance-related factors. *Resource distribution* (CV = 14%) and *Administrative capacity* (16%) showed the strongest consensus, indicating respondents largely agreed on their importance in project implementation. *Legal competence* (22%) reflected some divergence but still moderate consistency. *Protecting personal and political interests of the elites* (24%) and *Justice and equity* (26%) showed more dispersed responses, suggesting differing views on how elite interests and equity issues affect implementation. *Partisanship* (27%), *Government interventions* (27%), *Legal penalties* (28%), *Inclusivity* (29%), and *Policy integration* (31%) exhibited the widest spread of responses, indicating significant disagreement among respondents about these governance dimensions.

Table 4.7: Implementation of Devolution Policies in Lamu County

Statement	RII	Mean	SD	CV	Rank
Protecting personal and political interests of the elites	0.725	3.62	0.86	24%	1
Inclusivity	0.594	2.97	0.85	29%	6
Justice and equity	0.720	3.60	0.92	26%	2
Resource distribution	0.692	3.46	0.48	14%	3
Administrative capacity	0.687	3.44	0.56	16%	4
Legal competence	0.567	2.83	0.63	22%	9
Partisanship	0.574	2.87	0.78	27%	8
Legal penalties	0.524	2.62	0.74	28%	10
Government interventions	0.640	3.20	0.85	27%	5
Policy integration	0.586	2.93	0.91	31%	7

20.6% of the respondents strongly agreed that devolution policies protect the personal and political interests of the elites in Lamu County, which affects the full implementation of construction projects. Another 31.2% agreed while 38.2% were undecided. 10% of the respondents disagreed. The results, which sought to examine external influence, concur with research by Kaka (2018), in which it was established that CDCs were unfair as they favoured elites, disregarded the local people, and allowed for the misappropriation of funds. Further, 46% of the respondents agreed that devolution policies factor in all local stakeholders and not just the elites of the community for the full implementation of construction projects in Lamu County in terms of partisanship. Although 32% were undecided and 42.9% disagreed on the issue, it is clear that there are inadequacies regarding devolution policy-making as a practice and how it deals with external influence and partisanship. The implication is that devolution policymaking should ensure there is clarity on what constitutes favouritism and prevent abuse of privileges, which come with handling construction projects.

Findings from the quantitative data on the devolution policies and interests of the elite were also substantiated from the interview responses, where one participant indicated that:

"…Decisions regarding projects are poorly made since there is no decentralization of roles and the community is not engaged on matters concerning various projects within the county." (Key Informant 4)

These qualitative responses concur with findings in a study by Kimenyi and Meagher (2018), which established that for devolution to be effective, the criteria of subsidiarity and consensus must be observed. Generally, devolution policy making should integrate the practice of providing clarity on any form of abuse by the elite, and there should be determination criteria regarding what exactly amounts to abuse.

Another major issue the study sought to establish is whether devolution policies are inclusive. Precisely, participants were asked to state whether devolution policies exclude the voice of the local citizens in Lamu County. 7.1% of the respondents strongly agreed while 31.2% agreed. 13.5% were undecided while 48.2% disagreed. The findings align with research by Kaka (2018) on devolution in Rivers State, Nigeria, which established that CDCs did not allow for the local people to be heard (Kaka, 2018). Generally, as earlier indicated, the creation and legalization of devolution policies will guarantee that there is fairness both on paper and in practice. When the voice of the local communities is heard, then there is a mark of fairness, and it is devolution policies that can reinforce it.

Additionally, there was a need to examine if devolution policymaking integrates equity during implementation of construction projects in Lamu County. Respondents were asked to indicate whether devolution policies bring about social justice and equity in the local communities served by construction projects in Lamu County. 24.1% of the respondents strongly agreed, another 35.9% agreed, and 25.9% were undecided. However, 4.1% disagreed and another 10% strongly disagreed. Further, the participants were required to state whether devolution policies promote reasonable distribution of government wealth through the provision of construction projects in Lamu County. 11.8% strongly agreed, 41.7% agreed, 27% were undecided, while 19.5% disagreed. These findings align with research by Ewang (2019), which provided for how exactly the constitution should outline equitable distribution of resources and sharing of the economic burden. In enforcing fairness, it does not imply that the people's considerations must be enacted as part of project implementation or that money must be set aside for construction projects even when there is no need for it. All the aforementioned aspects indicate that in administering fairness, there should be reason, i.e. it should be applied fairly. The only way that construction projects can be implemented within reasonable fairness is through the creation of clear devolution policies regarding equity.

Finally, there is the administration practice concerning policy-making, which this study sought to assess. More precisely, participants had to confirm if devolution policies are affected by poor administrative capacity in Lamu County. 5.9% and 54.1% of the respondents strongly agreed and agreed respectively. 17.6% were undecided and 22.4% disagreed. Further, the respondents had to indicate whether the implementation of construction projects in Lamu County is hindered by a lack of professionalism in public sector management. 32.9% agreed, 18.8% were undecided, 47.1% disagreed, and 1.2% strongly disagreed. The results corroborate with findings in research by Gathu (2014) on the analysis of the impact of devolution on economic development potentialities in Kenya. Specifically, the study revealed that lack of professionalism in public sector management was negatively influencing devolution. A key aspect of devolution is the implementation of construction projects that benefit the local communities, which, if affected, also affects devolution. Ideally, the public sector must ensure it hires people with a good administrative capacity. By doing so, there is a guarantee that the administration's practice in implementing construction projects across the county is always successful.

4.4 Challenges Facing the Implementation of Construction projects

4.4.1 Project Funding Challenges in Lamu County

Current practices regarding implementation of construction projects were also highlighted from the funding challenges. More precisely, the study sought to find out some of the funding challenges experienced. Respondents were asked to indicate some of the potential challenges that could affect the funding of construction projects in Lamu County. Table 4.8 illustrates the results:

Table 4.8: Funding Challenges in Lamu County

Challenge	Frequency	Percent
Inadequate financial resources	74	43.5%
Lack of financial managerial capacity	96	56.5%
Total	**170**	**100%**

From Table 4.8, over half (56.5%) of the respondents indicated that lack of financial managerial capacity was among the funding challenges in Lamu County. The remaining 43.5% indicated inadequate financial resources. From the findings, it is evident that there is no proper financial management, there exists minimal funding, and inadequate financial resource allocation as ongoing practices in project implementation. The quantitative results were also affirmed by responses from the interviews, where a respondent was captured saying;

"… there is a need for improvement of the financial management capacity of the people managing construction projects within local communities." (Key Informant 3)

The findings align with a study by Katamei et al. (2015) on the challenges associated with the implementation of Constituency Development Fund projects in Marakwet West Constituency. The study established that among the challenges affecting the fund include: leadership, cultural receptivity; structural elements and verbal exchanges (Katamei et al., 2015). Essentially, the qualitative findings also indicate that the way funds are managed is also vital to ensuring that the project is implemented successfully. More precisely, there has to be increased accessibility to financing for construction projects in Lamu County. Additionally, the personnel must have the financial management capacity to oversee implementation, and financial resources have to be available. The resources (machines, tools, books, etc.) ensure that there is efficient utilization of other resources during implementation.

4.4.2 Management Involvement Challenges

Another significant area the study sought to examine the challenges management faces during the implementation of construction projects within Lamu County. For this reason, the lacking areas in management were sought from the respondents and Table 4.9 illustrates the findings.

Table 4.9: Lacking Areas in Project Management

Area	Frequency	Percent
Inadequate monitoring and evaluation to ensure objectives are achieved	63	37%
Lack of regular evaluation reviews on key performance indicators	41	24.1%
Lack of capacity to identify the specific schedule	66	38.9%
Total	**170**	**100%**

From Table 4.9, 38.9% stated that project managers lacked the capacity to identify project management schedules while 37% of the respondents indicated that the managers lacked the capacity to monitor and evaluate to ensure objectives are achieved. Another 41% stated the managers lacked the capacity to conduct regular evaluation reviews on key performance indicators. The findings concur with research by Kimiti (2018) on project management practices, who pointed out that consistent project monitoring ensures a region receives the value of money it invested into a project. There were responses in all the lacking areas, which confirms that monitoring and evaluation to ensure realization of project objectives, regular evaluation of key performance indicators, and identification of specific project schedules are practices which are not adequately undertaken. Inadequacies in these practices present a major challenge when implementing construction projects in the region. Therefore, for successful project implementation in Lamu County, these are managerial practices, which must be adopted across all projects being implemented in the region.

4.4.3 Public Participation Challenges

The participants in this research stated how difficult it is for individuals from the local community to viably partake in the implementation of construction projects in Lamu County. Table 4.10 illustrates the distribution of findings.

Table 4.10: Difficulties for Local Community in Public Participation

Lacking Areas	Frequency	Percent
Not at all	36	21.2%
Somewhat difficult	106	62.4%
Very difficult	28	16.4%
Impossible	-	-
Total	**170**	**100%**

Results from Table 4.10 show that 62.4 % of the respondents indicated that it is somewhat difficult for individuals from the local community to viably partake in the implementation of construction projects in Lamu County, and 21.2% stated it is not difficult. In comparison, 16.4 % indicated it is very difficult. It agrees with a study by Chomputh (2011) on evaluating the public participation practice in environmental construction projects in Thailand. The study established there was a low level of public participation, which was restricted to information provision and consultation, which caused a major problem in the project's implementation (Chomputh, 2011). In Lamu County, public participation is very poor. However, ways of improvement have already been indicated, including legal support, heightened stakeholder involvement, and building capacity in terms of negotiation and evaluation by the public. If the aforementioned is incorporated into public participation, ratings will significantly improve.

4.4.4 Devolution Policy-Making Challenges

In practice, devolution policy-making also encounters various challenges, and it was the aim of this study to highlight those challenges from the perspective of the implementation of construction projects in Lamu County. Table 4.11 highlights the results.

Table 4.11: Devolution Policy Challenges

Challenges	Frequency	Percent
Poor administrative capacity	37	21.8%
Officials mismanaging funds and resources	123	72.3%
Representation of the minority	10	5.9%
Total	**170**	**100%**

Findings from the table indicate that 72.3% of the participants stated devolution policies need to urgently address officials' mismanagement of funds and resources, 21.8% stated they need to address poor administrative capacity, while 10% stated that representation of the minority needs to be addressed. The results concur with research by Ewang (2019), which highlighted the role the constitution plays in ensuring there is no misappropriation of funds in Chapter 12 of the Constitution on Public Finance, Article 201(b). Essentially, devolution policy-making as a practice must eliminate the three major challenges, misappropriation of funds, poor administrative capacity, and inclusivity.

4.5 Overcoming Challenges Facing the Implementation of Construction projects

4.5.1 Improvement for Project Funding

Participants were asked to state which project implementation practices can enhance project funding in Lamu County. Table 4.12 illustrates the distribution of findings.

Table 4.12: Improvement for Funding

Measures	Frequency	Percent
Empowering local communities through financial knowledge	33	19.5%
Increase sources of finance	98	57.6%
Sensitization of the community on the importance of contribution	39	22.9%
Total	**170**	**100%**

According to Table 4.12, 57.6% of the respondents stated that increasing sources of finance could improve funding for the implementation of construction projects in Lamu County, while 22.9% indicated sensitization of the community on the importance of contribution, and 19.5% noted empowering local communities through financial knowledge. It concurs with a study by Echeme (2009) on project funding and LEEMP project implementation in Nigeria. The study established that funding can be improved through intensifying community sensitization and seeking their support and participation through a Community Driven Development (CDD) approach (Echeme, 2009). Generally, funding for construction projects in Lamu County will improve if the communities become financially empowered, whereby they can manage finances properly and if they are sensitized on the importance of their financial contributions towards the construction projects. When communities have such financial empowerment, it translates to successful project implementation within their respective communities.

4.5.2 Overcoming Managerial Issues

Besides funding practices, the study sought to examine what management practices are important in the county when implementing construction projects. Firstly, participants were required to indicate the managerial involvement aspect, which plays a vital role in project implementation within Lamu County. Table 4.13 illustrates the distribution of findings.

Table 4.13: Role of Managerial Involvement Aspects

Measures	Frequency	Percent
Project leadership	48	28.2%
Cross-functional project teams	106	62.4%
Project manager incentives	16	9.4%
Total	**170**	**100%**

According to Table 4.13, 62.4% of the respondents stated that cross-functional project teams are vital in managerial involvement for implementation of construction projects in Lamu County while 28.2% stated project leadership and 9.4% indicated project manager incentives. It concurs with a study by Scott-Young and Samson (2008) on project success which revealed decentralized teams, an autonomous structure, office space and project team efficacy to contribute to a project’s efficiency. These findings reveal the need for incorporating some managerial practices during project implementation. Specifically, given the state of many unfinished projects in Lamu County, there is need for the managers to incorporate proper leadership, and work with various stakeholders as part of cross-functional teams. However, the practice of providing incentives should be disregarded since they cannot motivate project management teams to implement the construction projects successfully.

4.5.3 Improvement of Public Participation

The practices regarding public participation also come with challenges as the study sought to find out. More precisely, participants were asked to indicate some of the practices, which require improvement for successful implementation of construction projects within Lamu County. Table 4.14 illustrates the results.

Table 4.14: Improvement of Public Participation

Measures	Frequency	Percent
Involve local communities in all stages of project implementation	38	22.4%
Presenting project objectives to the target community	73	43%
Ensure beneficiaries are well informed about the project	59	34.7%
Total	**170**	**100%**

As shown in Table 4.14, 43% indicated that public participation can be improved by presenting project objectives to the target community. Another 34.7% stated it can be improved by ensuring beneficiaries are well informed about the project, while 22.4% stated the local community should be involved in all stages. This concurs with findings in a study by Ndegwa et al (2017) on public participation and successful health projects, which established that the participation process, which involves the communities, must incorporate the four phases of project identification, planning, design, and evaluation. Ideally, the findings highlight two significant practices besides stakeholder engagement that have been earlier mentioned. Firstly, the goals of the projects must be presented to the communities that benefit from the project. Secondly, the communities should also be well-informed using all necessary means as practices, which will guarantee the successful implementation of construction projects in the county.

The findings are also supported by qualitative data as expressed by a participant in the interview:

"Once in a while, the donors and project managers invite expatriates to offer intense training to some members of the local communities with expertise on projects to seek their opinions." (Key Informant 6)

The qualitative response agrees with study findings in research by Chomputh and Chomphan (2012), who revealed that the participation process was poor in the implementation of environmental construction projects in Thailand (Chomputh & Chomphan, 2012). The importance of the local communities in the implementation process cannot be disregarded, which is why there are efforts to have them trained, and also have their opinions heard.

4.5.4 Improvement of Devolution Policies

From the qualitative data where one participant in the interview was captured indicating that:

"There needs to be policies that ensure strict adherence to managing of funds for construction projects within the county……." (Key Informant 5)

The qualitative responses agree with research by Kaka (2018), which confirmed that the improvement of lives of the rural people in Rivers State, Nigeria, can only be achieved if CDCs become more inclusive. The qualitative results bring out another factor regarding the people factor, which is that the policies themselves must delineate who is responsible for ensuring that the policies are adhered to.

4.6 Formulating the Blueprint for Overcoming Challenges Associated with the Implementation of Construction Projects in Lamu County

The fourth objective of this study was to develop a management blueprint for the implementation of construction projects in Lamu County. The development of the Blueprint relied on the findings obtained from the field through the questionnaires and interviews. The following lessons were drawn from the findings based on various investigated variables.

4.6.1 Lessons from the Findings Regarding Project Funding

Many participants highlighted various aspects linked to project funding as determinants of success in the implementation process. Notably, 12.9% of the respondents strongly agreed, and 40.6% agreed that for construction projects to be fully implemented in Lamu County, they must be adequately budgeted for and funded. Many also indicated that for construction projects to be fully implemented in Lamu County, there is a need to empower and educate financial managers and other project managers so that they are knowledgeable about finance. A financial model where the cash generated becomes the repayment source was also found to be vital for implementation success. Most importantly, the respondents confirmed that funding is critical since it enables the management team to determine which projects are appropriate based on their feasibility.

Regarding project funding, the findings show that it integrates budgeting for the projects, and ensures there is clarity on the budgets, fundraising, funds control, and funds allocation when implementing construction projects in Lamu County. Besides the aforementioned effects, project funding in Lamu County also ensures that the people handling the projects are empowered and educated through training. Most importantly, project funding integrates the use of financial models, which ensure that success in project implementation is attained when the cash generated from the project becomes its source of repayment. Another effect project funding has on the implementation of projects in Lamu County as the findings show concerns about value assessment. Notably, before determinations are made on the projects to be funded, there is an evaluation to determine whether they are worth funding depending on the value they generate.

Findings on project funding impact are supported in previous literature, which established project funding to be critical in successful implementation. Kivanguli (2019), in a study on the influence of donor funding, notes that project funding meets budgeting shortfalls when implementing projects. Accordingly, there are terms and conditions, which come with funding that guarantee there is successful implementation. Kivanguli (2019) indicates that budgeting is among these conditions. Findings from Okorafor's (1997) study on project management supplements the budgeting impact emanating from funding. Gashuga et al. (2016) also attest to a focus on budgets, fundraising procedures, fund allocation, and control in project funding, since it impacts the implementation successfully. Katamei et al. (2015) further note that funding dictates the need to have empowered personnel for implementation success, which is why training the project management team on financial skills and knowledge is vital in project funding. The skills enhance another important funding effect, which is the guarantee that the project management team can evaluate the value for money before allocating funds.

4.6.2 Lessons from the Findings Regarding Managerial Involvement

From the findings, another critical factor affecting the implementation of construction projects within the county is managerial involvement. When asked to highlight some managerial practices with an impact on implementation, over half (62.4%) indicated the institution of a decentralized structure to be most effective, whereby managers set up cross-functional teams. Another 28.2% noted that the leadership style a manager adopted was very effective, while few stated there is a need for motivation through incentives. Njiru (2018), in a study on the implementation of projects in the manufacturing sector, highlights how management practices are critical success factors. More precisely, leadership support, maintaining open, regular, and accurate communication channels with all project stakeholders, and allocating resources to help the project teams be more productive. Ideally, managerial practices, which include planning, goal-setting, communication, technology integration, and effective leadership, should be identified when implementing construction projects within the county.

Managerial involvement also has an effect on the implementation of construction projects in Lamu County, as the findings confirm. More precisely, proper management ensures all stakeholders are involved in the implementation, clarification of roles, and eliminates weaknesses in decision-making. However, this is not the case, which shows that there are weaknesses in managerial capacity terms within Lamu County. Likewise, although managerial involvement creates a structure where information can be exchanged freely and all stakeholder expectations are identified, this is not the case in Lamu County. Additionally, managerial involvement improves the developmental level since it enhances collaboration when implementing projects in the region. Another major impact of managerial involvement concerns goal setting, whereby proper management sets goals and works toward ensuring the project meets them. This finding sheds light on another effect, effective communication. Specifically, managerial involvement impacts construction projects' implementation by integrating effective communication, which entails goal clarity and prioritization.

Essentially, the study’s results add to previous literature's emphasis on the need to increase managerial involvement levels when implementing projects in Lamu County. Mutinda (2021) in research regarding the role of managerial involvement in project implementation confirms its effect as the timely completion of projects. Accordingly, it is the leadership execution, communication facilitation, and resource allocation effects, linked to managerial involvement, which enhance success in implementation (Mutinda, 2021). Further, Khan et al. (2019), when researching project governance, established that when managerial involvement does not integrate stakeholder participation, facilitate proper decision-making, and clarify roles, then projects are bound to fail. This is the case in Lamu County, further confirming why there is a need for more managerial involvement. Scott-Young and Samson (2008) emphasize the importance of communication for project success. Managerial involvement was established to have some gaps and was extremely influential on the implementation of construction projects in Lamu County.

4.6.3 Lessons from the Findings Regarding Public Participation

The other factor affecting the implementation of construction projects with Lamu County is public participation. The importance of involving the public has been established by 43% who stated that public participation can be improved by presenting project objectives to the target community. Additionally, 34.7% stated that beneficiaries should be well-informed about the project, whereas 22.4% stated that the local community should be involved in all stages. It is important to note that when communities actively participate in project implementation, it contributes to success since there is an enhancement in the project's design by utilizing local knowledge. Moreover, there is increased project acceptability, promotion of local resources mobilization, assured project sustainability, and guarantee of equitable distribution of resources. A study by Ngugi (2018) on community participation exemplifies these findings. Precisely, there is a need for community involvement in projects to enhance their sustainability.

The effect of public participation on implementation of construction projects is also evident from the findings. Notably, it provides a platform whereby stakeholders are free to consult and share information regarding projects they are involved in implementing. However, public participation does not have this effect in Lamu County as many respondents indicated, which highlights the need to decentralize communication structures further to cater to stakeholders to share information freely. The first impact sheds light on another major effect of public participation, ensuring all the stakeholders' needs are considered and eliminating conflicts between parties of interest to the construction projects. However, public participation does not have this effect on construction projects within Lamu County, which also confirms the need for a comprehensive consultation process with all stakeholders. The process also integrates collaboration, which is an effective way of reducing conflicts. Most importantly, the results indicate that public participation ensures communities are involved across all stages of implementation and that the beneficiaries become well-informed about the projects. This effect is not there within Lamu County since the findings show that there is a need for improvement in informing the beneficiaries and community engagement.

The public participation effect sheds light on the need to adapt the Chinese project implementation framework in Lamu. Notably, there is a top-down decision-making structure, which allows the public and all other stakeholders with an interest in construction projects, to participate in implementation (Enserink & Alberton, 2016). It is worth noting that success in implementation is attributable to decision-making, and when there is poor decision-making, it implies decision-making is limited to a few individuals (Zhao et al., 2017). This is the case in Lamu County since the findings show that there is poor consultation with various stakeholders, and the needs of all of them are not considered. Public participation is central to decision-making because it guarantees communities are involved in all phases of the implementation process as Ndegwa (2018) attests, and does not disregard the voices of the local people as established in research by Kaka (2018). In essence, public participation needs to increase in Lamu County with project management teams ensuring redesigning public participation structures and strategies to ensure as many stakeholders as possible are involved in decision-making. Furthermore, their needs should be considered and the process should not be elitist.

4.6.4 Lessons from the Findings Regarding Devolution Policies

Another factor with an impact on the implementation of construction projects is devolution policies. Despite being one of the main challenges the study focuses on, policies have been shown to have an impact on achieving stronger results when implementing construction projects within Lamu County. Specifically, 72.3% of participants indicated that devolution policies address funds and resource mismanagement among project officials, and another 21.8% indicated they regulate administration by ensuring the people involved in the project have adequate administrative capacity. 51.8% generally agreed that they eliminate favouritism by ensuring the elite in society do not put their interests first when implementing the projects. Kaka (2018) in research regarding local government decentralization and rural development highlights how important it is for community development committees (CDCs) to implement projects ensuring that there is inclusivity if the living standards of people are to improve. Ideally, policy-making serves to identify key bottlenecks and offer solutions, which ensure better results are attained when implementing construction projects.

As the findings illustrate, the policies impact implementation by bringing about equity and social justice since they ensure that the construction projects serve the local communities fairly. Moreover, the policies guarantee that the projects do not favour a few individual interests. The social justice and equity effect is further exemplified by other results, which show that devolution policies ensure there is a fair distribution of government wealth that the projects are meant to provide to the public once implemented. A critical issue is highlighted by the findings regarding fairness when implementing construction projects in the county. Notably, in ensuring social justice and equity, devolution policies are applied with reason. The effect here concerns people's considerations, which are reasonable and within the law when applied in the implementation process. Considerations, which are irrational and may violate the law, are not considered despite being put forward by some stakeholders or individuals from the local communities.

Based on previous research findings, the study confirms why the implementation of construction projects demands a robust design and delivery of policy initiatives. Hudson et al. (2019) on research about policy gaps and failure established that it is important to have a policy structure in place, which scrutinizes the feasibility of policy proposals. It is seconded by Ewang's (2019) research on public finance management, which revealed how consciousness is one of the key factors of application when implementing projects. Besides feasibility assessment, the policy support structure should integrate performance monitoring for tracking key policy priorities, problem-solving for identifying obstacles, and progress assessment for providing updated reports on implementation to all stakeholders (Hudson et al., 2019). At this juncture, issues such as favouritism of elites and unfair resource distribution are pin-pointed since they are obstacles to successful implementation. Most importantly, implementation support, which refers to the people factor linked alignment of the implementation process with set policies, is critical for success. Essentially, Lamu County is flourishing in terms of policy effectiveness towards the implementation of construction projects because there is equity, consciousness (reasonability), and no partiality.

4.6.5 The Blueprint

The findings demonstrated the four major factors, namely, devolution policies, public participation, project funding, and managerial involvement, were crucial in the implementation of construction projects in Lamu County. Therefore, all of them formed the basis for the management blueprint suitable for project implementation in Lamu County. The model incorporates standard practices regarding devolution policies, public participation, project funding, and managerial involvement. Notably, there has to be budgeting, financial management empowerment for those involved in implementation, and adoption of a financial model where cash generated becomes the repayment source under project funding. Additionally, there should be a feasibility and appropriateness assessment to determine funding and control mechanisms for funds used in project funding. Most importantly, there should be mechanisms to ensure there is clarity and focus on funds allocation, budgeting, and fundraising. On the other hand, public participation should integrate information sharing and consultation, legislative support, decentralization, a public participation design, and stakeholder participation. Additionally, there should be collaborative relationships between stakeholders and community involvement across all stages of the implementation process under public participation in the Blueprint.

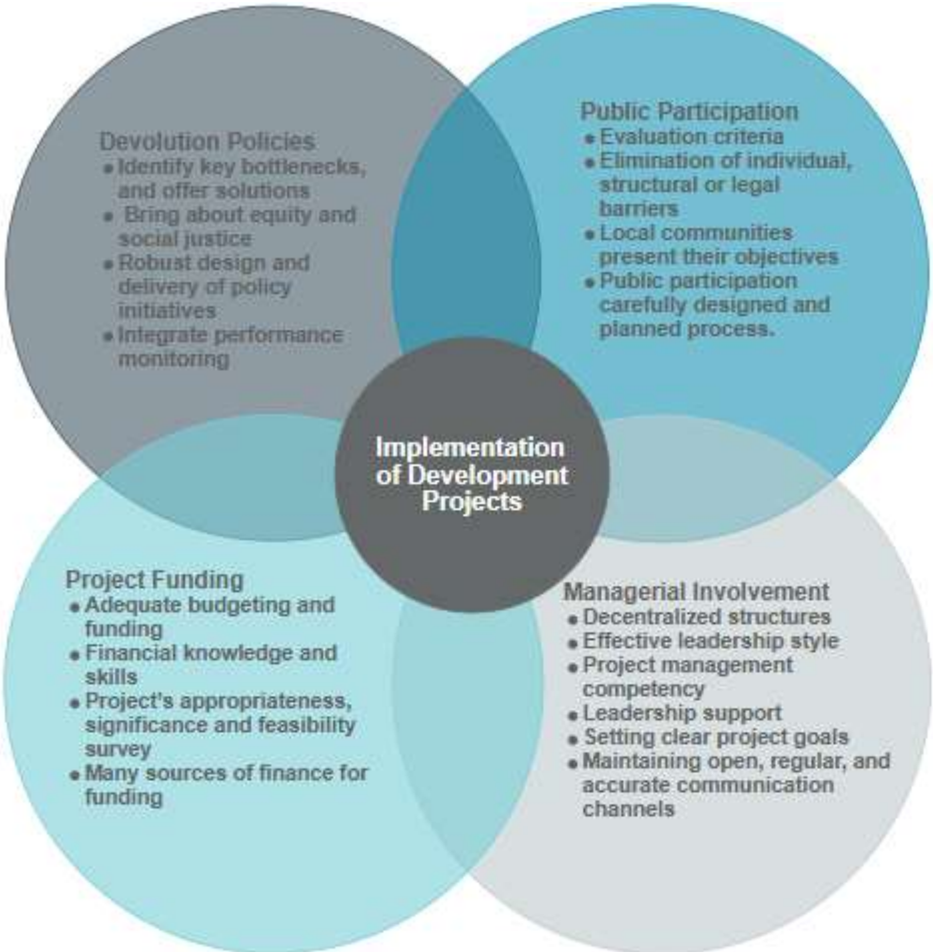

Figure 4.4: Blueprint for Overcoming Challenges Associated with the Implementation of Construction projects in Lamu County

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

In this chapter, there is a summary of the study, its conclusion and recommendations as well as suggestions for further studies into the research topic and related areas.

5.2 Summary of Findings

According to findings on current practices, it is evident that project funding plays a crucial role in the implementation of construction projects within Lamu County. This is substantiated from the findings, which indicate that there is adequate training of financial and project managers. However, there is minimal financial resource allocation, a lack of proper financial management, and minimal funding for construction projects. Further, funding of construction projects in the county incorporates adequate budgeting and the utilization of a financial framework whereby the cash a project generates becomes the repayment source. Most importantly, when determining projects to fund, it is a common practice to assess their feasibility and benefits.

The findings on practices also shed light on managerial involvement. Practices on managerial involvement show that collaboration between management is integrated during project implementation, effective communication, and prioritization of goals. However, the study found major inadequacies in managerial involvement since most of the participants indicated that project managers within the county still need to possess essential skills, knowledge, and emerging concepts. Moreover, managers still need to be able to identify and meet stakeholder needs, integrate knowledge exchange and trust in the management process, eliminate role ambiguities, and integrate proper decision-making structures.

Thirdly, the findings established public participation to be another important aspect in the implementation of construction projects in Lamu County. More precisely, the study findings reveal that they are not effective when tested against evaluation criteria. The reason is that there is unrestricted information provision and consultation. However, there is no legal support for public participation in the county, nor is there a carefully designed and planned process suitable for the county. Generally, there is a need for enhancement of public participation practices that involve the community by engaging them across all implementation phases and ensuring they are well-informed.

Lastly, the results indicate that devolution policies are a major factor with an effect on the implementation of construction projects in Lamu County. Findings have shown that the policies deal with external influence and partisanship. More precisely, they ensure project implementation factors for all stakeholders and not just the elites in society. Furthermore, the findings reveal that devolution policies in practice ensure that the voice of the local citizens is not excluded during the implementation of projects. Further, the policies ensure there is equity and justice among all citizens within the county, which is further enhanced by results confirming that they guarantee reasonable distribution of wealth. However, there is inadequate individual support and poor professionalism since the findings reveal that the policies are affected by poor administrative capacity. Therefore, successful project implementation cannot be realized.

5.3 Conclusions of the Study

The study was able to draw some key conclusions based on its findings from the study. Project funding is critical for the successful implementation of construction projects in Lamu County. The research highlights that insufficient financial resources often lead to project delays and failures in the county. The findings suggest that stakeholders must prioritize budgeting and secure funding sources to enhance project viability, as financial constraints were identified as a major barrier to effective implementation. While managerial engagement is essential, its impact on project implementation in Lamu County may not be as pronounced as expected. This suggests that while leadership is vital, other factors such as community engagement and resource allocation might play a more substantial role in determining project success. Therefore, enhancing managerial practices alone may not suffice; a holistic approach that includes stakeholder participation is necessary. The study also concludes that public participation is crucial for the successful execution of construction projects. The research reveals that projects with high levels of community involvement tend to achieve better outcomes. Engaging local communities not only fosters ownership but also ensures that projects align with the actual needs and preferences of the beneficiaries. This highlights the need for frameworks that facilitate effective public engagement in planning and decision-making processes. The study finds that devolution policies have a mixed impact on project implementation in Lamu County. While devolution aims to enhance local governance and resource allocation, the research indicates that it has not fully resolved issues related to project management and funding inefficiencies. This points to a need for refining devolution frameworks to ensure they effectively support development initiatives rather than complicate them further.

5.4 Recommendations of the Study

The study recommends the following regarding the implementation of construction projects in Lamu County:

To address the critical issue of funding, it is recommended that the Lamu County Government establish robust funding mechanisms. This could involve diversifying funding sources by seeking partnerships with international organizations, NGOs, and private-sector investors. Additionally, creating a dedicated fund for construction projects could ensure that financial resources are readily available and allocated efficiently. Regular audits and transparent financial reporting should be implemented to build trust among stakeholders and encourage further investment.

The study highlights the importance of public participation in project success. Therefore, it is recommended that the county government develop structured frameworks for community engagement throughout the project lifecycle. This includes conducting public consultations during the planning phase, involving community members in decision-making processes, and establishing feedback mechanisms to incorporate local insights and concerns. Training community leaders on participatory approaches can also empower them to facilitate these engagements effectively.

To improve project outcomes, it is essential to invest in capacity-building initiatives for project managers and staff within the county government. This could involve training programs focused on project management best practices, leadership skills, and stakeholder engagement strategies. By enhancing the skills and knowledge of those involved in project implementation, the county can improve efficiency, accountability, and overall project success rates.

Given the mixed impact of devolution policies identified in the study, it is recommended that the Lamu County Government review and refine its devolution strategies to better support construction projects. This includes clarifying roles and responsibilities among different levels of government, ensuring adequate resource allocation, and enhancing coordination between county departments. Engaging with stakeholders at all levels to gather feedback on devolution practices can lead to more effective governance structures that facilitate successful project implementation.

5.5 Contribution to Existing Knowledge

This study makes several contributions to the body of knowledge on development project implementation, particularly within the context of devolved governance in Kenya. The study contributes empirical evidence from Lamu County, a marginalized and strategically significant region. This fills a gap in Kenyan and African literature, where most studies focus on urban or centrally located counties. The findings highlight unique challenges—such as elite interests, bureaucratic barriers, and contested participation—that are underrepresented in existing research. The study also demonstrates the value of combining descriptive statistics, Relative Importance Index (RII), and thematic analysis in diagnosing project challenges. While regression modeling is common, this study justifies the use of descriptive tools for categorical and ordinal data, offering a methodological precedent for exploratory research in governance contexts. The findings inform policy by distinguishing between budgeting (planning) and funding (actual resources), clarifying how mismatches between the two undermine project success. The study also shows how demographic factors (education, age, position) shape perceptions of funding and managerial challenges, providing actionable insights for county governments and policymakers. Finally, the study contributes a management blueprint that integrates funding mechanisms, managerial oversight, participatory frameworks, and policy alignment. This blueprint is both academically grounded and practically oriented, bridging the gap between theory and practice in project implementation.

5.6Areas for Further Study

From the results of this research, it is suggested that the following be carried out in order to complement the findings of this study:

- A comparable study can be undertaken in other counties with regard to construction projects to allow generalization of the results.
- Another study may also be necessary to use regression analysis in establishing the relationship between the four identified factors and the implementation of construction projects in Lamu County
- Future studies can focus on the specific policies that can be formulated to make it easier for management to implement construction projects within various counties across the country.

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APPENDICES

Appendix I: Letter of Introduction

Samuel Mburu
P.O Box_____________
Jomo Kenyatta University of Agriculture and Technology
Nairobi
Dear Respondent,

I am a student at Jomo Kenyatta University of Agriculture and Technology working on a research that aims to assess the challenges facing implementation of construction projects in Lamu County, Kenya. You are an identified respondent and it would be greatly appreciated if you participate. Kindly assist me by responding to the questionnaire. All the details you submit shall be utilized for academic purpose and not disclosed to any other third party. I look forward to your response and appreciate your consideration to participate in the study. Thank you.

Yours faithfully,

____

Samuel Mburu

Appendix II: Informed Consent Form

Project Title: Assessment of Challenges Facing Implementation of Construction projects in Lamu County

Principal Researcher: Mburu Sam

Telephone: +254721991312

E-mail: sammymburu2000@gmail.com

Organization: Jomo Kenyatta University of Agriculture and Technology

Location of Study: Lamu County

Purpose of this Research Study: You are requested to respond to a research involving only 196 staff members, and 6 managers from each of the ministries in Lamu County Government. This research is designed to be conducted as part of a Master's program I am undertaking.

Signatures :

Participant Signature : ____

Date: ___________________

Appendix III: Questionnaire for County Ministry Staff Members

Dear Respondent,

I am a Masters student at the Jomo Kenyatta University of Agriculture and Technology in Nairobi, Kenya. I am currently undertaking a research which is one of the requirements for the award of the degree. My research topic is: ***Assessment of Challenges Facing Implementation of Construction projects in Lamu County***. Your contribution will be of great help to me and to this study. Kindly help by filling in the following questions to the best of your knowledge. The information provided will be treated with strict confidentiality, for the purpose intended.

Thank you for your cooperation.

Section I: Background Information

1. Gender

a) Male [ ]
b) Female [ ]

2. Age bracket

a) Below 30 yrs	[ ]	c) 41-50 years	[ ]
b) 31-40 years	[ ]	d) 51 years and above	[ ]

3. Education Level

a) University	[ ]	c) Secondary	[ ]
b) College	[ ]	d) Primary	[ ]

4. Specialization (specify) ___________________________

7. Working experience in the Ministry

a) 1 year and below	[ ]	c) 6-10 years	[ ]
b) 2-5 years	[ ]	d) 11 years and above	[ ]

Section II: Effect of Project Funding on Implementation of Construction projects

9. What are some of the potential challenges that could affect funding of construction projects in Lamu County?

(a) Inadequate financial resources [ ]

(b) Lack of financial managerial capacity [ ]

(c) Any Other (Specify)…………………………………………………………

10. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding the implementation of construction projects in Lamu County. *Key: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree*)

NO.	Factors	SA	A	UD	D	SD
a)	For construction projects to be fully implemented in Lamu County, they must be adequately budgeted for and funded.					
b)	For construction projects to be fully implemented in Lamu County there is need to empower and educate financial managers and other projects managers so that they are knowledgeable about finance.					
c)	For construction projects to be fully implemented in Lamu County there is a specified financing model in which the cash generated by the particular project becomes the primary source of repayment.					
d)	Difficulties in advanced credit markets, and shrinking financial sources are the only challenge facing projects implementation in Lamu County.					
e)	For construction projects to be fully implemented in Lamu County there is need to research projects for funding based on appropriateness, significance and feasibility.					
f)	For construction projects to be fully implemented in Lamu County there is need for improved funding by					

	encouraging the benefiting communities to pay their counterpart funds promptly.					
g)	For construction projects to be fully implemented in Lamu County, the management of the project should always make sure that, budgets systems, funds control, funds allocation and fundraising are clear					
h)	For construction projects to be fully implemented in Lamu County, funding decisions should include an assessment of value for money in order to maximise return on research investment					
i)	The major sources of financial resources that determine the successful implementation of construction projects in Lamu County come from loan financing.					
j)	For construction projects to be fully implemented in Lamu County, projects require more focus on budgeting, fund raising, funds allocation and funds control.					

11. What can be done to improve on funding for the implementation of construction projects in Lamu County?

    (a) Empowering local communities through financial knowledge [ ]
    (b) Increase sources of finance [ ]
    (c) Sensitization of the community on the importance of contribution [ ]
    (d) Any Other (Specify)………………………………………………………

Section III: Effect of Managerial Involvement on Implementation of Construction projects

12. Which of the following aspects of managerial involvement plays a vital role in the implementation of construction projects in Lamu County?

    (a) Project leadership [ ]

    (b) Cross-functional project teams [ ]

    (c) Project manager incentives [ ]

    (d) Any Other (Specify)………………………………………………………

13. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding the extent to which you think managerial involvement affects implementation of construction projects in Lamu County. (***Key****: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree*)To what

NO.	Factors	SA	A	UD	D	SD
a)	In terms of management, there are major shortcomings in the areas of decision-making, stakeholder management, and role ambiguity which affect implementation in Lamu County.					
b)	For construction projects to be fully implemented in Lamu County, there has to be expectations, knowledge exchange and imported trust within the management.					
c)	For construction projects to be fully implemented in Lamu County there has to be an improvement in the degree of collaboration within management.					
d)	For construction projects to be fully implemented in Lamu County management should set clear project goals to facilitate effective communication as the main predictors of successful project implementation.					
e)	For construction projects to be fully implemented in Lamu County it is important to have an office that facilitates communication in management					
f)	For construction projects to be fully implemented in Lamu County managers need to clearly focus and prioritize their goals for each project.					
g)	For construction projects to be fully implemented in Lamu County project managers need to adopt appropriate project team practices that will facilitate their goal achievement.					
h)	For construction projects to be fully implemented in Lamu County project managers must possess essential knowledge, skills, and new emerging concepts of leadership.					
i)	For construction projects to be fully implemented in Lamu County, management should have a work plan devised to achieve specific objectives within a specified period of time.					
j)	For construction projects to be fully implemented in Lamu County managers should identify the needs and expectations of the stakeholders.					

14. How would you rate managerial involvement in implementation of construction projects in your ministry?

a) Excellent	[ ]	c) Average	[ ]
b) Good	[ ]	d) Poor	[ ]

15. Which among the following is lacking in project management among the project managers in their capacity of managing the implementation of construction projects in Lamu County?

(a) Monitoring and evaluation to ensure objectives are achieved [ ]

(b) Regular evaluation reviews on key performance indicators [ ]

(c) Identifying the specific schedule [ ]

(d) Any Other (Specify)……………………………………………………………

Section IV: Effect of Public Participation on Implementation of Construction projects

16. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding extent to which public participation affects implementation of construction projects in Lamu County. ***Key****: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree*, *SD Strongly Disagree*)

NO.	Factors	SA	A	UD	D	SD
a)	For construction projects to be fully implemented in Lamu County, public participation process was not completely effective when tested against the evaluation criteria.					
b)	A low level of public participation, which is restricted to information provision and consultation, causes a major problem for construction projects to be fully implemented in Lamu County					
c)	A number of individual, structural and legislative barriers to effective participation have been identified in Lamu County that affect full implementation of construction projects in Lamu County					
d)	Lamu County Government is highly institutionalized in nature, which greatly influences the decisions for construction projects to be fully implemented in Lamu County					
e)	For construction projects to be fully implemented in Lamu County, there has to be effective public participation that requires a carefully designed and planned process suited to the specific context and conditions in Lamu County.					
f)	The authorities in Lamu County do not address the public's concerns in a proper manner for construction projects to be fully implemented in Lamu County					
g)	For construction projects to be fully implemented in Lamu County there should be focus on the type of stakeholder participation in rural construction projects.					
h)	Public participation influences project identification, project planning, project design, and project monitoring and evaluation for successful implementation of construction projects in Lamu County					
i)	For construction projects to be fully implemented in Lamu County there is need for promotion of mutual understanding through sustained collaborative relationships among the stakeholders.					
j)	For construction projects to be fully implemented in Lamu County the community must be involved in all stages of any public project to ensure that they meet objectives.					

17. How difficult is it for individuals from the local community to viably partake in the implementation of construction projects in Lamu County?

(a) Not at all [ ]

(b) Somewhat difficult [ ]

(c) Very difficult [ ]

(d) Impossible [ ]

18. What can be done to improve public participation in the implementation of construction projects in Lamu County?

(a) Involve local communities in all stages of project implementation [ ]
(b) Presenting project objectives to the target community [ ]
(c) Ensure beneficiaries are well informed about the project [ ]
(d) Any Other (Specify)……………………………………………………………

Section V: Effect of Devolution Policies on Implementation of Construction projects

19. Please rate the following as to how important the factor is to formulating devolution policies in Lamu County. (Please **CIRCLE** the appropriate number)

Least important $\longrightarrow$ Most important

Regional regulations	1	2	3	4	5	6	7
Economic Impact	1	2	3	4	5	6	7
Equality	1	2	3	4	5	6	7
Financial Implications	1	2	3	4	5	6	7

20. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding extent to which devolution policies affect implementation of construction projects in Lamu County. ***Key****: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree*)

NO.	Factors	SA	A	UD	D	SD

a)	Devolution policies protect personal and political interests of the elites in Lamu County which affects full implementation of construction projects.					
b)	Devolution policies exclude the voice of the local citizens in Lamu County which affects full implementation of construction projects.					
c)	Devolution policies bring about social justice and equity in the local communities served by construction projects in Lamu County.					
d)	Devolution policies promote reasonable distribution of government wealth through the provision of construction projects in Lamu County.					
e)	Devolution policies are affected by poor administrative capacity in Lamu County which affects full implementation of construction projects.					
f)	The implementation of construction projects in Lamu County is hindered by lack of professionalism in public sector management.					
g)	Devolution policies factor in all local stakeholders so that each stakeholder and not just the elites of the community for full implementation of construction projects in Lamu County.					
h)	Devolution policies address embezzlement of revenues in the implementation of construction projects in Lamu County.					
i)	The implementation of construction projects in Lamu County is hindered by the loss of programmes and regulations relating to entitlements and equality.					
j)	Devolution policies inclusivity in the implementation of construction projects in Lamu County.					

21. What are some of the challenges that devolution policies need to address as a matter of urgency in the implementation of construction projects in Lamu County?

(a) Poor administrative capacity [ ]

(b) Officials mismanaging funds and resources [ ]

(c) Representation of the minority [ ]

(d) Any Other (Specify)……………………………………………………………

Appendix IV: Interview for Key Informants

1. What is the effect of project funding on implementation of construction projects in Lamu County? (Probes: Sources of funding, funding challenges, community involvement in funding? (Explain)
2. What is the effect of managerial involvement on implementation of construction projects in Lamu County? (Probes: information provided to marginalized communities, role of development specialists, tallying of development needs to project implementation, coordination between local community, existing management models in Lamu County and their effectiveness, and construction project managers? Explain)
3. What is the effect of public participation on implementation of construction projects in Lamu County? (Probes: results of public participation, County Government support for public participation, knowledgeability of the community on development, rate of success of public participation? (Explain)
4. What is the effect of devolution policies on implementation of construction projects in Lamu County? (Probes: Purpose of devolution policies, challenges associated with devolution policies, political will? (Explain)