

**CRITICAL SUCCESS FACTORS INFLUENCING THE IMPLEMENTATION OF
PUBLIC PROJECTS IN KAJIADO COUNTY, KENYA**

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OCTOBER, 2023

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged

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ABSTRACT

Due to many circumstances, both within and outside counties' purview, public projects have been plagued by delays and failed execution. This has caused a significant loss of cash allocated to fund several of these public projects, causing them to stall. This study therefore assessed the crucial success factors impacting the implementation of public projects in Kenya's Kajiado County. Therefore, this was extrapolated from several factors that influence whether an implementation is effective. This study was guided by various specific objectives, such as examining how stakeholder participation influences the implementation of public projects in Kajiado County, investigating how competence of a project manager influences the implementation of public projects in Kajiado County, establishing how funding influences the implementation of public projects in Kajiado County, as well as establishing how monitoring and evaluation influences the implementation of public projects in Kajiado County. The administration of public projects in Kajiado County, among other stakeholders, found the study to be of major importance. The study used stakeholder theory, the change management iceberg theory, and the resource dependency theory in literature review. The study used a descriptive research design. The study's target population was the County chief officers and their directors in various departments responsible for delivering public projects. The study used census sampling as the sampling method. Using the research questionnaire allowed for the collection of data. Diagnostic test was carried out to test for normality, multicollinearity, and linearity tests. The research relationship between dependent and independent variables was determined using a regression model with the help of SPSS. The information about the data was presented in form of tables with means and standard deviation. The findings indicated stakeholder's participation has a negative and insignificant influence on implementation of public projects in Kajiado County. Competence of a project manager had a positive and significant effect on the implementation of public projects. Funding had a positive but insignificant influence on implementation of public projects in Kajiado County as well as monitoring and evaluation had a positive and significant influence on implementation of public projects in Kajiado County.

Keywords: implementation, stakeholder's participation, manager competence, funding, monitoring and evaluation.

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DEDICATION

I wish to dedicate this dissertation to my family who have supported me financially. I would also like to appreciate my friends and colleagues who have supported me emotionally and materially. May God abundantly increase them through His blessings.

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ACRONYMS AND ABBREVIATIONS

CSFs	:	Critical Success Factors
RDT	:	Resource Dependency Theory
M&E	:	Monitoring and evaluation
IMF	:	International Monetary Fund

OPERATIONAL DEFINITION OF TERMS

- Project Implementation** : This is the implementation an action plan after evaluation, decision-making, planning, and identifying necessary Funding (Muyanga, 2020).
- Stakeholder's participation** : This refers to establishment of links with outside organizations and people with a stake in a shared interest (Nzomo,2022).
- Manager competency** : This refers to a manager's ability to carry out specific activities and duties while meeting the required standard (Kaniaru,2019).
- Monitoring and Evaluation** : These refer to processes which are used to monitor project execution, allowing potential issues to be identified in good time and corrective action to be done to control project execution (Makumi, 2021).
- Project Funding** : The materials required for a project's full completion, from planning to delivery. Measures of project funding include contributions from locals and funding sources, including the government, cost-sharing, and donor (Munyua, 2018).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Different projects that are planned or undertaken by the county or national government are considered to be public projects. Projects are activities that are conducted within a set budget, time frame and the output is the achievement of project goals (Osore & Omwenga, 2022). A project's inputs typically include men, money, materials and plans, while the outputs may include activities, products, or services, according to (Stanitsas, Kirytopoulos & Leopoulos, 2021). Osore and Omwenga (2022) stated that governments in developing countries deliver public services to the public through constructions of projects. Management of public projects is essential for the project goals to be achieved. Lawal and Hammed (2023) defined project management as the critical instrument for planning, managing crises and handling project timelines. Proper project management is required for a productive successful completion of numerous initiatives and by focusing on the crucial success criteria, project management competencies can be strengthened.

Critical Success Factors (CSFs) refer to the list of essential variables that are required by an organization to accomplish its project objectives and goals (Lawal & Hammed, 2023). CSFs are the managerial aspects that require special and continuous attention in order to attain high performance. To ensure success in the future, a company's operational procedures must address critical areas such as CSFs. Singh and Sharma (2020) identified and categorized the six essential factors for successful project implementation in the construction industry. Several factors contribute to successful project implementation and these encompass both internal and external institutional elements. Singh and Sharma (2020) categorized these

components into six groups: project work, team work, leadership skills, stakeholder management, contract expertise and environmental factors. In a study conducted by Njue, Mulwa, Kyalo, and Mbugua (2021), found that there are several key factors that significantly impact the success of a project. These factors included the active involvement of stakeholders, the competency of the project manager, the availability of financial resources and the implementation of effective monitoring and evaluation processes.

According to Herath and Chong (2021) management competency is the manager's capability to run, control and moderate all essential activities of a project. Possessing sufficient skills enables the manager to achieve project objectives and goals while overcoming budget, schedules and standards hurdles. According to Moradi, Kähkönen and Aaltonen (2020) managers should possess key and supportive competencies in management of projects. Key project manager competences include teamwork, language mastery, stress management, leadership, managing order, building networks, being versatile, understanding, achieving goals and practicing inclusivity at work place. While supportive management competences entail being emotionally available, possessing great communication skills, creativity, motivating employees and being astute. Through these skills managers are equipped to develop training programs and system checks tailored to each project using appropriate plans and policies (Herath and Chong, 2021). The primary objectives of a project manager include boosting team morale, fostering strong working relationships and instilling enthusiasm in everyone to collectively strive towards achieving the project's ultimate goal of completion.

Monitoring and evaluation empower projects managers to control project finances and activities to facilitate sustainable developmental impact of the projects in the long run (Ndomba, 2022). Mutheu and Perris (2021) pointed out that hiring skilled employee in monitoring and evaluation, conducting workshops, having a budget for monitoring and

evaluation and implementation of monitoring and evaluation equipment increased project performance. Once a project has been established and is thriving, the frequency of monitoring can be reduced. According to Mwaura and Kiprono (2022) stakeholder's involvement in monitoring and evaluation in Kajiado West Sub County positively influenced development projects in the area.

Osore and Omwenga (2022) discovered that short and long term financial goals are crucial in implementation of public construction projects. The project managers should have strategies of ensuring adequate allocation of resources to all stages of a project, have internal control mechanisms to identify anomalies, irregularities and ensure that no funds are misappropriated. According to Nani, Kuoribo, Gbiengu, Abdulai and Ohene (2022) developing countries have numerous abandoned public projects which have been attributed to inadequate allocation of finances to projects by the governments. This is mostly attributed by political influence and change of governments that have different agenda to advance with regard to public projects Nani et. al (2022).

In Global context, Langrafe, Barakat, Stocker, and Boaventura (2020), project managers and designers in the United States have incorporated systematic approaches that involve stakeholders in decision-making throughout the project implementation process. African governments have also taken steps to establish appropriate laws and regulations on public engagement to enhance stakeholders' ability to support project sustainability. For example, public organizations have adopted structured cross-sectoral and multi-stakeholder approaches to include local communities, governments, donors, third-party organizations, and international participants in sustainable decision-making process (Göll, Uhl, & Zwiers, 2019). The majority of projects globally tend to fall short of their goals while remaining within their budget and timeline. Recent data from the United Kingdom indicated that the main causes of project delays in the construction industry in 2022 as compared to 2016 were poor planning,

failure to schedule project activities, shortage of human capital, materials and lack of information (Burn, 2023). According to the study, poor planning and failure to schedule project activities were ranked the main causes of project delays by 34.1% respondents in 2022 and 36.1% in 2016. Shortage of human and material capital were ranked the main and second cause of project delays at 20% and 18% of the respondents respectively in 2022 while in 2016 only 5% of the respondents agreed it the was cause for delay.

Lack of information was ranked the main cause of lack of project implementation by 34% of the respondents in 2016 and 16% of the respondents in 2022 (Burn, 2023). In Saudi Arabia, implementation of projects was affected by the stakeholders' delay in making decisions which was attributed to: lack of skilled expertise, lack of documents, poor management and lack of communication (Kharo, Shaikh, Sultan & Kharo, 2023). The study established that decision making process should be enhanced at early stages of project implementation to avoid high risks, cost overruns, time overruns and poor project quality that are caused by project delays. Abeysinghe and Jayathilaka (2022) highlighted that construction projects in Sri Lanka were plagued by delays which were caused by a range of factors. These included lack of skilled contractors, shortage of workers, financial challenges, delay in delivery of construction materials, Covid -19 pandemic, lack of project planning, fluctuation of construction materials, lack of monitoring and evaluation processes, lack of construction machines and delay in obtaining government permits.

In regional context, Seman, Ahmed, Ahmed and Haso (2023) established that project delays in Ethiopia were caused by project proprietors, contractors, experts and external factors. The main actions by project proprietors that caused project delays included lack of decision-making process, lack of communication, delay in making payments and making changes to constructions details. Contractors contributed to project delays through lack of

project planning, poor site management and supervision, financial challenges, poor communication between stakeholders and failure to take responsibility. The study established that experts contributed to delay of projects by not conducting feasibility studies, delay in approving work documents and scope of work, poor communication and lack of monitoring the projects. External determinants were attributed to geographical challenges, lack of utilities, lack of approvals by third parties and inflation.

In Local context, the occurrence of delayed or unfinished projects is common in Kenya. In 2020, the International Monetary Fund released a report that 500 government projects had stalled in various stages in Kenya (Mwaniki, 2020). IMF attributed court cases, failure to allocate sufficient funds to projects and non -payments of contractors as causes for delay in completion of public projects. Muriiki and Mungai (2022) discovered that stakeholder's input in project monitoring and evaluation process was essential in project implementation in Wajir County while change in political leadership contributed to stalling of projects due to lack of follow up. Oeri and Nyaberi (2020) established that availabilities of resources, project manager competence and project evaluation positively influenced completion of public projects in Trans Nzoia County.

Shani (2019) aimed to evaluate how much of the PPP had been put into practice in Kajiado County. The study found that the tasks and actions carried out were in line with pre-established regulations. The researchers discovered that a significant percentage of program implementers had undergone training before the start of the project. The study also established that stakeholder responsibilities in the Njaa Marufuku Kenya intervention's strategy implementation process were well-defined and it led to a smooth and coordinated implementation process. The research was conducted in the Kajiado West sub-county in Kenya.

The analysis conducted by (Mwaura & Kiprono, 2022) in Kajiado West sub-county of Kenya in the year 2022 focused on the effect of community participation in economic development projects. The study revealed a positive and significant correlation between community involvement in various stages of project development, such as design, implementation, monitoring, coordination and the success of economic development initiatives. The current study analyzed essential elements that determined the accomplishment of government projects in Kajiado County, Kenya. Critically, the study evaluated the influence of stakeholder participation, project management skills, funding, monitoring and evaluation, and project implementation on public projects in Kajiado County.

1.2 Statement of the Problem

Many public projects in Kenya often encounter delay during implementation which result incomplete work. This is affirmed by the fact that there are many stalled public projects that are initiated by government, and mostly county governments, especially in construction industry and the stalling is attributed to budget limitations that are mostly accustomed by insufficient funding (Maina, 2020). This was catalyzed by the fact that in Kenya's perspective (GoK 2022), many projects were not completed on time due to financial challenges, COVID 19 pandemic restrictions, court cases, stakeholders' environment concerns, lack of skilled personnel, delay in stakeholders' decision making process, lack of coordination between stakeholders, lack of knowledge for complex projects, lack of proper equipment, high cost of equipment maintenance, lack of documents and inadequate infrastructure. This was based on the different public projects that were set for the year 2021/2022 that stalled (GoK, 2022). This therefore necessitated the need to carry out a comprehensive study on critical success factors influencing the implementation of public projects in Kajiado County, Kenya.

In context, different scholars and researchers have previously evaluated different concepts pertaining to public projects in different areas of their studies. For instance, Mwaniki (2020) highlighted that in 2020, the IMF reported that more than 500 public projects had stalled before completion due to budgetary constraints. There was need for a study to be conducted to establish why public projects are not successfully being implemented. Mburu (2023) researched on the number and cost on incomplete public projects in Kenya. There was scanty evidence on how many projects were incomplete and the cost which was accustomed to their incompleteness. In their study on the failure of Kajiado County's hay project plan, (Kimaru, et, al.2021) cited the challenges facing the farmers were lack of adequate funding, few technical staff, insufficient implementation plans, commercial and pastoralist farmers' different needs.

The study corresponded to that of GoK (2022) based on why the Kajiado County's flagship projects were not implemented as anticipated by the development plan whereby it was indicated that inadequate resources and failure by the community to hold government officials accountable contributed to delay in implementation of public projects. Onyango (2021) researched on how cost management affected the execution of construction projects in Elgeyo Marakwet County to give management recommendations. Similarly, Makumi (2021) examined vital success elements and the implementation of development programs in Laikipia County, Kenya. On their part, Oeri and Nyaberi (2020) conducted a study that evaluated factors that contributed to completion of public projects in Trans Nzoia County. In their studies they concentrated on availabilities of resources, project manager competence and project evaluation factors without indicating whether they contributed to successful completion the project or not.

These studies exposed a knowledge and research gap which necessitated the need to carry out this research on critical success factors influencing the implementation of public projects in Kajiado County, Kenya. This was based on the fact that, the past studies concentrated on specifications and the components associated with the public project unsuccessful implementation which the study sort to evaluate them in depth. This was attributed by the County commencing numerous public projects in past which were yet to be completed or implemented. The study sort to establish how stakeholder participation, competence of a project manager, funding and monitoring and evaluation influence the implementation of public projects in Kajiado County.

1.3 General Objective

The main objective was to investigate the critical success factors influencing the implementation of public projects in Kajiado County, Kenya.

1.3.1 Specific objectives

- i. To examine how stakeholder participation influences the implementation of public projects in Kajiado County.
- ii. To investigate how competence of a project manager influences the implementation of public projects in Kajiado County.
- iii. To establish how funding influences the implementation of public projects in Kajiado County.
- iv. To determine how monitoring and evaluation influences the implementation of public projects in Kajiado County.

1.4 Research Questions

The study was guided by the following research questions;

- i. How does stakeholder participation influence the implementation of public projects in Kajiado County?
- ii. To what extent does competence of a project manager influence the implementation of public projects in Kajiado County?
- iii. In what ways does funding influence implementation of public projects in Kajiado County?
- iv. What is the influence of monitoring and evaluation on the implementation of public projects in Kajiado County?

1.5 Significance of the study

The results of the study would be of great significance to different stakeholders as discussed below:

1.5.1 The county governments

The finding of the study can be of great significance to the county governments. Through its comprehensiveness, it can help the project overseers in the county level to understand the critical components they need to be careful of. It can also help them to understand why some of the county government projects, to some extent, are not comprehensively and successfully completed thereby finding alternative ways to ensure their implementation.

1.5.2 Policymakers

The results of the study can be critical to the policy makers when coming up with county government policies. They can consider the participants involved in development of different projects and countercheck to help solve some of the problems that are associated with county government projects. The policy makers can ensure the policies made a flexible to accommodate successful implementation of projects.

1.5.3 Future researchers and Academicians

The findings of the study can be a key foundation to future researchers and academicians who may need more information about factors which lead to successful implementation of public projects in different governmental sectors in Kenya. The findings can therefore help them to use the study as their reference material in gathering critical information which they can use in their future research.

1.6 Scope of the study

The study focused on critical success factors that influence the implementation of public projects in Kajiado County, Kenya. The factors discussed were stakeholders' participation, competence of a project manager, funding aspect as well as monitoring and evaluation of the projects that lead to their successful implementation. The choice of the research variables would be influenced by the literature review. The study engaged county officials as respondents and they responded to different queries concerning the successful implementation of the public projects in Kajiado County. The study was carried out within the jurisdiction of Kajiado County. The period of the study was from May 2023 until October 2023

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the study considered literature materials that have already been documented concerning the study. The chapter covered theoretical review, empirical review, gaps exposed and conceptual framework. This was based on the analysis of critical success factors influencing the implementation of public projects in Kajiado County, Kenya.

2.2 Theoretical Literature Review

This section was guided by well-articulated theories concerning the study variables and their significance to the study. The theories include Stakeholder Theory, The Change Management Iceberg Theory, and Resource Dependency Theory.

2.2.1 Stakeholders theory

This theory was developed by Freeman in 1984, which stipulated that it is important to consider stakeholders' viewpoints while trying to enhance an organization's performance. This theory focuses on the organization's management by considering the different groups of people and entities, including, among others, employees, the government, suppliers, local communities, and creditors, who are impacted by the organization's activities and influence those activities. The project management sector also embraces stakeholder management and participation.

According to Aarseth (2019), a project's stakeholders are essential for its success for four reasons. Stakeholders must first contribute to the project with both financial and non-financial resources. Second, the project's stakeholders also provide a benchmark for determining success. Third, the stakeholder's rejection of the initiative could expose it to

dangers and harm its outcomes. Fourth, the project's impact on the stakeholders could be favorable or unfavorable. According to Eskerod (2021), conducting stakeholder analysis is essential for the project team to increase the possibility that opportunities and challenges will be identified beforehand and provide the team with the time to prepare for and respond to any conceivable scenario. Stakeholders from both inside and outside the organization are considered.

Various scholars have accepted the stakeholder theory. According to Bourne (2019), poor stakeholder perceptions and a difficult working relationship with the project team may contribute to project implementation failure. A stakeholder analysis is carried out to understand how stakeholders feel about the project, frequently completed by stakeholder management. However, the theory has its critics who argue that it is problematic because it is impossible to please all stakeholders at all levels, making it difficult to balance the interests of different stakeholders against one another.

According to Freeman (2010), the stakeholder theory is a management philosophy that encourages managers to act swiftly and submissively to advance the stakeholders' interests. Thus, Stakeholder management was developed to control expectations while building productive relationships. Identification of your stakeholders, who could be internal or external, is the first step in the stakeholder management process. The second phase in stakeholder management is prioritizing your stakeholders according to their amount of influence, power and making sure they are all understood. Thirdly, to control the stakeholders and develop an effective strategic plan. A power/interest matrix for stakeholders was developed in the context of projects and concluded that stakeholder power, interest, legitimacy, urgency, proximity, and relationship network impact project success (Landin, 2021).

Therefore, as it may be used to assess stakeholders, classify them according to their levels of power and urgency, and manage them, the stakeholder theory is essential to the study as it will help to understand how important stakeholders are in ensuring the successful completion of a project and in this case when they actively participate in overseeing the way public projects are being undertaken, they always keep the developers on toes to ensure they are being undertaken within the stipulated measures.

2.2.2 The Change Management Iceberg theory

Wilfried Krüger proposed the Change Management Iceberg hypothesis in 1996. This theory is also called the implementation management model. It states that management should be able to detect unforeseen challenges when implementing change. Therefore, the concept's main focus is handling internal resistance to change in organizations like Kenya's decentralized administrations. According to the notion, implementing change is similar to building an iceberg. A sizable piece beneath the water is hidden from view, and a small portion above the water is visible. According to Krüger (1996), most change managers are focused on resolving the time and cost difficulties that are just the tip of the iceberg. Stronger obstructions, though, can be found below the water's surface that equally affect the planning and implementation of change.

Robert (2019) elaborates on two additional significant dimensions in the Change Management Theory, which include management views, organizational politics, the power factor, and organizational beliefs, in addition to the dimensions at the tip of the iceberg. This argument focused on the individuals involved in the change process and their level of acceptance or rejection of it. By understanding a phenomenon still being studied by academics that may lead to project failures, organizations like the County government of Kajiado can apply Krüger 's theory to implement their projects better (Ghorban, 2022). The

Change Management Theory provides key ideas that can be applied while seeking to overcome challenges brought on by issues, perceptions, beliefs, power, and politics. According to Krüger (1996), the change type and approach influence the implementation management strategy. Changes within a corporation may affect matters that are more fundamental than the surface, affecting values and mindsets. Therefore, strategies can either be revolutionary and dramatic or progressive depending on the business process reengineering and incremental change encouraged by the Kaizen Strategy Model that it strongly emphasizes management and project execution skills; the theory is pertinent to the study. According to the idea, these traits encourage management to commit to positive change and recognize the need for improved management to achieve such achievement. Kajiado County can successfully carry out development projects by addressing the barriers to change. The Change Management Iceberg theory gives the impression that it bases project implementation on two dimensions, management and organization, which aids in identifying the most crucial elements of management and organization suitable for directing the County Government of Kajiado's implementation of development projects.

This theory was critical to the study as it helped understand how change management is critical in an organization. It implied that when the managers are competent enough, they induce changes where necessary in implementing government projects. Through their competencies, they would be able to monitor and evaluate those projects critically, ensuring they are adequately supervised and successfully implemented.

2.2.3 Resource dependency theory

The Resource Dependency Theory (RDT), was created in the 1970s by Jeffrey Pfeffer and Gerald Salancik, focused on external resources that directly impact the operations or behavior of any particular organization. The foundation of RDT is the idea that organizations

depend on resources from the environment in which they operate, which, to a greater extent, include other entities that work concurrently. Therefore, project management entities will seek other organizations' resources to achieve established goals (Waithira, 2021). In essence, the organizations or entities require resources which are held by another organization. For example, the county government depends on the national government to develop their projects, and therefore, they depend on external financing for them to be successfully implemented.

Resources are the basis of power, and according to Mensas and Casadevall (2019), even organizations or entities that are legally independent can be dependent on one another. According to a critical examination of the Resource Dependence Theory, the claim of dependence on the theory exposes its flaws (Kimata, 2021). Given the shifting dynamics of such uncertainties, it is wise to lean toward theories examining and outlining the uncertainties in the financial world. Recent studies show that the RDT hugely impacts non-profit organizations and that its increased commercialization results from resource dependence. According to Hillman, Withers, and Collins (2009), organizations are essential to project success and sustainability. Establishing sustainable projects is necessary to outline the conceptual component of supporting resources.

In order to highlight the successful implementation of public projects in Kajiado County, this theory will thus be supported by the stakeholder theory to provide the necessary talent and competence, funding programs that directly address the condition of public projects that span both financial and human aspects. To achieve project success and sustained development, it is necessary to seek external funding for the projects to be successfully implemented. Seppey et al. (2017) add that management, monitoring, evaluation, funding, and socio economic factors significantly impact how successful public projects can be

implemented. Thus, the theoretical framework highlights how numerous traits are interdependent concerning a public project's viability, and implementation is influenced by external factors such as national government funding.

2.3 Empirical review

2.3.1 The effect of stakeholder participation on the implementation of public projects

The study on effect of stakeholder participation and performance of the Ngara park road housing project in Nairobi City County, Kenya by (Kipkoech & Gachengo,2022) aimed to determine how the Ngara Park project's performance was impacted by stakeholders' participation in project identification, implementation, planning, monitoring, and evaluation. This study discovered that stakeholder participation, which takes time and improves project performance, is necessary for effective cost and resource planning. This coincided with (Omondi & Kinoti,2020) who examined how the participation of stakeholders impacted the accomplishment of road development projects in Kilifi County. Through the use of SPSS as a tool and descriptive statistics for analysis from both quantitative and qualitative primary data, the study discovered, that stakeholders' participation significantly impacted project identification, project planning, project implementation, and project monitoring. However, the study did not indicate how stakeholder participation led to successfully implementation of public projects.

Study by Yolanda (2020) on how public engagement in project life cycle management impacted Kenya's implementation of rail infrastructure projects. The study used specific variables such as public participation in project planning, monitoring, and execution. A descriptive research design was employed in the study whereby a total of 144 members were targeted. The study findings revealed that involving the public at the beginning of a project

aids in identifying project stakeholders. Brenda (2021) used primary data to her study on effect of stakeholder participation in project sustainability in Karamoja. The study found out that stakeholder participation in project identification, planning, implementation, monitoring, and assessment had a favorable and statistically significant impact on sustainability. That study however dealt with sustainability and implementation of different project whereby this study analysed the effect of stakeholders' participation and not the public participation specifically on successful implementation of public projects in Kajiado County-Kenya.

Research by Heravi,et, al. (2019) sought to quantify stakeholder input into developing construction projects in Saudi Arabia. The study concluded that because stakeholders frequently supply the necessary resources and have the power to regulate network connections and resource flows, they should be incorporated into project design. The was based on the study using descriptive statistics and an exploratory research style. The analysis showed that the construction or project manager's owner/developer were heavily involved in the project planning stage, and the projects were effectively completed. Since contractor involvement was significantly lower than that of other stakeholders throughout the planning stage, the report advocated boosting or encouraging it.

The study coincided with that of (Mugabo & Mulyungi's, 2019) on impact of stakeholder's involvement on project success in Rwanda which used primary data as the data collection instrument and found out that there was a substantial positive connection between stakeholder involvement in a project's execution and success. In their studies, they have scantily exposted on which kind of projects these stakeholders were participating in, this study specific examined public project implementation in Kajiado County.

According to KIPPRA's Democratic Governance Support Programme (DGSP) (Malala et al., 2020), inadequate acknowledgment of community members' and fund

managers' tasks and obligations in fund governance has resulted in poor performance and, in some cases, total failure of funds. CDF initiatives will be prioritized more in fields where the average education is higher (Brownley, 2022). There should be instructions on how to use the different forms and other paperwork. If participants know the protocols and their justifications, they are far more likely to be open and helpful (Das & Ngacho, 2021). To improve the implementation of CDF projects, there is an urgent need for considerable training of Constituency Development Fund Committees and Project Management Committees in project preparation and management (Jawuor, 2018). However, these studies did not show how participation of stakeholders is critical in successful or unsuccessful implementation of public projects which relationship this study critically examined.

A detailed understanding of the various roles of the various stakeholders, such as communities, non-governmental organizations, and private health providers, as well as the relationships among each of these actors, is essential to the implementation of PHC in Kenya, according to Chacha and Sitienei's (2020) study on the roles and relationships of stakeholders in the implementation of public health policies in Kenya. Regarding the implementation of their healthcare initiatives, Kenyan county governments have encountered several challenges in their relationship with the national government, including a lack of commitment to the timely and sufficient disbursement of funds.

In a study on stakeholder perceptions of current practices and challenges in setting priorities for non-communicable disease (NCD) control in Kenya, Wanjau, Kivuti-Bitok, Aminde, and Veerman (2021) confirmed that development aid partners' priorities urgently need to be aligned with the specific priority areas of NCD control. This conclusion was supported by the observation that donors frequently choose the priorities for their activities. Participation from stakeholders is essential to project management. Kenya's health sector

spent KES 13 billion on health-related projects in 2018–2019, which accounted for 17% of all project spending and represented an increase of 10.8% from the 2017–2018 fiscal year. With KES 2.65 billion, AMREF Health Africa was the fifth-largest recipient of financing for health projects among Kenyan NGOs, while the health sector was the third most popular for newly formed NGOs (13%). In 2017, KES 394.68 billion (US\$3.98 billion) was spent on healthcare, according to Fitch Solutions (Medic East Africa, 2019). The private sector accounted for as much as 61% of the US\$80 per capita spent on healthcare. In general, many people still cannot afford healthcare, partly because of the inadequate infrastructure in rural areas. Approximately 4.8% of the nation's GDP was spent on healthcare in 2017, a percentage that has been steadily declining from over 5.7% in 2014 to 4.8% in 2017.

2.3.2 Competence of a project manager influences the implementation of public projects

Various project situations should prioritize senior management support through leadership and direction (Njiru, 2018). That study affirmed what a successful project implementation required. The construction of a project management office, the creation of procedures spanning the project initiation stage to quality management support, including personnel and local training, and similar tasks require the backing of top management. This confirmed the study of Muhammad (2018) who looked into how project management knowledge affected the success of significant engineering projects in Pakistan. The study used primary data which were guided by objective such as management abilities of project managers contributed to the accomplishment of significant engineering projects in the public sector. The study findings revealed that project success is significantly influenced by a person's ability in leadership, communication, management, ethics, and honesty. These studies focused on leadership in engineering project management and construction projects which were specific projects which are distinct from this study which analyzed how project

managers influenced the successful implementation of public projects specifically in Kajiado County.

Onyali (2020) studied the link between successful project management and project outcomes. The author investigated how factors like respect, understanding, communication, resources, and abilities could affect a project's performance in the construction industry. When the data was evaluated using multiple linear regression with descriptive research design, it was found out that the study factors such as management competency positively impacted the project's success and were positively connected. The study differed to that of (Irfan, et al ,2021) who found out that there was a significant positive relationship on successful implementation of public projects through effective planning and competency. This was based from their study on how public sector projects were enhanced through competencies of a project manager through their role in project planning. These studies expositied a research gap as they dealt with unknown areas which findings were based on management competency contrary to this study which evaluated the competency of a project manager on implementation of public projects in Kajiado County-Kenya

In the construction industry in the Mombasa region, Kaniaru (2019) researched the variables influencing project performance. The study examined the effects of variables on project performance, including project duration, customer involvement during construction, and project management skill. The research study had a simple descriptive survey design. Both questionnaires and interviews were used to collect data. The study found that project manager's abilities and other talents affected how effectively the project functioned in the construction industry. The study did not consider other elements that may impact the success of construction projects, such as planning, M&E, and FMP. Since public projects are

administered differently, the study concentrated on privately managed projects. This study focused on public projects in Kajiado County instead of construction projects.

Karoki (2020) researched on how fire safety preparations affected the effectiveness of fire safety programs in Nairobi County's secondary public schools. One of the study's objectives was to determine how the management team, M&E, and resource mobilization impacted the success of the fire safety projects. The study's technique was descriptive research, and semi-structured questionnaires were used to collect the data. According to the study's findings, the management team must be committed to resolving the fire safety programs' problems. The study concentrated on specific project that is Nairobi County secondary public schools while this study concentrated on Kajiado county and the competency of management as the key area under this variable.

Similarly, Karanja (2018) noted that an effective project manager should be able to complete tasks and have the essential skills. This was coupled by the fact that the project management team requires knowledge of organizational, communication, leadership, and feedback systems in addition to a system for keeping track of the work of the subcontractors. The study however did not expatiate on which kind of projects and what the study was all about apart from giving conclusions however this study examined the effect of competence of the project manager on successful implementation of public projects in Kajiado County.

2.3.3 Funding influences the implementation of public projects.

Onyango (2021) researched how cost management affected the execution of construction projects in Elgeyo Marakwet County to give management recommendations. The study's main goal was to determine how cost management affected how building projects were carried out in Elgeyo Marakwet County. The particular goals were to determine how technical failures, financial difficulties, and the costs of regulatory standards impacted the

execution of construction projects in Elgeyo Marakwet County. The study found out that the risks associated with technological uncertainty, project funding, and regulatory policies were statistically significant at various confidence levels. The study agreed with that of Muchiri (2019) who found out that public-private partnerships, debt financing, donor funding, and direct government funding positively affect the success of infrastructure projects conducted. This was based on his study on effect of financing alternatives on the execution of public infrastructure projects in Trans Nzoia County, Kenya. These studies concentrated on Elgeyo Marakwet and Trans-Nzoia Counties whereby this study was based on public projects in Kajiado County.

Study by Nzomo (2022) looked into the connection between project planning and the long-term viability of water projects in Machakos County, Kenya. The study's specific goals included determining the degree of stakeholder involvement, the impact of technology selection, the amount of project funding, and the water committee members' management abilities on the sustainability of water projects in Kenya's Machakos County. The study findings revealed that financial resources like fundraising, donor funding, CDF money, and careful budgeting helped make water projects more sustainable. This agreed with the findings of Mugo (2021) found that project manager competency, project planning, project financing, and top management support have a positive and significant impact on the implementation of mobile banking projects in his study on the impact of project management practices on the implementation of such projects by selected commercial banks in Nairobi County, Kenya. These studies however considered basically specific projects such as water projects and banking projects in Nairobi and Machakos Counties and this study was based on public projects in Kajiado County through funding influence towards their implementation.

According to Kirima et al. (2024), project identification is crucial to any project program. A well-executed project identification phase, according to Berssaneti and Carvalho (2022), includes a thorough specification of the user needs for the intended facility and connects the requirements to the resources, technology, and inherent hazards. Therefore, the decision to do a feasibility study should be made at the conclusion of the project identification phase. According to Cruz, Sastoque, and Otegi (2020), the first step of the project cycle, identification, is a critical step that results in the first screening of projects. The following steps are typically involved in project identification, according to Love, Mistry, and Davis (2021): Identify the project concept (along with alternative plans) that will best serve to accomplish the nation's development goals; evaluate the project's urgency or priority in relation to the nation's economic and social development plan and sector investment. Program: provide an initial evaluation of the project's viability and its effects on the nation, its particular region, or industry; and estimate the project's approximate cost (together with the cost of alternatives) based on the conceptual design. Using examples from Pakistan, Makhdumi and Taha-El-Baba (2022) examined project identification techniques in large-scale building projects in poor nations. Three case studies that included interviews with project managers of the corresponding major construction projects served as the foundation for the case study inquiry technique used in the research.

Munyua (2018) found a good amount of funding available for project implementation in the school's monitoring and evaluation. This was through implementation of infrastructural school development projects, which BOM primarily carried out. The study also found a good level of stakeholder participation in his study on the influence of the chosen factors in implementing infrastructural development projects in the Meru central sub-country public secondary schools. This was the result of primary and secondary data. Questionnaires were the primary means of collecting data. On the other hand, Nabila (2020) claims that the

passive level of community members' participation has hindered the viability of community-based efforts for health programs in Jinja, Uganda. In fact, only the leaders and a small percentage of community stakeholders were persuaded to take part in the community health initiatives, despite the local government officials' best attempts at mobilization and sensitization. This study analyzed the influence of funding on implementation of public projects in Kajiado County.

2.3.4: Monitoring and evaluation influence the implementation of public projects

Yusuf et al. (2020) through their study on Influence of Monitoring and Evaluation on Performance of Constituency Development Fund Projects in Kajiado East Sub County, Kenya found out that the success of public projects depended on the quality of M&E training, there was a significant correlation between training and monitoring and evaluation performance, between monitoring and evaluation time and output, and between the capability of the monitoring and evaluation team. For the project to be successful, governments must still carry it out, but all projects call for monitoring and evaluation. This similarly was confirmed through the findings of (Ndagi et al.,2018) in their study on effect of monitoring and evaluation effectiveness implementation of agricultural food crop operations sustainability in Kenya who found out that the major stakeholders must cooperate, and M&E planning must be incorporated into the projects. This study did not effectively analyze on how monitoring and evaluation influenced the performance of public project implementation and therefore the need to carry out this study in Kajiado specifically.

According to Joe and Nay (2020) study, project monitoring is used to collect and evaluate project data, inform the project implementation process, and feed back into the project's effective management. Although there are numerous perspectives and interpretations of the function of project monitoring and evaluation, proponents contend that the procedure is

essential to the accomplishment of projects because it marks a significant point in the project life cycle. Further research revealed that the data and reports from the M&E process were crucial for identifying projects and programs, supporting institutional learning, and providing project feedback. As a result, M&E is crucial to finishing construction projects and offers valuable information to support project execution and success. The study concentrated at construction projects through execution while this study was based on public projects in Kajiado County governed by monitoring and evaluation as key variable.

Phiri (2021) examined how monitoring and assessment were beneficial. This was based on analyzing how effectively the two initiatives selected to be a part of African Virtual University (AVU) performed, according to the outcomes of those processes. Phiri (2021) asserted that M&E was essential to these initiatives' success but that their potential benefits could only be attained through careful and methodical implementation. When institutions take on projects, the monitoring and evaluation tasks must be handled by a specific unit within the organization rather than as a temporary assignment for the many projects taken on. The study was carried on African Virtual University which exposed a research gap that needed to be analyzed in this study which evaluated the effect of monitoring and evaluation of public projects in Kajiado with consideration of monitoring and evaluation which did not confirm to the findings.

Gilbert (2021) found out that the use of technology, monitoring and reviewing projects, including stakeholders, and raising money all benefitted how donor-funded initiatives were undertaken. This was through the study on critical success criteria for implementing donor-funded projects in Tharaka Nithi County. These findings correlated to those of Humphrey (2021) who found out that monitoring and evaluation system's cost and version had significant relationship on project success. This was from the study on

investigating the relationship between project success and monitoring and evaluation methods used by non-governmental organizations. Those studies support this study on monitoring and evaluation effect though this study was specifically examined public projects in Kajiado County.

Makumi (2021) examined vital success elements and the implementation of development programs in Laikipia County, Kenya. The main focus areas were the implications of resource allocation, managerial support, stakeholder participation (involvement of essential players), staff competency (staff proficiency), and monitoring and evaluation of the implementation of development projects in Laikipia County. The study used descriptive research methodologies. For the data analysis, descriptive and inferential statistics were employed. SPSS was used to conduct this analysis. In Laikipia County, it was discovered that the distribution of resources, staff expertise, managerial support, stakeholder involvement, monitoring, and assessment of the execution of development initiatives all had favorable, substantial relationships. The study specifically dealt with development projects which were not affirmed whether public or private and therefore this study evaluated the implementation of public projects in Kajiado County through monitoring and evaluation influence.

2.3.5 Implementation of public projects

Empirical scholars have presented numerous angles on project implementation indicators. Wachira and James's (2018) definition of project implementation indicators included timely project completion, spending within the allocated budget, achieving the community goal, and beneficiary satisfaction. In a study by Wamalwa and James (2018), the four criteria of time, money, efficacy, and customer satisfaction were used to assess the project implementation process. The amount of money spent within the budget allocated, the

speed at which the project was completed within the allotted timeframe, and the success of the initiative's benefits to the neighborhood were used to measure time, money, and effectiveness.

According to Njue et al. (2021) project implementation indicators are context based. The complexity for modes of evaluating project implementation are attributed to the type of project and the agency carrying out the project. Different agencies have different systems and objectives of implementing their projects. The difference in ideas and outlook of project managers was cited as one of the complexities that contribute to having different modes of evaluating project implementation indicators.

According to Musau and Kirui (2018), project implementation comprises carrying out tasks designed to provide the desired results while monitoring the project's expenditures according to its budget. While project execution has been more successful in wealthy countries, emerging nations still face more significant challenges. They cited many approaches for investigating unsuccessful project implementation in Africa, such as budget overruns, substandard production, an

In order to provide trustworthy information for appropriate decision-making, Watkins, Meiers, and Vesser (2021) clarified that an effective requirements assessment requires the use of tried-and-true methods for information collection throughout the early project development phase before implementation. The degree of project trustworthiness serves as the second indicator of project identification. The process of creating a business case for a project by providing strong and convincing arguments for its adoption in order to secure funds and support from key project stakeholders is known as project credibility. This is usually carried out by the project sponsor, who highlights the project's appealing aspects by giving the

organization's decision-making criteria for choosing and prioritizing the project, as well as the backdrop and goal of the business case (Kim & Kim, 2015).

2.4 Research Gaps.

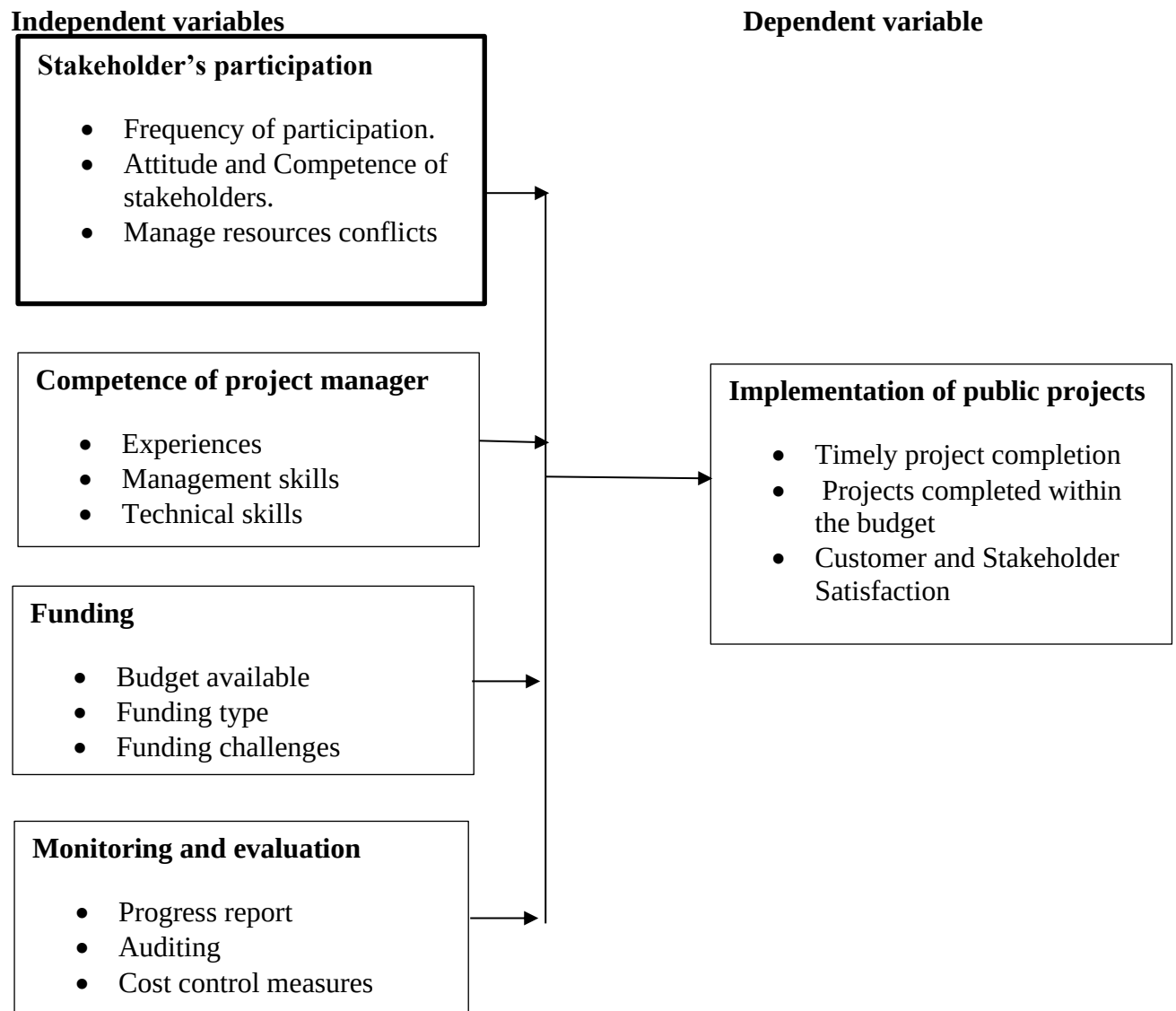
The study examined the presence of research gaps from the previous study such as the study by Yolanda (2020) which was about impact of project life cycle management on implementation of rail infrastructure in Kenya found out that involving the public at the beginning of a project aids in identifying project stakeholders while this study analyzed the implementation public projects and stakeholders' involvement. The other study by Onyali (2020) looked at the link between successful project management and project outcomes while this study analyzed the implementation public projects and competence of project manager.

The study by Karoki (2020) was about how fire safety preparations affected the effectiveness of fire safety programs in Nairobi County's secondary public schools whereby this current examined the competency of a project manager on successful public project implementation as one of the study variables. Kaniaru (2019) researched the effects of variables on project performance, including project duration, customer involvement during construction, and project management skill whereby this study analyzed the critical factors influencing successful implementation of public projects. The study sort to fill knowledge gap that existed from past studies.

2.5 Conceptual Framework

The conceptual framework below shows the relationship between significant success factors influencing the implementation of public projects. Young (2019) defined a conceptual framework as a clear representation of the phenomenon being studied and a graphical or visual representation of the study variables.

FIGURE 1
Conceptual Framework



2.6 Operationalization of variable

Table 1

Operationalization of variable

Objective	Variable type	Indicator	Type of data
To examine how stakeholder participation influences the implementation of public projects in Kajiado County.	Independent variable	- Frequency of participation. - Attitude and Competence of stakeholders. - Manage resources conflicts	Descriptive
To investigate how the Competence of a project manager influences the implementation of public projects in Kajiado County.	Independent variable	- Experiences - Management skills - Technical skills	Descriptive
To establish how Funding influences the implementation of public projects in Kajiado County.	Funding	- Budget available - Funding type - Funding challenges	Regression
To determine how monitoring and evaluation influence the implementation of public projects in Kajiado County.	Monitoring and evaluation	- Progress report - Auditing - Cost control measures	Regression
Implementation of public projects in Kajiado County	Dependent variable	- Timely project completion - Projects completed within the budget - Customer and Stakeholder Satisfaction	Descriptive
	Implementation		Regression

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The several steps and processes undertaken by study are detailed in this chapter. It involved the strategy for acquiring, measuring and analyzing data. The chapter discusses in the detail the research design, target population, data collection tools, data collection methodologies, data analysis techniques, and ethical considerations.

3.2 Research Design

The study used descriptive survey as its research design. The decision to use this research style was based on its capacity to compile data to answer questions regarding the status of the study's subject. By determining and documenting how things are done, a descriptive survey research design, according to Mugenda and Mugenda (2013), enabled the study to characterize phenomenon in terms of attitude, values, and features. According to Orodho (2009), a descriptive research design is a method for acquiring data through conducting interviews with or distributing questionnaires to a sample of people. The method was appropriate for the study since it helped to portray the incidents and situations that would make up each person's accredited profile. The descriptive research approach also made it feasible to collect enormous amounts of data very effectively and in-depth analyses of the characteristics and components of the population under consideration.

3.3 Target Population

Population refers to all people or items (unit of analysis) with the characteristics one wishes to study. The unit of analysis may be a person, group, organization, country, object, or any other entity that a researcher wishes to draw scientific inferences about (Bhattacharjee, 2012). The target population of the study were the county chief officers and directors in

different ministries in Kajiado County, who were obtained from the county government offices of Kajiado County. Based on the survey report from the Kajiado County government (2023), 18 county chief officers are heading different ministries with 34 directors in each department. The underlying reason why the chief officers and directors were used is that they head different public offices with different public projects. They were of great significance to the study as they were able to respond to different queries in the research instrument. The target population was presented in table below.

TABLE 2
Target Population

Category	Population
County Chief officers	18
Directors	34
Total	52

Source: County Government of Kajiado Report (2023)

3.4 Sample Size and Sampling Procedures

A sample is a segment that has been specifically chosen to be representative of the complete population and possesses the requisite characteristics, according to Mugenda & Mugenda (2013). The study used the census sampling method, a statistical enumeration method that used all 52 respondents from the target population. The reason for using census was because the target population was small and manageable and expositied similar features. This was critical because the responses were based on factors influencing the implementation of public projects from Kajiado County. The census was used since it provided the most accurate population estimate, and the sample size was appropriate for the study's parameters.

3.5 Data Collection Instrumentation

Questionnaire served the main information source. The questionnaire had inquiries that aimed to shed light on problems associated with the objectives of the study. Quantitative data was collected through closed-ended questions format. The questionnaire had two sections: one for background information and the other for research questions. In addition, different parts of the research questions section were divided based on the study's objectives. Section A of the questionnaire contained the profile of the respondent. Sections B, C, D, E, and F, respectively, covered subjects on stakeholder participation, the competence of a project manager, monitoring and evaluation, and funding.

3.5.1 Pilot study

A pilot study is a minor study carried out prior to the primary study (Mugenda and Mugenda, 2013). The purpose of the pilot study is to evaluate the efficiency of the study's data collection instrument among a sample group with characteristics similar to those of the study sample. This is done to evaluate the effectiveness of the questionnaire, as well as to determine which questions the respondents will find difficult to understand and whether any of the inquiries will be biased. The study conducted a pilot study of 10 chief officers and directors from different ministries in Nairobi County. After distributing the questionnaires to the participants in the pilot study and collecting the data, the researcher tested the results and found the questionnaire was fit to collect data.

3.5.2 Reliability test

Reliability is the degree to which data produced using a particular research methodology are consistent. The degree to which a research tool yields the same result after repeated trials over time is a measure of reliability, according to Mugenda (2013). The use of

test-retest was required to evaluate reliability in this area. It was necessary to administer the identical instruments to the same participants twice but with a gap in between.

As a result, a measurement or test was repeated later on the problem to determine stability. Cronbach's alpha was used to calculate the correlation coefficient to evaluate the consistency of the data collected from the instrument each time it is used. A Cronbach's alpha value of not less than 0.70 was considered an acceptable level of internal consistency, according to Cronbach and Azuma (1962). The data from the research instrument was examined to determine if they met the Cronbach's alpha value is less than 0.7 requirement.

3.5.3 Validity test

Content validity was used to demonstrate that the test items accurately represented the complete domain of the information that was measured in the study. Content validity is the ability of the measurement tool to sufficiently and fairly sample each item or component of the relevant construct (Mugenda,2013). The validity is doubtful if some components need to be included or are not important. To ensure that the items on the research instruments were valid and to provide trustworthy results, the researcher used expert comments on competitive strategies and competitive advantage. The supervisor was able to do this by making sure the research instruments meet the relevant requirements.

3.6 Data collection procedure

The researcher sought approval and consent from the proper authorities. The researcher began by getting a letter from the university approving the project. The letter was then submitted to the County Government of Kajiado. The drop-and-pick procedure was used by the researcher to distribute the questionnaires to the study participants. Through phone conversations, the researcher was able to check on the status of the questionnaire's

completion. The researcher gathered the completed questionnaires for the data analysis method after making sure that the questionnaires were thoroughly completed.

3.6.1 Diagnostic test

Diagnostic tests were assessed to ascertain whether the independent and dependent variables can be applied to a regression analysis test. They included assessments of normality, multicollinearity, and linearity tests.

Normality test. A normality test assesses whether the data set has a uniform distribution. It determines if the sample's data represents a regularly scattered population. The study measured the major trend using continuous data, normality tests, and other statistical techniques for data analysis. The normality of the data was evaluated using the Kolmogorov-Smirnov test (Bryman, 2012).

Multicollinearity test. According to Gujarati and Porter (2010), multicollinearity is a phenomenon that happens when there is a very high level of reciprocity or connection between independent variables. This calls into question the independent variable's statistical significance. The multicollinearity test (VIF) accounts for the variance inflation factor value. A multicollinearity issue can occur if the VIF is higher than ten (VIF 10) (Bryman, 2012).

Linearity test. Using a scatter plot, a researcher assessed whether the connection between the independent and dependent variables were linear. Before using a regression model, the relationships between the variables should primarily be linear.

3.7 Data Analysis and Presentation

Using the Statistical Package for Social Sciences (SPSS) software, the study conducted quantitative data analysis utilizing the dependent and independent variables as a guide. The correlation method was utilized to quantify the degree of interdependence

between the variables in the data. To determine the strength of the relationship, the researcher utilized the correlation coefficient (r). correlation study examines the relationships between the variables to forecast a subject's score on one variable, given their score on another (Kothari, 2004). The data was presented using tables with utilization of inferential statistics such as means and standard deviation.

In this case, a regression model showed relationship between the variables in the study.

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

Whereby

Y= implementation of public projects

X₁= Stakeholders participation

X₂= Competence of a project manager

X₃= Funding

X₄ = Monitoring and Evaluation

β₁, β₂, β₃ and β₄ = coefficients of determination

ε = error term.

3.8 Ethical considerations

Ethical issues are defined in research as conduct guidelines established by the authorities in the field of research. Participant deceit, information confidentiality, respondents' voluntary involvement, analysis and reporting, participant danger or injury, anonymity, and any other required professional code of ethics are a few examples of ethical

difficulties that may develop (SRA, December 2013). To guarantee that the research complied with all authorities' requirements and was ethical, the researcher first obtained an introductory letter from the institution (KCA University) to collect data from the County government of Kajiado. The researcher ensured that the required research authorities were consulted; their approval was considered significant to the study. The researcher had a moral responsibility to handle confidential data carefully. Respondents in the study were made aware that the tools will only be utilized for research. Respondents in the study were guaranteed that any information they will opt not to share will be kept in strict secrecy.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The study's main objective was to investigate how critical success factors influences the implementation of public projects in Kajiado County, Kenya. The study was specifically developed to ascertain how stakeholder participation, competence of a project manager competency, funding as well as monitoring and evaluation influences the implementation of public projects in Kajiado County. The study used primary data gathered from chief officers and directors of Kajiado County to conduct both descriptive and inferential analysis.

Means, which are measurements of central tendency, and standard deviation, which are measures of dispersion, were the specific descriptive statistics used to describe the data. However, multiple regression analysis was the inferential statistic employed to demonstrate the relationship between the research variables. Before beginning the inferential analysis, diagnostic tests were conducted to make sure the prerequisites for classical linear regression were satisfied. The analysis, its findings, presentation, and justification are all covered in this chapter. Tables were both used to present the investigation's findings.

4.2 Reliability test

The analysis in the Table 3 were based on suitability of the research instrument in the study.

TABLE 3
Reliability Test

Variables	No. of Items	Cronbach's alpha	Comment
Implementation	5	.842	Reliable
Stakeholders' participation	8	.908	Reliable
Competence of project manager	7	.911	Reliable
Funding	6	.723	Reliable
Monitoring and evaluation	7	.913	Reliable

Source: Researcher (2023)

The findings in Table 2 showed that all the variables had a threshold of above 0.7 which was an indication that the research instrument was reliable. This therefore implied that the instrument was not revised as the Cronbach's alpha was above the minimum required threshold of 0.7.

4.2 Response Rate

The study utilized the use of a questionnaire whereby the research instrument was distributed to the respondents whom were the chief officers and the directors in different ministries in Kajiado County. After the instrument was sent to the respondents, they were given a timeframe of one week to respond and they were quite cooperating as out of the 52 questionnaires distributed, 47 of them were fully responded to which was equivalent to 90% response rate. This response rate was therefore considered adequate for this study and echoed the findings of Alvesson and Skoldberg (2017) whom affirmed that a response rate which is above 50% is sufficient for data analysis. This was similar to the findings of Babin, Carr and Griffin (2019) who opined that a response rate of 60% and above is sufficient to make study

generalization and therefore the response in this case was considered satisfactory. This was presented in Table 4

TABLE 4
Response Rate

Category	Frequency	Percentage
Responded	47	90
Not responded	5	10
Total	52	100

Source: Researcher (2023)

4.3 Demographic Characteristics

In this section, the study sought to establish the demographic features of the respondents in relation to gender, work experience and educational level. This therefore was in conformity to their bio data and was presented based on their response.

4.3.1 Gender of the respondents

The study analyzed the findings of the respondents based on their gender as shown in Table 5

TABLE 5
Gender

Category	Frequency	Percentage
Male	27	57.4
Female	20	42.6
Total	47	100

Source: Analytical Data (2023)

The findings in Table 4 affirmed that majority of the respondents were male at 57.4% which signified that the staffs working at different public offices in Kajiado County

especially the chief officers and the directors are male dominated. The study confirmed that the female counterpart accounted for 42.6% which can also be attributed by the assumption that those who did not respond to the research instrument were female. The researcher therefore opined that the gender representation was fair in this study and was in compliance to the constitutional requirements of 1/3 of the opposite gender mostly in public offices.

4.3.2 Education level

The presentation based on education level of the respondents was as presented in Table 6.

TABLE 6
Education Level

Category	Frequency	Percentage
College	9	19.1
Degree	22	46.8
Postgraduate	4	25.5
Others	16	8.5
Total	47	100.0

Source: Researcher (2023)

The findings in Table 6 showed that majority of the respondents had degree level of education at 46.8%. the findings were an indication that the staffs working as chief officers and directors were required to have attained minimum diploma level and therefore it was considerable to establish that those who had attained degree level were also climbing up the ladder to attain graduate level. The study found out that those who had attained college level accounted for 19.1%. Those who had attained postgraduate level were rated at 25% while as those who had other levels accounted for 8.5%. the researcher therefore established that the staffs working in different capacity as chief officers and directors in Kajiado county were

well educated hence they were able to handle their roles with due diligence to make sure projects they are successfully completed.

4.3.3 Work experience

The researcher was in need of understanding how long different staffs had been working in Kajiado County and this was as presented in Table 7.

TABLE 7
Work Experience

Category	Frequency	Percentage
<1 year	4	8.5
1-5 Yrs	16	34.0
6-10 Yrs	11	23.4
> 10 Yrs	16	34.0
Total	47	100.0

Source: Researcher (2023)

The results are presented in Table 7 whereby from the analysis, the study established that majority of the staff, 34%, had a work experience of 10 years and above as well as those in between 1-5 years. Those with a work experience below 1 year accounted for 8.5% while those with work experience of 6-10 years were rated at 23.4%. The findings affirmed that majority of the respondents were well equipped in terms of experience based on understanding critical success factors which enhanced effective implementation of public projects in Kajiado County.

4.4 Descriptive Statistics

The descriptive statistics of the study variables which were measured on a Likert scale of 1-5, where 5= Strongly Agree (SA), 4= Agree (A), 3= Neutral (N), 2= Disagree (D) and

1= Strongly Disagree (SD), are provided in this section. The means and standard deviations of all the statements that measured predictor as well as the response variable are provided. These findings are provided based on the study variables and objectives of the study.

4.4.1 Stakeholders participation and implementation of public projects

The study under section one in descriptive statistic was on examining how stakeholder participation influences the implementation of public projects in Kajiado County. This was presented in descriptive statistic format whereby means and standard deviation were used as presented in Likert scale format as shown in Table 8.

TABLE 8
Stakeholder's participation

Descriptive Statistics			
	N	Mean	Std. Deviation
Stakeholders frequently consider engaging in different county projects	47	3.7447	1.27634
The competence and the attitudes of stakeholders enhances the project progress.	47	3.5957	1.40897
Stakeholders ensures there is effective management of resources to avoid conflict.	47	3.3830	1.43789
To guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it.	47	4.1064	1.25515
To continue the project, locals must maintain it	47	4.0000	1.38313
To guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it.	47	3.6383	1.50976
Stakeholders participate in all phases of a project's execution.	47	4.0851	1.31595
Stakeholder opinions and feedback are taken into account as initiatives are being implemented.	47	3.7234	1.28032
Valid N (listwise)	47		

Source: Analytical Data (2023)

The findings demonstrated that at Kajiado County, stakeholders frequently consider engaging in different county projects (Mean = 3.74; std. dev. = 1.28). This was affirmed through the fact that the competence and the attitudes of stakeholders enhance the project

progress (Mean = 3.60; std. dev. = 1.40). However, respondent did not agree that stakeholders have to ensure there is effective management of resources to avoid conflict (mean = 3.38, std. dev. 1.44). Similarly, to guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it (Mean =4.11, std. dev. = 1.26). The study further noted that majority of the respondents were in agreement that for continuity of the project, locals must maintain it (Mean=4.00, std. dev.1.38). This was accompanied by the fact that to guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it (Mean=3.64, std. dev. =1.51). The study also established that quite a number of respondents strongly agreed that stakeholders should participate in all phases of a project's execution (Mean=4.09, std. dev. =1.32). The study also established that majority of the respondents agreed that stakeholder opinions and feedback are taken into account as initiatives are being implemented (Mean=3.72, std. dev. =1.28). This therefore implied that stakeholders' participation is very critical in ensuring the successful implementation of the public projects in Kajiado County.

4.4.2 Competence of a project manager and implementation of public projects

The study under objective two in descriptive statistic was on examining how competence of a project manager influences the implementation of public projects in Kajiado County. This was presented in descriptive statistic format whereby means and standard deviation were used as presented in Likert scale format as shown in Table 9

TABLE 9
Competence of a project manager

Descriptive Statistics			
	N	Mean	Std. Deviation
Project manager always have enough experiences pertaining different projects being undertaken.	47	4.0851	1.19473
The management skills expositied by the project manager enhances successful implementation of the public projects.	47	4.1702	1.34033
The technical skills expositied by project manager is very critical in implementation of public projects.	47	4.0426	1.36664
The project managers have the necessary knowledge and abilities.	47	4.2128	.83239
The project manager has been inspiring and guiding the project team so they may work toward achieving project objectives.	47	3.8723	1.26176
Throughout the project's implementation, there is constant communication between the project manager and stakeholders.	47	3.7234	1.28032
The project manager has been spending more time on the projects, which helps to control the implementation process.	47	3.4468	1.36427
Valid N (listwise)	47		

Source: Analytical Data (2023)

The analysis presented in Table 9 demonstrated that in Kajiado County, project manager always has to have experience pertaining different projects being undertaken (Mean = 4.09; std. dev. = 1.19). This was through the management skills expositied by the project manager which enhances successful implementation of the public projects (Mean = 4.17; std. dev. = 1.34). Respondents also agreed that technical skills expositied by project manager is very critical in implementation of public projects (mean = 4.04, std. dev. 1.37). Further majority of the Respondents agreed that project managers must have necessary knowledge and abilities, to guarantee that the initiative continues to benefit the community (Mean =4.21, std. dev. = 0.83). The study more also noted that majority of the respondents were in agreement that the project manager has to inspiring and offer guidance to the project team to achieve project objectives (Mean=3.87, std. dev.1.26). This was accompanied by the fact that throughout the project's implementation, there is constant communication between the project

manager and stakeholders (Mean=3.72, std. dev. =1.28). The study also established that quite a number of respondents strongly agreed that the project manager has to spend time on the projects to control the implementation process (Mean=3.45, std. dev. =1.36). This therefore confirmed that competence of a project manager is vital in ensuring the successful implementation of the public projects in Kajiado County.

4.4.3 Funding and implementation of public projects

The study under objective three in descriptive statistic was on examining how funding influences the implementation of public projects in Kajiado County. This was presented in descriptive statistic format whereby means and standard deviation were used as presented in Likert scale format as shown in Table 10

TABLE 10
Funding and implementation of public projects

Descriptive Statistics			
	N	Mean	Std. Deviation
The budget that is allocated for the projects is always available	47	3.3404	1.37171
The public projects are always funded from external donors.	47	3.5106	1.38112
The public projects always experience funding challenges due to dependent on external fund sources	47	3.6809	1.02377
The public projects in this county have donor assistance.	47	3.9362	1.16850
The constituency development (CDF) funding help pay for a portion of the public projects budgeted cost.	47	3.5319	1.31630
A sufficient financial allocation enhances the public project's sustainability efforts.	47	3.4468	1.41127
Valid N (listwise)	47		

Source: Analytical Data (2023)

The analysis in Table 10 established that in Kajiado County, the budget that is allocated for the projects is always available (Mean = 3.34; std. dev. = 1.37). It was also established that the public projects are always funded from external donors (Mean = 3.51; std. dev. = 1.38). This was through an affirmation that the public projects always experience

funding challenges due to dependent on external fund sources (mean = 3.68, std. dev. 1.02). Further it was noted that the public projects in this county have donor assistance (Mean =3.94, std. dev. = 1.17). The study also established that majority of the respondents strongly agreed that the constituency development (CDF) funding help pay for a portion of the public projects budgeted cost. (Mean=3.53, std. dev.1.32). Respondents agreed that sufficient financial allocation enhances the public project's sustainability efforts (Mean=3.45, std. dev. =1.41). These findings confirmed that funding of public projects is very essential in ensuring the successful implementation of those projects in Kajiado County.

4.4.4 Monitoring and evaluation and implementation of public projects in Kajiado County

The study under objective four in descriptive statistic was on examining how monitoring and evaluation influences the implementation of public projects in Kajiado County. This was presented in descriptive statistic format whereby means and standard deviation were used as presented in Likert scale format as shown in Table 11.

TABLE 1
Monitoring and evaluation
Descriptive Statistics

	N	Mean	Std. Deviation
There is always consideration of the progress report by the management	47	3.6170	.99024
During monitoring and evaluation, auditing of the project is always undertaken	47	4.1064	1.35509
There is always consideration of cost control measures which are to ensure the project is not at stake.	47	3.8936	1.44815
Results and feedback from M&E are made available promptly.	47	3.4681	1.31630
The existing monitoring and evaluation system provides conclusive data that can be used to improve project implementation.	47	3.6383	1.46593
The M&E feedback is quite explicit in demonstrating corrective action on deviations.	47	3.6809	1.25293
Structured M&E Policies are in place for the county's project implementation.	47	4.0000	1.23359
Valid N (listwise)	47		

Source: Analytical Data 2023)

Analysis presented in Table 11 established that, there is always consideration of the progress report by the management (Mean = 3.62; std. dev. = 0.99). The study established that during monitoring and evaluation, project auditing is always undertaken (Mean = 4.12; std. dev. = 1.36). Further it was noted that there is always consideration of cost control measures which are to ensure the project is not at stake (mean = 3.89, std. dev. 1.45). Further majority of the respondents agreed that the results and feedback from M&E are made available promptly (Mean =3.47, std. dev. = 1.32). The study more also noted that majority of the respondents agreed that the existing monitoring and evaluation system provides conclusive data that can be used to improve project implementation (Mean=3.64, std. dev. = 1.47). This was accompanied by the fact that the M&E feedback is quite explicit in demonstrating corrective action on deviations (Mean=3.68, std. dev. =1.25). The study also

established that quite a number of respondents strongly agreed that Structured M&E Policies are in place for the county's project implementation (Mean=4.00, std. dev. =1.23). The findings affirmed that monitoring and evaluation is very critical in ensuring the successful implementation of the public projects in Kajiado County.

4.4.5 Implementation of public projects in Kajiado County

The study also examined the descriptive statistic of independent variable that is implementation of public projects in Kajiado County. This was presented in descriptive statistic format whereby means and standard deviation were used as presented in Likert scale format as shown in Table 12.

TABLE 2
Implementation of public projects in Kajiado County

Descriptive Statistics			
	N	Mean	Std. Deviation
The projects are completed on time	47	3.9787	1.37508
The projects are completed within the set budget	47	4.0638	1.14975
Successful implementation induces high level of satisfaction to customers and the stakeholders.	47	3.8723	1.48349
Implementation depends of funds availability	47	3.9574	1.21508
Successful implementation is through overall participation of all stakeholders.	47	3.8723	1.27888
Valid N (listwise)	47		

Source: Analytical Data (2023)

The findings in Table 12 demonstrated that in Kajiado County, the projects are completed on time (Mean = 3.798; std. dev. = 1.38) and also confirmed that projects are completed within the set budget (Mean = 4.06; std. dev. = 1.15). However, successful implementation induces high level of satisfaction to customers and the stakeholders (mean = 3.87, std. dev. 1.48). Similarly, the implementation depends of funds availability (Mean =3.96, std. dev. = 1.22).

The study further noted that majority of the respondents were in agreement that successful implementation is through overall participation of all stakeholders (Mean=3.87, std. dev.1.28). This therefore implied that implementation of the public projects in Kajiado County is of essence.

4.5 Diagnostic Tests

Diagnostic tests were conducted before fitting the ordinary least square regression model that was applied in testing the research hypotheses. The tests were normality test, linearity test, and multi-collinearity test. The subsections that follow present the results of these tests.

4.5.1 Normality Test

The presumption of a conventional linear regression model necessitates the bell-shaped data, which depicts normalcy. Using parametric tests on data that is not normally distributed would always result in incorrect results. The Kolmogorov-Smirnov test was employed in the study to confirm this. Contrary to the null hypothesis that they are, the regression residuals are not normally distributed, according to the alternative view for the Kolmogorov-Smirnov test.

A significance scores greater than 0.05 indicates that the data are normally distributed because the null hypothesis was not rejected. The results of the Kolmogorov-Smirnov test are shown in Table 12. The results established were significant as they were less than 0.05 which in accordance with the are not normally distributed. The regular distribution of the dependent variable's data allowed for adopting a multiple regression model without deviating from the normality requirement.

TABLE 3
Normality Test

	Statistic	Kolmogorov-Smirnov ^a	
		df	Sig.
Implementation	.235	47	.000
Stakeholder participation	.264	47	.000
Competence of a project manager	.283	47	.000
Funding	.163	47	.003
Monitoring and Evaluation	.265	47	.000

Source: Analytical Data (2023)

4.5.2 Multi-collinearity test

The scenario of multi-collinearity shows how closely the predictor variables are to one another related. High levels of multicollinearity lead to erroneous results. The link between the research predictors and response variable cannot be predicted by erroneous results. The Variance Inflation Factor (VIF) approach was used in the study to test for multi-collinearity, and VIF values lower than 10 were regarded as acceptable. Table 14 presents the findings for the VIF values.

TABLE 4
Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Stakeholder participation	.105	9.540
	Competence of a project manager	.179	5.593
	Funding	.321	3.112
	Monitoring and evaluation	.172	5.814

Source: Analytical Data (2023)

The findings in Table 14 indicated that all the independent variables had VIF values less than 10 implying that there was no problem of multi-collinearity.

4.6 Inferential statistics

To establish the critical success factors which are stakeholder's participation, monitoring and evaluation, funding and competency of a project manager on implementation of public projects in Kajiado County, a multiple regression model was adopted. The estimation of the regression model has model summary, ANOVA and model coefficients. The results are presented and explained in the sub sections that follow.

4.6.1 Correlation matrix

The study used Pearson correlation to determine if there was a correlation dependent variable and the independent variable. This was as presented in Table 15

TABLE 5
Correlation Matrix

		Correlations				
		S.HP	C.PM	F.E	M.E	Imple
S.HP	Pearson Correlation	1	.892**	.796**	.904**	.841**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	47	47	47	47	47
C.PM	Pearson Correlation	.892**	1	.792**	.835**	.857**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	47	47	47	47	47
F.E	Pearson Correlation	.796**	.792**	1	.684**	.719**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	47	47	47	47	47
M.E	Pearson Correlation	.904**	.835**	.684**	1	.888**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	47	47	47	47	47
Imple	Pearson Correlation	.841**	.857**	.719**	.888**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	47	47	47	47	47

**, Correlation is significant at the 0.01 level (2-tailed).

The results in Table 15 revealed that stakeholder's participation and implementation of public projects in Kajiado County is positively and significantly related ($r = 0.841^{**}$, $p = 0.000$). The results further indicated that competence of a project manager and implementation of public projects in Kajiado County is positively and significantly related

($r = .857^{**}$, $p = 0.000$). Funding and implementation of public projects in Kajiado County is positively and significantly related ($r = .719^{**}$, $p = 0.000$). Lastly, results showed that monitoring and evaluation on implementation of public projects in Kajiado County is positively and significantly related ($r = .888^{**}$, $p = 0.000$). This implies that an increase in stakeholder's participation, competence of a project manager, funding and monitoring and evaluation leads to an increase in implementation of public projects in Kajiado county, Kenya since the coefficients are positively related.

4.6.2 Regression model summary

The model summary results presented in Table 16 were used to describe the coefficient of determination. Coefficient of determination also called R-square indicates the variation in the implementation of public projects in Kajiado County attributable to critical success factors.

TABLE 6
Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.915 ^a	.838	.822	.43133	1.795

a. Predictors: (Constant), M.E, F.E, C.PM, S.HP

b. Dependent Variable: Imple

The results showed that the four predictors, that is stakeholders' participation, competence of a project manager, funding and monitoring and evaluation had a strong correlation with implementation of public projects in Kajiado county, Kenya ($R = 0.915$). This implies that the four factors are strong predictors of implementation of public projects in Kajiado County implying that critical success factors can enhance implementation of public projects in Kajiado County, Kenya highly.

The R-square indicates the change in the dependent variable (implementation of

public projects in Kajiado county) explained by the four independent variables (stakeholders' participation, competence of a project manager, funding and monitoring and evaluation) was 83.8%. The R –square value which is also called coefficient of determination was 0.838 in this study. This implies that up to 83.8% of the variation in implementation of public projects in Kajiado county is explained by the four factors. The remaining percentage is explained by other factors not included in this model.

4.6.3 Analysis of variance (ANOVA)

In order to establish the significance of the regression model used, analysis of variance (ANOVA) was used. ANOVA indicates the deviation of the predicted regression model from the actual regression model. The ANOVA results are presented in Table 17.

TABLE 7
Analysis of Variance

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.303	4	10.076	54.157	.000 ^b
	Residual	7.814	42	.186		
	Total	48.117	46			

a. Dependent Variable: Imple

b. Predictors: (Constant), M.E, F.E, C.PM, S.HP

The F statistic value was significant ($F = 54.157$, $P\text{-Value} = 0.000 < 0.05$) which implies that the overall regression model to investigate the critical success factors influencing the implementation of public projects in Kajiado County, Kenya was statistically significant. The model was thus suitable to make further generalizations.

4.6.3 Regression model coefficients

To establish the beta coefficients, constant and their significance, the regression

coefficient results were established and presented in Table 18. The study established the model significance using P values. For the P-values, a variable had a significant influence on the implementation of public projects in Kajiado County, Kenya if the value was less than 0.05. This was as presented below.

TABLE 8
Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.192	.294		.655	.516
	S. HP	-.180	.185	-.187	-.975	.335
	C. PM	.389	.149	.383	2.606	.013
	F. E	.139	.135	.114	1.035	.307
	M. E	.639	.145	.659	4.396	.000

The Regression Equation was fitted as follows:

$$Y = 0.192 + 0.389X_2 + 0.639X_4$$

Where:

Y = implementation of public projects in Kajiado,

X_2 = competence of a project manager

X_4 = monitoring and evaluation

Stakeholder's participation and funding were not included in the model since they were not significant. The regression model indicates that other factors held constant at zero, implementation of public projects is at 0.192. However, with introduction of monitoring and evaluation as well as competence of a project manager in implementation of public projects in Kajiado County, Kenya, improves significantly.

4.7 Discussion of Findings

4.7.1 Competence of a project manager and implementation of public projects

The results in Table 18 indicate that competence of a project manager has a positive and significant effect on the implementation of public projects ($B = 0.386$; $t = 2.606 > 1.96$, $P\text{-Value} = 0.013 < 0.05$). Since the P-value was less than 0.05, the study concluded that competence of a project manager has a positive and significant influence on implementation of public projects in Kajiado County, Kenya. This implies that a unit increase in competence of a project manager leads to 0.386 improvement in implementation of public projects in Kajiado. The study findings are consistent with that conducted by Njiru, (2018) on how various project situations should prioritize senior management support through leadership and direction which established findings revealed that project success is significantly influenced by a person's ability in leadership, communication, management, ethics, and honesty. In addition, Onyali (2020) studied the link between successful project management and project outcomes and established that management competency positively impacted the project's success and were positively connected. This was similarly echoed by Kaniaru (2019) who researched on the variables influencing project performance and found out that project manager's abilities and other talents affected how effectively the project functioned in the construction industry.

4.7.2 Monitoring and evaluation on implementation of public projects in Kajiado County, Kenya

The findings in Table 18 showed that monitoring and evaluation has a positive and significant influence on implementation of public projects in Kajiado County ($B = 0.639$; $t = 4.396 > 1.96$, $P\text{-Value} = 0.000 < 0.05$). Since the P-value was less than 0.05, the study concluded that monitoring and evaluation has a significant influence on implementation of public projects in Kajiado County. This implies that monitoring and evaluation is very critical

in enhancing implementation of public project in Kajiado County, Kenya. The findings of this study are in line with those of Humphrey (2021) who investigated the relationship between project success and monitoring and evaluation methods used by non-governmental organizations and found out that monitoring and evaluation system's cost and version had significant relationship on project success. It also echoed the findings of Makumi (2021) who examined vital success elements and the implementation of development programs in Laikipia County, Kenya and found out that distribution of resources, staff expertise, managerial support, stakeholder involvement, monitoring, and assessment of the execution of development initiatives all had favorable, substantial relationships.

4.7.3 Stakeholders participation and implementation of public projects

The findings in Table 18 showed that stakeholder's participation has a negative and insignificant influence on implementation of public projects in Kajiado County ($B = -0.180$; $t = -0.975 < 1.96$, $P\text{-Value} = 0.335 > 0.05$). Since the P-value was greater than 0.05, the study concluded that stakeholder's participation has no significant influence on implementation of public projects in Kajiado County. This implies that stakeholder's participation does not enhance implementation of public project in Kajiado County, Kenya. The findings were contrary to those of Omondi and Kinoti (2020) who examined how the participation of stakeholders impacted the accomplishment of road development projects in Kilifi County and discovered that that stakeholders' participation significantly impacted project identification, project planning, project implementation, and project monitoring. More also it contradicted the findings of Brenda (2021) who studied on effect of stakeholder participation in project sustainability in Karamoja and found out that stakeholder participation in project identification, planning, implementation, monitoring, and assessment had a favorable and statistically significant impact on sustainability.

4.7.4 Funding and implementation of public projects

The findings in Table 18 showed that funding has a positive but insignificant influence on implementation of public projects in Kajiado County ($B = 0.139$; $t = 1.035 < 1.96$, $P\text{-Value} = 0.307 > 0.05$). Since the P-value was greater than 0.05, the study concluded that funding has no significant influence on implementation of public projects in Kajiado County. This implies that funding does not enhance implementation of public project in Kajiado County, Kenya. The findings were contrary to those of Muchiri (2019) who found out that public-private partnerships, debt financing, donor funding, and direct government funding positively affect the success of infrastructure projects conducted. More also it contradicted the findings of Mugo (2021) who found that project manager competency, project planning, project financing, and top management support have a positive and significant impact on the implementation of mobile banking projects in his study on the impact of project management practices on the implementation of such projects by selected commercial banks in Nairobi County, Kenya. This was also in contrary to those of Study by Nzomo (2022) who looked into the connection between project planning and the long-term viability of water projects in Machakos County, Kenya and established that financial resources like fundraising, donor funding, CDF money, and careful budgeting helped make water projects more sustainable.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to establish the critical success factors influencing the implementation of public projects in Kajiado County, Kenya. A summary of the study findings, conclusions, recommendations as well as areas for further research are all covered in this chapter.

5.2 Summary of the Findings

The study in order to meet its objective, it considered evaluation of primary data that was collected through questionnaire and response was tabulated whereby it was found out that from a total of 52 distributed questionnaires, 47 were fully responded to. The study after data analysis established that majority of the respondents were male at 57.4%. The study in terms of education level established that the respondents were well educated as majority had attained degree level of education at 46.8%. The study more also found out that majority of the respondents had over 10 years work experience as well as in between 1-5 years rated at 34%. The variables were analyzed using descriptive statistics, correlation analysis and multiple regression analysis. This section presents a summary of the findings per objective.

5.2.1 Stakeholder participation and implementation of public projects

The study objective one was about how stakeholder participation influences implementation of public projects in Kajiado County, Kenya. The descriptive findings indicated that in Kajiado County, stakeholder participation is very critical in enhancing implementation of public projects. This was attributed by determinants such as they stakeholders frequently consider engaging in different county projects. This was through affirmation of their competence and the attitudes of stakeholders enhances the project

progress, ensuring there is effective management of resources to avoid conflict which guaranteed that the initiative continues to benefit the community, all stakeholders keep an eye on it. More also configured through aspect of the fact that continue the project, locals must maintain it. More to that, guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it. More to that stakeholders participate in all phases of a project's execution as well as stakeholder opinions and feedback are taken into account as initiatives are being implemented. Inferential findings indicated that stakeholder's participation has a negative and insignificant influence on implementation of public projects in Kajiado County, implying that an increase in stakeholder's participation would not have any effect on implementation of public projects in Kajiado County.

5.2.2 Competence of a project manager and implementation of public projects

Study objective number two was about the competence of a project manager and implementation of public project whereby it was found out that response of the determinants of competence of a project manager was positive. This was due to the fact that project managers have enough experiences pertaining different projects being undertaken. This was factored by the management skills expositied by the project manager enhances successful implementation of the public projects by having the technical skills exposed by project manager is very critical in implementation of public projects. On other hand the project managers have the necessary knowledge and abilities. Whereby project manager has been inspiring and guiding the project team so that they may work toward achieving project objectives coupled by the fact that throughout the project's implementation, there is constant communication between the project manager and stakeholders as well as the project manager has been spending more time on the projects, which helps to control the implementation process. Inferential statistics revealed that competence of a project manager has a positive and significant effect on the implementation of public projects. This was an indication that

project manager should be very competent in order to ensure that the success of the public project is on upper notch. This was through an establishment of the fact that an increase in competence of the project manager would result to an improvement in implementation of public projects in Kajiado County.

5.2.3 Funding and implementation of public projects

The third objective of the study was to establish how funding influences the implementation of public projects in Kajiado County. The descriptive findings showed that funding has improved to a high extent which was attributed by the fact that the response was positive due to the high rate of agreement. The findings also demonstrated that funding had a positive but insignificant influence on implementation of public projects in Kajiado County which shows that an increase in funding would lead to a significant improvement in implementation of public projects in Kajiado County.

5.2.4 Monitoring and evaluation on implementation of public projects

The study objective number four was based on determining how monitoring and evaluation influences the implementation of public projects in Kajiado County. The descriptive findings indicated that monitoring and evaluation was of great impact towards the implementation of public projects in Kajiado County which was affirmed through positive response to the determinants of the monitoring and evaluation in the questionnaire. In relation to this, the regression findings showed that monitoring and evaluation has a positive and significant influence on implementation of public projects in Kajiado County, Kenya which implies that an increase in monitoring and evaluation would lead to a significant improvement in implementation of public projects in Kajiado County, Kenya.

5.3 Conclusions of the Study

The study concludes that in Kajiado County, Kenya, stakeholders' participation was very effective based on the response that was arrived at from the respondents but its impact

on implementation of public projects was negative and insignificant. The study also concludes stakeholder's participation was critical especially dealing with County projects and ensuring that these projects are well implemented.

In line with competence of a project manager and the implementation of the public projects, the study concluded that managers play a critical role in enhancing successful outcome and this was affirmed through the fact that the response from the respondents was positive. More to that, the relationship between competence of a project manager and the implementation of the public project in Kajiado was positive and significant. Additionally, the study concluded that funding was of essence in successful implementation of public projects in Kajiado though the relationship from regression was positive but insignificant. The study also concluded that monitoring and evaluation in implementation of public projects in Kajiado County was very essential as it enhanced successful undertaking and this was affirmed through the existence of a positive and significant relationship between monitoring and evaluation towards implementation of the public projects.

5.4 Recommendations for Policy Implication

The study recommends that there is the need for county government to effectively embrace the use of stakeholder's participation which did not have any significant influence of implementation of public projects in Kajiado County. This can be achieved through embracing critical factors which are entitled through involvement of stakeholders who are very vital in public projects. In so doing, County government will see a great improvement towards their projects as having these stakeholders, they are very effective especially in being part of the projects.

The study further recommends that the competence of a project manager should not be taken for granted especially during their vetting process as this will have a great impact on the outcome of the projects. This can be enhanced through considerable engagement with the

experienced managers who have previously been found to be productive in their different capacity. This will create a more enabling environment of other staffs who are under their authority and therefore enhancing critical success of the public projects.

The study recommends that there is the need of having a well -funded public project as underfunded one will continue to be stalled and therefore leading to lose of public confidence and thereby leading to more question from the public which have few answers. This therefore recommends critical evaluation on the funding model of those public projects so as to enhance their successful implementation.

The study in relation to monitoring and evaluation recommends that there is the need to have competent personnel whose mandate is supposed to monitor and evaluate the progress of the public projects so that there is correlation between their introduction and final stage of implementation. In this, it will create a smooth transition from one stage to another without any traces of failure but of success.

5.5 Limitations of the Study

The study focused was mainly in Kajiado County, Kenya which was one of the 47 Counties in Kenya. For comparison purposes, other studies can consider looking at selected counties so as to create a greater pool of outcomes rather than a specific County. Another limitation of the study was the issue of lack of cooperation from the respondents which made it quite a challenge to collect data as expected and those who responded took quite sometimes above what was required to fill in the research instrument. However, the researcher was persistent and dropped the questionnaires to the respondents and assured them that they anonymity was to be secret therefore their response was to be treated with utmost confidentiality hence information privacy was not to be compromised.

5.6 Areas for further Study

The study recommends future studies to adopt a mixed-methodology approach including interviews in order to get the thoughts of the respondents in depth. That can reduce bias as well as solve the inherent limitations of adopting any of the two methods in isolation. Given that the results showed that up to 83.8 percent of the variation in implementation of public projects in Kajiado County is explained by the four factors investigated in this study, the study recommends future studies to focus on establishing other determinants of implementation of public projects. Besides, another study is recommended to investigate the challenges faced by County government in implementing public projects in their areas of jurisdiction.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam,

RE: TO WHOM IT MAY CONCERN

I am a student pursuing Master of Science in development Finance at KCA University. In partial fulfillment of the course, I am conducting a study on: ***critical success factors influencing the implementation of public projects in Kajiado County, Kenya.***

Your response will be very helpful to the study and so I request for your assistance in filling the attached questionnaire to the best of your ability and knowledge. Your response will be handled in confidentiality and will only be used for academic purposes.

Thank you in advance.

Yours sincerely,

Mercy N. Nyanjiru

BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/Sept. 23/1

26th September 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MERCY N. NYANJIRU REG NO: 20/05069

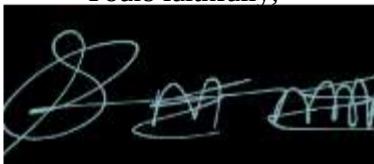
It is my distinct pleasure to introduce to you Mercy Nyanjiru who is a student in our institution pursuing a Master of Science in Development Finance in the School of Business.

Mercy is conducting a research on a topic titled: ***“Critical Success Factors Influencing the Implementation of Public Projects in Kajiado County, Kenya”*** which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,



Dr. Jackson Ndolo

Director, Board of Post Graduate Studies

Appendix II: Questionnaires

Please respond to all the questions accurately and honestly. Respond by ticking (✓) the appropriate spaces and filling the spaces that have been provided. Do not write your name on the questionnaire. The collected data will be treated as confidential as possible.

SECTION I: BACKGROUND INFORMATION

1. Gender

Male	[]
Female	[]

2. Indicate the highest level of education

College	level	[]
Degree	Level	[]
Post graduate	Level	[]
Other	Level	[]

3. How long have you been working in Kajiado county government?

Less than 1 year	[]
1-5 years	[]
6-10 years	[]
Above 10 years	[]

SECTION B: RESEARCH VARIABLES

In this section you will be required to indicate the level of agreement in relation to the study variables with key consideration to be 1–5-point scale (Likert scale) whereby you will be required to indicate in accordance to the statement under study. This will be in relation to critical success factors influencing the implementation of public projects in Kajiado County, Kenya. In this section, it will consider questions directed to the County Chief officers and their directors in different departments.

B1: STAKEHOLDER PARTICIPATION INFLUENCE ON THE IMPLEMENTATION OF PUBLIC PROJECTS.

Kindly using Likert scale of Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1, tick appropriately in the spaces provided

Statement	SA	A	N	D	SD
a) Stakeholders frequently consider engaging in different county projects.					
b) The competence and the attitudes of stakeholders enhances the project progress.					
c) Stakeholders ensures there is effective management of resources to avoid conflict.					
d) To guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it.					
e) To continue the project, locals must maintain it					
f) To guarantee that the initiative continues to benefit the community, all stakeholders keep an eye on it.					
g) Stakeholders participate in all phases of a project's execution.					
h) Stakeholder opinions and feedback are taken into account as initiatives are being implemented.					

B2: COMPETENCE OF A PROJECT MANAGER ON THE IMPLEMENTATION OF PUBLIC PROJECTS.

Kindly using Likert scale of Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1, tick appropriately in the spaces provided

Statement	SA	A	N	D	SD
a) Project manager always have enough experiences pertaining different projects being undertaken.					
b) The management skills expositied by the project manager enhances successful implementation of the public projects.					
c) The technical skills expositied by project manager is very critical in implementation of public projects.					
d) The project managers have the necessary knowledge and abilities.					
e) The project manager has been inspiring and guiding the project team so they may work toward achieving project objectives.					
f) Throughout the project's implementation, there is constant communication between the project manager and stakeholders.					
g) The project manager has been spending more time on the projects, which helps to control the implementation process.					

B3: FUNDING EFFECT ON THE IMPLEMENTATION OF PUBLIC PROJECTS.

Kindly using Likert scale of Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1, tick appropriately in the spaces provided

Statement	SA	A	N	D	SD
a) The budget that is allocated for the projects is always available					
b) The public projects are always funded form external donors.					
c) The public projects always experiences funding challenges due to dependent on external fund sources					

d) The public projects in this county have donor assistance.					
e) The constituency development (CDF) funding help pay for a portion of the public projects budgeted cost.					
f) A sufficient financial allocation enhances the public project's sustainability efforts.					

B4: MONITORING AND EVALUATION ON THE IMPLEMENTATION OF PUBLIC PROJECTS.

Kindly using Likert scale of Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1, tick appropriately in the spaces provided

Statement	SA	A	N	D	SD
a) There is always consideration of the progress report by the management					
b) During monitoring and evaluation, auditing of the project is always undertaken					
c) There is always consideration of cost control measures which are to ensure the project is not at stake.					
d) Results and feedback from M&E are made available promptly.					
e) The existing monitoring and evaluation system provides conclusive data that can be used to improve project implementation.					
f) The M&E feedback is quite explicit in demonstrating corrective action on deviations.					
g) Structured M&E Policies are in place for the county's project implementation.					

B5: IMPLEMENTATION OF PUBLIC PROJECTS.

Kindly using Likert scale of Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1, tick appropriately in the spaces provided

Statement	SA	A	N	D	SD
a) The projects are completed on time.					
b) The projects are completed within the set budget					
c) Successful implementation induces high level of satisfaction to customers and the stakeholders.					
d) Implementation depends of funds availability					
e) Successful implementation is through overall participation of all stakeholders.					

Thank you for Time

Appendix III: The Official number of Chief County Officer in Kajiado County

No.	Name of Ministry or Department
1.	Agriculture
2.	Livestock
3.	Finance and Economic Planning
4.	Medical Services
5.	Public Health
6.	Land and Physical planning
7.	Urban development, Housing and Municipalities
8.	Road
9.	Public works
10.	Environment
11.	Water
12.	Trade
13.	Education
14.	Vocational training
15.	Public service
16.	Administration and enforcement
17.	Culture
18.	Governor's delivery unit

Source is Kajiado County

Government

Appendix IV: The official number of County Directors in Kajiado County

No.	Name of Ministry or Department
1.	Agriculture
2.	Livestock
3.	Fisheries
4.	Irrigation
5.	Veterinary services
6.	Agricultural support programmers
7.	Resources mobilization
8.	Accounting Services
9.	Budget and Economic planning
10.	Internal audit
11.	Procurement
12.	Medical services
13.	Clinical services
14.	Administration – Medical services and public health ministry
15.	Survey department
16.	Physical planning
17.	Urban development
18.	County land registry office
19.	Human resource and administration
20.	County inspectorate service
21.	Public services and citizen participation
22.	Roads
23.	Transport
24.	Energy
25.	Public works & Housing
26.	Environment and Natural resources
27.	Water and Irrigation
28.	Trade
29.	Investment and Entrepreneurship development
30.	Early Childhood Education
31.	Vocational training
32.	Gender, Culture, Youth and Sports
33.	Cooperatives
34.	Tourism and Wildlife

Source is Kajiado County Government