CRITICAL SUCCESS FACTORS AND IMPLEMENTATION OF PROJECTS BY
THE DEPARTMENT OF HEALTH AND EMERGENCY SERVICES IN
MACHAKOS COUNTY, KENYA

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JUNE, 2023
DECLARATION

I hereby state that the information incorporated into this project is my original concept and that no one may use it for academic purposes without seeking the author's consent beforehand or the university.

Signature………………………….. Date…………………………..

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SUPERVISOR

I confirm that the Project can be presented for final examination

Signature………………………….. Date…………………………..

Dr. Alfayos Ondara
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DEDICATION

The dedication of this project is to my dear wife Macelline.
ACKNOWLEDGEMENT

I sincerely appreciate God Almighty for all of his magnificent blessings, especially the gift of life and health. I’m indebted so much to my supervisor, Dr. Alfayos Ondara, because of his dedication as well as prominence contributions to this research project.
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# OPERATIONAL OF TERM

**Critical Success Factor**  
Project managers carry out certain tasks, methods, or areas to ensure that a project is completed successfully. It is measured in terms of project leadership, stakeholder involvement, resource allocation, evaluation, and monitoring in this study. A process for figuring out how and where a project will be.

**Monitoring and evaluation**  
A process for figuring out how and where a project has met its objectives, how and where it hasn't, and how and where it may be improved. It is measured in terms of practicality, control, and feedback in this study.

**Project implementation**  
It comprises performing duties to produce outputs and monitoring development in accordance with the work plan. This study measures it in regard to cost, schedule, and client satisfaction.

**Project leadership**  
The craftsmanship and study of guiding a group to the fruitful finishing a project. It is measured in relation to planning, organizing, as well as directing in this study.

**Resource allocation**  
The process of allocating funds, talents, and other resources among county ministries. It is measured in terms of finance, labor, and equipment in this study.

**Stakeholder involvement**  
The process via which a firm involves key stakeholders in order to accomplish agreed-upon outcomes. It is measured...
in terms of decision-making, information exchange, and knowledge in this study.
ABSTRACT

There is a high rate of project failure due to inadequate planning or implementation. This indicates that Kenya's national government and its numerous county administrations have a strong incentive to see that long-term national development projects are completed. The healthcare facilities in Machakos County has undergone significant upgrades as a consequence of county government efforts. Many of the projects, though, are having problems getting off the ground. Due to a lack of finance, time, or political will to see them through, numerous proposed health projects never leave the drawing board. The general objective of the study sought the relationship between critical success factors and implementation of projects by the department of health and emergency services in Machakos County, Kenya. The objectives of the study were; to examine how stakeholder involvement influences the implementation of health and emergency services projects, to establish how monitoring and evaluation influences the implementation of health and emergency services projects, to analyze how resource allocation influences the implementation of health and emergency services projects and to determine how project leadership influences the implementation of health and emergency services projects in Machakos County, Kenya. The theories that guide the study were; institutional theory, resource-based view theory, realistic evaluation theory and stakeholder theory. The study adopted a descriptive research design. The target population of the study were 43 respondents (5 project managers and 38 team members). Primary data was collected by use of questionnaires and interview schedules were issued to all the project managers and members of the team. A total of 6 respondents were used to test the pilot study. The regression model summary findings revealed that coefficient of adjusted $R^2$ was 0.623. This means that 62.3% of the variance in project performance was due to stakeholder participation, monitoring and evaluation, resource allocation, and project leadership. Also, the findings revealed that stakeholder involvement, monitoring and evaluation, resource allocation and project leadership significantly influence the implementation of projects in department of healthcare since the p-value was less than 0.05. The study concludes that involvement of stakeholders ensured projects are monitored and evaluated hence minimal resources are misuse. The project leaders plan and communicate vision where project tasks were shared according to qualifications. The study recommends that project managers and key stakeholders should be given a greater degree of responsibility for defining and attaining the goals of the project. The project managers should ensure transparent financial reporting, thorough documentation of all financial activities, and reasonable budgeting throughout the project.
CHAPTER ONE:

INTRODUCTION

1.1 Background to the Study

A significant factor that determines whether a project will be fruitful or not is how the project plan was implemented (Beleiu, Crisan & Nistor, 2015). Project implementation can be viewed as a complex process that comprises of multiple variables which influence implementation. These variables include; resource management, operational systems, the culture cultivated in the organization as well as the organization’s leadership (Odoyo, 2013). The sequence displayed by the project cycle depends on how projects are designed, planned and implemented (Chikati, 2009). Implementing a project is more challenging compared to any other activity in the project work. This is according to Maritim (2013) on a case study in Nigeria.

Youker (2016) posit a project is an assortment of an enormous number of tasks or jobs that must be accomplished in a logical or technologically determined order and within a specific time and cost while meeting performance objectives. A project is considered successful, according to Motwani, Mirchandani, Madan, and Gunasekaran (2018), if project objectives are achieved on time, on budget, with minor or agreed changes in both scope, level of performance required or specified, while using effectively and efficiently allocated resources, and with customer / user acceptance. As a result, a project can only be properly implemented if it is consistent with the project's objectives, and a project can only be regarded successful if it has provided a defined group of project beneficiaries with the promised future benefits.
The project implementation process, according to Nutt (2016), is challenging because it frequently requires concurrent thoughtfulness regarding a wide scope of human, monetary, and specialized angles. According to Kaptui and Omondi (2019), a well-defined project plan that acts as a roadmap for the implementation stage is frequently preceded by a well-defined project plan. However, as operations progress, project managers may face challenges in the project implementation process, which comprises the successful development and introduction of initiatives within the business. Consequently, the project manager is in charge of ensuring the project's success thus must devote more time and focus to its financial, technological, and human components.

The most essential project success elements for attaining efficient implementation of in the Indian construction sector, according to Jha and Iyer (2017), were dedication, coordination, and competence. However, the extent to which certain success or failure variables contribute changes depending on the project’s present level of performance ratings. According to Pinto and Slevin (2018), projects are made up of a variety of critical success elements that can make a project successful if they are well structured and managed, but if they are not given the attention they deserve, they can cause the entire project to fail.

The majority of projects in developing countries are carried out alongside day-to-day operations in functional organizations with inadequate project management capacity. According to Frimpong (2017), inflation, project complexity, improper measurement of assets, funding, changing orders, project changes, late accommodation of drawings, unfortunate particular, mistaken foundation data, and agreement offense have all hampered the implementation of government projects in Ghana. Similarly, Alutu and Udawuve
(2019) highlighted that corruption, war, drought, and government political priorities all have an impact on project development in those countries.

Other factors such as rival politicians, public awareness, and other macroeconomic factors, project planning, and employee training, according to Kariithi and Mbugua (2018), impacted the execution of advancement projects in Kiambu County, and they propose that different factors like adversary legislators, public mindfulness, and other macroeconomic factors, project planning, and employee training should be considered. On the other hand, Kamau and Muturi (2015) feel that, if not addressed properly, a range of challenges could sabotage the carrying out of a project. Among the most critical elements of the project planning for successful project implementation is estimating the project's expenses, staffing requirements, and other resources.

Effective and efficient management of critical success variables is the most important requirement for project success. Mobey and Parker (2016), notes that for a project to succeed, the organization must first identify the necessary success aspects, then assess them methodically and scientifically, foresee possible ramifications, and then implement effective ways for dealing with them. Therefore, it's essential to understand all of in addition to the factors that influence project success as well as fundamental elements that affect an organization's project execution progress.

1.1.1 Critical Success Factors

Critical success factor prerequisites were to a great extent tended to in response to project success indicators during the implementation phase during the 1970s and 1980s, by emphasizing quality, as well as members' fulfillment (Jugdev & Muller, 2015). Pinto and Slevin (1987) were the first to try to create a complete set of CSFs besides just the effective
execution of the task. In their paper, they propose a Project Implementation Profile (PIP) model, consisting of ten CSFs: senior management support, project goal, project / program plan, customer service, staff, communication, technical activities, monitoring and feedback, customer acceptance, problem solving, and a commitment to project success. In addition, the PIP model, which contains ten CSFs, is said to be suitable as a tool for project management to measure such features.

According to Madeeha and Imran, stakeholder involvement can take many various levels and forms during project implementation (2016). Through conversation, collaboration, and partnership, this can be aligned with project predefinition and start requirements, as well as the association's essential goals, as well as the project's end goal. Moodley (2018) defines stakeholder engagement as a cycle wherein individuals and networks work together and take an interest in the advancement of an undertaking, and it incorporates gatherings, people, and associations that are effectively engaged with the project. As a result, the kind and number of those involved will also be determined through the project's nature scale, and it's a good idea to check their identification during the project's implementation.

Kerzner (2017) posit that Monitoring and Evaluation (M&E) aids project managers in keeping track on project implementation and resource utilization prudence. This is because monitoring assesses the material and financial progress of project or program activities in relation to the set schedule and indicators of success, while evaluation helps decide the degree of accomplishment of goals; deciding and distinguishing project planning and implementation problems. Monitoring and assessment, according to Churchman (2017), must take into account existing structures while suggesting possible changes over the project's lifetime. Therefore, every organization ought to have a checking and assessment
framework set up to gather and assess information and decide whether the task has accomplished its targets.

The process of planning the activities and resources required by those tasks while considering both the accessibility of assets and the span of the task is known as resource allocation. Proper distribution of resources enhances the efficient use of available resources throughout the company, maximizing their utility (Barr, Fankhauser & Hamilton, 2015). According to Mellentien and Trautmann (2016), resource allocation entails arranging all of the project's resources and assisting a project manager in employing only the resources that are required. Project managers are often forced to deal with low or even non-existent budgets. Because project budgets are limited, there is no room for the project manager to waste or misuse any materials. As a result, project managers must guarantee that resources are deployed efficiently and effectively to project operations.

In project management, effective planning, project coordination, project management, motivation of team members, and important decision-making for project implementation are all part of the leadership function (Thite, 2016). Project leadership, according to Shenhar, A. J. (2018), is the craftsmanship and study of directing a group in the fruitful conveyance of a task and guaranteeing that the group accomplishes more cooperatively than it can independently in light of the fact that it pulls people together to accomplish a shared objective. Therefore, project leadership is a crucial ability for finishing a task effectively.

1.1.2 Implementation of the Project

The process of implementing a project involves transforming broad policy aims or objectives into concrete results in the form of specific action initiatives. A well-designed
project implementation schedule explains and outlines what the project is expected to achieve and when it should be delivered (Gow & Morss, 2018). According to Finch (2019), project planners can utilize a time-related framework to deal with the project objectives' scheduled time component and what needs to be specified in order to generate deliverables and accomplish goals on schedule, within budget, and in accordance with expectations. Consequently, a project manager plays a vital role in project execution by leading a team of employees with a variety of skills and training who are individually responsible for overseeing distinct project areas.

Central part of the project realization or let-down is indeed the project implementation. Organizational aspects bring a broad range of culture, management capabilities and resources, if well practised can help to make the projects’ implementation more successful. Business today is running under uncertainties, projects are not getting accepted by intended users as they are open to external influence, unexpected events and ever-growing requirements. This undoubtedly exhibits that if projects are assumed without proper arrangement of organizational aspects, then the chances of disapproval are high. However, critique not in favour of project implementation has increased. According to (Silva, 2016), taking part in implementation of community-based project is difficult; it usually involves unlimited with group consideration to a comprehensive aspect of organization culture, management capabilities and resource availability. Such outcome and challenge might eat into social capital to a certain extent than constructing it (Conley, 2016). Proper project implementation will therefore lead to projects completion on time, completion with regard to budget allocation and projects that satisfy the stakeholders.
According to Pinto and Slevin (2017), project implementation requires coordinating people and different assets to do the task's arrangements and satisfy the undertaking's goals. The process of putting plans into action is known as implementation science. It's based on a methodical approach that involves a full explanation of who, what, how, and when; persistent questioning; active follow-up; and accountability. The project implementation phase, according to Pinto and Prescott (2018), is a project life cycle phase that begins with project funding and approval and ends with the successful handover of the end product to the client organization, which includes contractual closeout, lessons-learned and documentation, and project document archiving.

Project implementation, according to Shanks (2016), is cycle of a project stage where project administration system would be implemented, namely, when the Work is being carried out on the ground. Project management process' outputs are the project implementation process' inputs, and the quality of a project the executives plan, as well as the capacity and productivity of the task supervisory crew, determine success or failure. Project plans are transformed into project activities at the execution stage. Project implementation was evaluated in this time, money, study, and quality were all factors.

1.1.3 Department of Health and Emergency Services, Machakos County

With 1.4 million people estimated to live there in 2018, Machakos County is among the 47 counties of Kenya. Most of the main towns are cosmopolitan, and the Akamba community makes up the majority of the population. The county is part of the Nairobi metropolitan area. The department of health and emergency services - Machakos County assumes a basic part in keeping a solid populace that is helpful to the County's plan. This can be achieved through giving top caliber, financially savvy medical care administrations. Over the last
five years, the service has attempted to work on the existences of Machakos County residents by offering the most ideal principles of amazing medical services that is dynamic, reasonable, open, fair, satisfactory, supportable, proficient, and compelling to all. All the more critically, via the implementation of numerous initiatives and programs, the County has made significant contributions in this field. In order to simplify the movement of patients and casualties during crises, 70 ambulances were purchased. 78,250 people were helped as a result of this campaign. Level 5 and 4 hospitals, together with Level 3 health facilities, were given a makeover.

1.2 Statement of the Problem

Implementation of projects is ultimate for project success, facilitating project manager to find problems in financial plan, clients’ requirements and duration period to develop suitable tools tackling those problems (Kumaraswamy, 2018). Conversely, for Turner and Muller (2015) individuals in the project managing, fail to advance to overcoming the uncertainties. Consequently, project delays, failure in clients’ requirement and budget overlap are often witnessed because of overlook of possible peril. Inadequate facts followed by ineffectual managing of project contributed to project cost overrun, finishing point suspensions and close before completion. Sixty per cent of the projects in 2018 had problems at implementation stage as they lacked resources for their completion (NCA, 2018). The essential endlessly purposes behind project frustration are epitomized in the three major aspects of the project, namely time, money, and quality. Most of drives come up short during the execution stage, which has been a wellspring of worry for governments and the general public (Hussein, 2018). According to Kimama (2018), the major issues with public project implementation have been administrative hurdles rather than the
initiative's characteristics. In reality, a substantial percentage of projects fail owing to a lack of skills or poor implementation performance. As a result, for Kenya's national and county governments, successful project implementation for long-term national development is a top priority.

Kenyan county governments have completed a number of projects since 2013, with up to 32% of them being finished satisfactorily (World Bank, 2016). The Constituency Development Fund (CDF) together with the Economic Stimulus Programme (ESP) development of health facilities initiative in Machakos County resulted in a growth in health facilities in all sub-counties. Machakos town has 1 Level 5 hospital and 4 Level 4 hospitals in Mwala, Kathiani, Kangundo, and Matuu, the County Government has considerably enhanced health facilities. Other health facilities include 193 that are owned by the County Government, 9 are owned by NGOs, 32 are held by FBOs, and 128 are privately owned. There are 367 health facilities in the county. However, some ventures are having trouble getting off the ground. Due to problems such as inefficiency in time, budgetary limits, and a lack of political will, many health projects fail to be realized.

Munyao (2016) researched the influence of crucial success variables affecting project performance and found out that Leadership Sponsorship, goal orientation, and communication orientation predict project performance. The study, however, was based on a study case involving the NTSA, resulting in a contextual gap. As a result, the current research will concentrate on many aspects. The study by Osman and Kimutai (2019) looked into key success factors in the execution road developments in Kenya's Wajir County, and discovered that asset preparation greatly impacted the project management in the county. However, the analysis only looked at road projects in Wajir County, leaving a vacuum in
the context. Therefore, the present study investigates essential success criteria on the implementation of ministry of health and emergency services initiatives.

1.3 Objectives of the Study

1.3.1 General Objective

Critical success elements for ministry of health and emergency services initiatives in Machakos County, Kenya.

1.3.2 Specific Objectives

i. To examine how stakeholder involvement influences the implementation of health and emergency services projects in Machakos County, Kenya.

ii. To establish how monitoring and evaluation influences the implementation of health and emergency services projects in Machakos County, Kenya.

iii. To analyze how resource allocation influences the implementation of health and emergency services projects in Machakos County, Kenya.

iv. To determine how project leadership influences the implementation of health and emergency services projects in Machakos County, Kenya.

1.4 Research Questions

i. What role do stakeholder involvement impact implementation of health and emergency services projects in Machakos County, Kenya?

ii. To what extent do monitoring and evaluation influence the implementation of health and emergency services projects in Machakos County, Kenya?

iii. What is the connection between the distribution of resources and the implementation of health and emergency services projects in Machakos County, Kenya?
iv. How does project leadership influence project implementation of health and emergency services in Machakos County, Kenya?

1.5 Significance of the Study
The survey’s conclusions aided to strengthen Machakos County's management in the department of health and emergency services in implementing essential success criteria such as stakeholder involvement, monitoring and evaluation, resource allocation, and project leadership in health project execution. Other county ministries also benefited from the study's conclusions on how to properly conduct projects by including the best essential success elements. The discoveries of this study had likewise been valuable to the public authority and policymakers in terms of understanding how crucial success elements influence project implementation. Members of the project team may also indirectly benefit from the study's conclusions, as the intervention of policymakers will benefit them. Experts had to benefit from this research since they can involve the discoveries as a kind of perspective in further research.

1.6 Scope of the Study
Machakos County government served as the research location. The ministry of health and emergency services had been the element of analysis, while project coordinators and participants had been the unit of observation. Questionnaires had been distributed to all respondents in order to collect data. The study's independent variable, critical success factors, was assessed in terms of stakeholder engagement, resource allocation, monitoring and evaluation, and project leadership, while project execution, which is a dependent variable, was assessed in terms of budget, schedule, and quality.
1.7 Limitations of the Study

Data collection was limited because some of the intended respondents are unwilling to offer information. This was mitigated by clarifying the study's objective and assuring respondents that the information they provide was kept private. Respondents' busy schedules had an impact on the data gathering process. To mitigate that, all respondents were issued with a notice was given ahead of time to organize questionnaire distribution.

1.8 Organization of the Study

This project has five chapters. The study's context, topic, objectives, questions that guided the investigation, importance of the study, scope, and study’s limitations are highlighted in Chapter One. The second chapter provided theories anchoring the study, discussion of related empirical research, summary and identification of gaps from the reviewed empirical research and conceptual framework. The third chapter provided the structure, demographics, sampling techniques, testing, data collection tools, data gathering procedures, analytical techniques, and research ethics. The fourth chapter included data analysis, while the fifth chapter included a summary conclusion and recommendations.
CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

The part examines the theoretical review and the underlying hypotheses of the research. There is also a section on the empirical review, which includes previous researchers' writings, a synopsis, and the gaps that have been left that necessitate this study. The study variables are connected diagrammatically by the conceptual framework.

2.2 Review of Theories

2.2.1 Institutional Theory

Meyer and Rowan (1977) proposed a hypothesis, based on Meyer (2008), which looks at an organization's survival in relation to its association with its outside climate. Organizations, according to proponents of this theory, often represent the myths, practices, and practices that have evolved over time and have been confirmed by information from many experts, and work to direct organizational activities by responding to altering client needs (Meyer & Rowan, 1977; Powel, 2007). Institutional strengths, resource dependencies, legal concerns, organizational processes, and procedures are all influenced by laws, procedures, and myths, which also affect the functioning of the organization. Institutional theory changes the way of behaving of associations to act capably in the community and in different stakeholders, depending on the current theme of strategic management literature (Brammer et al., 2013).

According to Zucker (2015), institutional theory paints a detailed yet complex image of an association, perceiving that numerous associations are influenced by ordinary forces from
within or outside, such as national laws or policies from regional and local governments. In addition, these policies, which are oppressive, cause the state government to be guided by legitimacy such as general working strategies, acquisition regulations, removal methods and pay, and public prerequisites, which all can divert attention from public use projects.

Theory was important in this research since its accentuated significance together with hierarchical individuals complying with rules, methodology, esteem frameworks and symbols, procedures, structures, organizational culture, and cognitive texts when it comes to procurement, deployment, and communication to improve performance.

2.2.2 Stakeholder Theory

According to Freeman (1984), organizations should be viewed collectively of members, and the objective of the association ought to be to deal with the interests, needs, and ideas of the participants. Company executives are considered to be responsible executives. From one viewpoint, the board should deal with the enterprise to assist its partners to get their freedoms and investment in navigation, and then again, chiefs should go about as investors' representatives to guarantee the endurance of the firm, to safeguard the drawn out posts of each gathering.

A stakeholder, According to Freeman (1984), any party or individual can influence or influence the achievement of organizational goals. Participants, according to Freeman (1984), can influence organizational performance, goals, development, and even existence. Project stakeholders, according to the PMI Standards Committee (2004), people and associations effectively taking part in the undertaking or their inclinations might be impacted by the task execution or fruitful result. Partners are basic to a task's prosperity since their inability to reliably uphold the undertaking's vision or objectives causes many
initiatives to fail. Stakeholder participation requires the provision and support of support, as well as partnerships for the development, planning, and development of new business solutions.

This theory is significant to the research because it demonstrates that stakeholder screening is an important part of the first phase of the process and should take place before a consultation and consultation process is established. Because each stakeholder has a personal interest in the project, this can prompt various needs, clashes, and a huge expansion in the intricacy of the circumstance. All around made due stakeholder participation allows project participants to cooperate to work on the solace and personal satisfaction while limiting natural effect and expanding the financial proficiency of the venture. As a result, during the County's health project implementation phase, stakeholder engagement should be prioritized. The theory is linked to the variable of stakeholder involvement.

2.2.3 Resource Based View Theory

Barney (1991) came up with an Optimization Oversight theory, asserting that a company is a combination of real money, HR, and hierarchical assets. The fundamental reason of an asset-based view is that of definitive resources and capacities can differ essentially starting with one firm then onto the next, and that these distinctions can be tough. Hypothesis centers around the idea of solid brands that are hard to repeat as wellsprings of business return and ways of making superior execution and upper hand. "Supported upper hand is acquired from esteemed, scant, defectively imitable (attributable to way reliance, causal uncertainty, and social intricacy), and no substitutable assets," as indicated by Barney (1991).
The theory is significant since it reiterates on the utilization of the resources within the departments as the determinant of project implementation. This theory is crucial and that shows how County governance handles projects in light of its assets as well as abilities. In being a wellspring of viable execution of their health projects, the County's resource must also be valuable, scarce, and imperfectly imitable and substitutable. This hypothesis is linked to the variable of resource allocation.

2.2.4 Realistic Evaluation Theory

Pawson and Tilley's realistic evaluation theory was originally published in 1997, is a paradigm for determining what outputs are caused by a project intervention, how it is delivered, and what is significant about the many situations that the intercession happens (Pawson and Tilley, 2004). 'What works for whom in what the future held ways, and how?' is the issue that sensible assessment addresses. The model permits the inspector to determine whether the intervention components are useful or ineffective, as well as what contextual factors are needed to re-intervene in different settings. Similarly, according to Fukuda-Parr, Lopes, and Malik (2002), realistic evaluation means to distinguish the logical factors that make mediations compelling, resulting in the development of learning about how they produce outcomes. This idea can be very helpful in finding out how a project can be delivered are made during the monitoring and evaluation phase. The theory is linked to the variables of monitoring and evaluation.

2.3 Empirical Review

The following section examines research surveys that are relevant to all the research objectives; these are examined in the following order, according to each specific aims:
2.3.1 Stakeholder Involvement

Kalu and Rugami (2020) investigated how stakeholder involvement has affected the implementation of infrastructure initiatives in the Kenya Ports Authority (KPA). The study was conducted using a descriptive design. The size of the sample was 358 people, and the study used a filtered sampling strategy. As a major data collection tool, a systematic questionnaire with closed queries was used. Empowerment of participants, according to this study, develops participants' skills and confidence in their choices and decisions. The research, however, was conducted within the Kenya Ports Authority, which led to a content gap.

A study by Githinji, Ogolla, and Kitheka (2020) looked at stakeholder involvement's effects on projects delivery using Kenya’s Ferry Services as an example. The study population was 231, Kenyan boat service participants made up a sample. According to the discoveries of this review, the association of the members in the task distinguishing proof was found to have a critical and significant relationship using the project execution. The survey, however, was a study case of Kenya Ferry Services, which created a content gap.

Stakeholder engagement impact on project delivery was assessed by Nyabera (2015) in a study of seven international projects assisted in the Mwingi region. In addition, study techniques employed were both quantitative and qualitative research strategies. Of the four programs sponsored by Compassion, the target audience was 391 participants. The investigation discovered that the support of partners in the venture execution essentially affected the execution of projects and project representatives in the project management system. The analysis, however, focuses on international aid programs in the Mwingi region, creating a content gap.
2.3.2 Monitoring and Evaluation

The implications on planning for monitoring and assessment in the poverty alleviation initiatives programs off the Kenya's coastline are investigated by Odhiambo, Sakwa and Wakibia, (2020). Various studies have been conducted in Kenya's coastal areas of Mombasa, Kilifi and Kwale. An important proportion in execution for marine neediness easing programs was success, according to material analysis, while the main metrics for monitoring and evaluation planning were to track progress and timing. A correlated analysis reveals that effective outcomes and progress in tracking and timing have strong positive correlations. This shows that the planning, monitoring, assessing, and implementation of the marine initiatives have a very good organization. The variety of studies differed from what the current research will focus on thus introducing a theory gap.

In Marsabit County, Kenya, Galgallo (2019) evaluated the impact of monitoring and assessing strategies in implementation of infrastructure development projects by regional governments. More than 165 were included in the sample. There was no link between basic monitoring and evaluation surveys, management interaction, monitoring and evaluation planning, and monitoring and evaluation technical understanding in carrying out development initiatives, according to results. Based on the data, it was determined that the basic M&E surveys had no effect on the execution of foundation projects. However, the study respondents were deliberately selected thus presenting a performance gap.

The the impact of monitoring and evaluation on the result of a projects in Ghana was researched by Kissi et al. (2019). The thoughts of venture specialists in the Ghanaian development industry were gathered utilizing a methodical study. In view of the made-up hypothesis, the article utilized a tiny square factual model to decide the effect development
project processes achievement. The discoveries uncovered that M&E processes have a positive relationship with measurable achievement examples and undertakings. What's more, the wellbeing and security execution and extension of the project have shown a deep connection with the process of monitoring and evaluation, highlighting the importance of these two key frameworks must be made priority in emergent nations to ensure the success of the project. However, the research focused on the construction work thus revealing the content gap.

2.3.3 Resource Allocation

The effect of the accessibility of assets on the utilization of water projects subsidized by the Nyeri County, Kenya, has been investigated by Rugiri and Njangiru (2018). A randomized selection strategy was used to choose sixty participants from the project leaders tasked with the research water-related initiatives. Questionnaire used to collect key data. To obtain relevant findings, descriptive and non-descriptive statistics were used, as well as bivariate and multivariate methods. The discoveries of the review investigation additionally showed that asset accessibility was a decent indicator of project implementation. However, research focuses on water systems thus revealing the content gap.

Effects of the project resource allocation in software success of the project was evaluated (Nair, 2014). This report is based on a symbolic evaluation of several projects developed at CMMI Level 5 Software Company focusing on products and services. The discoveries of the investigation uncover that the previously mentioned factors fundamentally affect the progress of the product and the organization. The concentrate likewise features the significance of venture directors in expanding asset portion for programming
improvement. This article explores the influence of a successful project manager in allocating resources such as time, money, and developer value. Knowing the efficiency of a project manager in terms of resource allocation allows one to achieve the required level of quality. However, the study used secondary data thus revealing a performance gap.

Ochieng (2014) evaluated the impact of resource management on project delivery in the telecommunication service corporate structure in Kenya. Data were analyzed by categorizing responses based on research objectives. The trend between variables was expressed using descriptive statistics. The study found that GSM businesses in Kenya are aware of the need for resource management, and that the four aspects of project resource management are a major factor in project implementation. However, the research focused on the project in mobile phone companies in Kenya thus introducing a content gap.

2.3.4 Project Leadership

A study by Omonyo (2019) focused on project leadership work in reducing the impact of intricacy outcome on significant Kenyan public foundation programs. A review was conducted as a multidisciplinary investigation. Three interactive questionnaires were used to conduct a 124-census survey based on 31 major public infrastructure projects. Project management had a very productive impact on the project's success, so much so that when a leadership style changes to complex leadership, success rate improves. However, the current study will use different variables that are not used in the study thus highlighting the theory gap.

Mbogoh, Mukulu, and Waiganjo (2019) are investigating initiatives management as part of project non-governmental organizations implementation in Kenya. The research design of this survey was a separate survey. The targeted study was 500 employees. Stratified
samples were used to obtain the sample from Target People. The questionnaire, interview guide, and check form were among the data collection strategies used. Findings also suggested that the project leadership style influence the implementation of the project by the NGOs in Kenya, supporting the end that the task authority style fundamentally affects project implementation in Kenya. However, the study used the composition of the research studies of the different categories thus highlighting the performance gap.

The impact of project management style leadership on project implementation was studied by Ogohi and Ogochukwu (2016). The data were evaluated using a content analysis approach. This is due to its high reliance on secondary source data. This study found a link between management leadership styles and project implementation; Project administration has had a critical impact on project success. However, secondary data was employed thus revealing a performance gap.

2.4 Summary of Literature Review

Literature review summarizes the research conducted by various authors on how stakeholder engagement, monitoring and evaluation, resource allocation, and project leadership have an impact on project implementation. Table 2.1 provides a summary of the provided literature along with its gaps.
<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Observation</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalu and Rugami (2020)</td>
<td>Stakeholder involvement on infrastructure projects implementation</td>
<td>Stakeholder empowerment improves stakeholders' abilities and confidence in making choices and decisions.</td>
<td>The study was carried at Kenya Ports Authority and the current study was carried in department of health in Machakos County.</td>
</tr>
<tr>
<td>Githinji et al. (2020)</td>
<td>Engagement of stakeholders on project implementation</td>
<td>Stakeholder involvement in project distinguishing proof was found to have a solid and great connection with project execution.</td>
<td>The study was conducted at Kenya Ferry Services but the current was carried in department of health in Machakos County.</td>
</tr>
<tr>
<td>Nyabera (2015)</td>
<td>Participation of stakeholders in the project implementation</td>
<td>Stakeholder participation when initiating projects had a significant impact on project implementation.</td>
<td>The study targeted 391 participants while the current study response was 43.</td>
</tr>
<tr>
<td>Odhiambo et al. (2020)</td>
<td>Planning for implementation of mariculture programmes aimed at reducing poverty and monitoring its progress</td>
<td>Monitoring and evaluation planning and mariculture project implementation have a significant favorable association.</td>
<td>Theoretical gap: The study variables were different from the what the current study will focus on</td>
</tr>
<tr>
<td>Galgallo (2019)</td>
<td>Project implementation is influenced by monitoring and assessment procedures.</td>
<td>M&amp;E baseline studies have little effect on the implementation of infrastructure projects.</td>
<td>Methodological gap: The study respondent were purposively selected</td>
</tr>
<tr>
<td>Kissi et al. (2019)</td>
<td>Monitoring and evaluating the project's progress</td>
<td>The effectiveness of initiatives is statistically significant favorable link with M&amp;E practices.</td>
<td>Contextual gap: The previous study focused on construction projects, but the current study focused on health projects.</td>
</tr>
<tr>
<td>Rugiri and Njangiru (2018)</td>
<td>Resource availability within project implementation</td>
<td>The availability of resources was a good predictor of project success.</td>
<td>Contextual gap: water projects</td>
</tr>
<tr>
<td>Nair (2014)</td>
<td>Resource allocation on project success</td>
<td>The project manager's efficiency level in terms of resource allocation</td>
<td>Methodological gap: The previous study relied on</td>
</tr>
<tr>
<td>Study</td>
<td>Title</td>
<td>Focus</td>
<td>Findings</td>
</tr>
<tr>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>----------</td>
</tr>
<tr>
<td>Ochieng (2014)</td>
<td>Resource management on implementation of projects</td>
<td>Human, financial, time, and technical considerations all have an impact on project implementation.</td>
<td>Contextual gap: The study focused on project in mobile communications companies in Kenya but the current study will focus on projects in County government.</td>
</tr>
<tr>
<td>Omonyo (2019)</td>
<td>Project leadership on implementation of projects</td>
<td>The success of the project was significantly influenced by project management.</td>
<td>Theoretical gap: The current survey employed different variables not used by the study.</td>
</tr>
<tr>
<td>Mbogoh et al. (2019)</td>
<td>Project management as a factor in project implementation</td>
<td>The project's implementation was influenced by the project's leadership style.</td>
<td>Methodological gap: Cross Sectional design.</td>
</tr>
<tr>
<td>Ogohi and Ogochukwu (2016)</td>
<td>project managers leadership style influence on implementation of projects</td>
<td>There is a connection between the board initiative styles and task execution; project the executives control for the most part affected project performance.</td>
<td>Methodological gap: The previous study relied on secondary data, but the current study relies on primary data.</td>
</tr>
</tbody>
</table>

Source: Researcher (2021)
2.5 Conceptual Framework

The theoretical framework, as defined by Mugenda & Mugenda (2003), is an illustration describing the intended relation between the various factors. Figure 2.1 depicts a practical conception of how independent variables affect the dependent variable, which is the implementation of health and emergency services initiatives.

**Independent Variables**

- **Stakeholder Involvement**
  - Decision making
  - Information sharing
  - Expertise

- **Monitoring and Evaluation**
  - Accountability
  - Transparency
  - Error detection

- **Resource Allocation**
  - Money
  - Labor
  - Materials

- **Project Leadership**
  - Planning
  - Organizing
  - Directing

**Dependent Variable**

- **Project Implementation**
  - Cost advantage
  - Schedule
  - Customer satisfaction

Source: Researcher (2021)

Figure 2.1: Conceptual Framework
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is the methodology that the study adopted. This chapter outlines the research methods employed in carrying out this study. These include, research design, population targeted, sample size and sampling procedure, data collection procedure, pilot study, validity and reliability tests, and data analysis and also ethical considerations.

3.2 Research Design

In this study, a descriptive research design was used. Mugenda and Mugenda (2003), describes descriptive formats are a way to gather information to assess hypotheses or to address inquiries regarding the present status of the subject being scrutinized. Findings of many people on how a key success approach influences project implementation in Machakos Province. In addition, the design included a field review in which people are considered right at home without environmental abuse. Therefore, a descriptive research design was used to guide the study, which included data collection for respondents and evaluate it from their point of view.

3.3 Target Population

Orodho (2005), describes population as sum of a group of people or objects studied in any field of study with similar characteristics. Projects under the Department of Health and Emergency Services in Machakos County, Kenya, were the unit of analysis. Staff who have been instrumental in the implementation of the Department's projects were the monitoring
unit. As a result, the total response was 43, with 38 members of the project’s team, and 5 project’s managers

**Table 3.1: Population**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project’s manager</td>
<td>5</td>
<td>11.6</td>
</tr>
<tr>
<td>Members of the project team</td>
<td>38</td>
<td>88.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Ministry of Health Machakos, 2021)
3.4 Sample Size and Technique

The steps that are taken in selecting study participants for specific individuals are called sampling design (Ogula, 2015). According to Mugenda and Mugenda, (2003), there is no need for sampling if the number of studies is small; if not, the whole community should be read. As a consequence of this, a survey involving 43 participants was conducted.

3.5 Data Collection Instruments

Interview schedules and questionnaires was constructed with the help of University supervisor Then Questionnaire was printed and administered using a drop and pick method. This provided flexibility for those who were having busy schedules and preferred to fill in the questionnaires at their free time. Since the tested respondents were expected to fathom the reviewed questions, the use of questionnaires was possible. This helped in reducing the number of query definitions, making information assortment less expensive and quicker. The survey was isolated into areas that were to cover the examination objectives. The respondents were asked to rate their degree of agreement on a rundown of inquiries connected with each study aim using a Likert scale. All participants in the project’s team were given questionnaires.

The project’s manager’s qualitative data was collected through interview schedules. Interviews, according to Edwards and Holland (2016), help researchers in order to comprehend in more detail the problem since they allow for deeper exploration of concerns that surface during the interview. The information gathered during the interviews was significant to this study because revealed how the critical success factors analyzed affected implementation of the projects in the department of Health and Emergency Services,
Machakos County. Furthermore, interview schedules were used in this study since they allowed the collection of specific information from project managers through the use of follow-up questions and clarifications, making the information acquired more relevant and valuable.

3.6 Pilot Study

Evaluation testing, as per Mugenda and Mugenda (2003), is a significant stage in research since it permits the researcher to evaluate the fittingness and dependability of the devices and to recognize the boundaries that participants may encounter when providing information. The assessment of the research materials were conducted by the Minister of Lands, Energy, Housing, and Development of the city of Machakos, along with four respondents. This is because, as per Mugenda and Mugenda (2003), experimental studies contain 10% of population with similar characteristics. This work assisted the researcher in identifying potential obstacles during the investigation. Check that the research tools material properly integrates with all the variables in question.

3.7 Validity and reliability of the research instruments

3.7.1 Instrument Validity

When we talk about the validity of research tools, we are referring to how well they perform their intended measurement tasks (Orodho, 2005). In this study, the concept of content validity was applied to assess how well the research instruments measured the important variables. The scholar sought the help of University Supervisors to evaluate the strategy adopted to come up with the questionnaire. Preliminary pre-testing of the questionnaire for clarity and validity before actual administering to the respondents was carried out. The researcher used the following methods to reach this objective: first, a careful examination
of each item in the instruments was conducted, looking specifically at how accurately each question measured the construct of interest. Also, peer reviewers were used to establish the instruments' content validity. Reviewers were given the relevant instruments and asked to verify that the questions being asked make sense and offer sufficient data. Third, we asked an expert's assessment on the instruments' effectiveness; in this case, the manager.

3.7.2 Instrument Reliability

The term "reliability" describes a research tool's ability to deliver accurate data following a number of the phrase dependability relates to the ability of a research tool to deliver accurate data following several numbers of testing (Mugenda & Mugenda, 2003). The split-half method was used to check that the questionnaire items were consistent with one another. Orodho (2005) states that the split half technique compares the findings of one half of a set of scaled items to the findings of the other half in order to determine the degree of internal consistency. In achieving this purpose, the questions in each section of the questionnaire were separated into two groups: even numbers and odd numbers. The link between the two sets of scores was examined after calculating the correlation coefficient for each group using Cronbach's alpha. Cronbach's alpha correlation coefficients greater than 0.70 were required to establish the questionnaire's reliability. This criterion was deemed adequate. As a result, Table 3.2 shows that the study's goal was to attain a correlation coefficient of 0.783.
Table 3.2: Results of Reliability Tests

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha Value (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder involvement</td>
<td>0.851</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>0.756</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>0.823</td>
</tr>
<tr>
<td>Project leadership</td>
<td>0.710</td>
</tr>
<tr>
<td>Project implementation</td>
<td>0.774</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>0.783</td>
</tr>
</tbody>
</table>

**Source: Pilot Study (2022)**

Table 3.2 shows that the corresponding Cronbach alpha values for stakeholder involvement are; monitoring and evaluation, resource allocation, project leadership, and project implementation were, respectively, 0.851, 0.756, 0.823, and 0.710 and 0.774. This demonstrates that the average alpha coefficient for each individual variable was significantly greater than 0.7, as suggested by Mugenda & Mugenda (2003). They also assert that highly reliable instruments have an alpha coefficient value of at least 0.7.

### 3.8 Data Collection Instruments

Questionnaires were used to gather primary data at every stage of the gathering procedure. Because it was anticipated that the sampled respondents would comprehend the research questions, the use of questionnaires was practical. This reduced the number of ways in which the questions may be interpreted, which in turn made it easier, more affordable, and quicker to collect data. The research objectives were addressed in a variety of distinct areas that were included in the questionnaire. A Likert scale was utilized so that the respondents could express their level of agreement or disagreement with the items that were listed that related to each study objective. Every member of the project team filled out a questionnaire that was given to them.
3.9 Data Collection Procedures

To begin, the researcher contacted the ministry's administration to reaffirm their plan to conduct the study, as well as to gain clarification on the significance of the research and level of management's commitment is necessary. The Questionnaire was printed and administered using a drop and pick method. Each respondent was given a questionnaire to fill out on their own time, as well as the collection of those questionnaires two weeks later. In order to remind the respondents how crucial it was for them to respond to the questionnaire, the researcher followed up with them by paying them a personal visit and phoning them to remind them finish the questionnaire before collecting.

3.10 Data Analysis and Presentation

The information collected from surveys was initially modified, cleaned, as well as sorted into prevalent topics in order to accurately portray significant information. In order to examine quantitative data, descriptive statistics such as standard deviation and mean were employed. This was performed by using the 20.0 edition of the Statistical Package for the Social Sciences (SPSS). Analyses of correlation and multiple regression were employed as inferential statistics in identifying the nature of the link between the factors extent to which they impact one another. This was done in order to test the relationship between the variables by using the regression model.

The regression equation was:  
\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Whereby;  
\( Y \) = Implementation of the project  
\( X_1 \) = Stakeholder involvement  
\( X_2 \) = Monitoring and evaluation  
\( X_3 \) = Resource allocation
\[ X_4 = \text{Project leadership} \]

\[ \beta_1 - \beta_4 = \text{Coefficients} \]

\[ \varepsilon = \text{Error term} \]

3.11 Diagnostic Test
The study used a variety of diagnostic tests to check that the estimates' coefficients were consistent and accurate in making conclusions. Diagnostic testing has evolved into an essential component of model specification. Multicollinearity, heteroscedasticity, and autocorrelation tests were the principal diagnostic tests used.

3.11.1 Multicollinearity
This occurs when two or more independent variables in a regression model are moderately or highly correlated. It is a condition characterized by extremely high inter-correlation or inter-association among the independent variables. This is a condition in which the dependent variables have an exact or perfect linear connection, which is assessed by calculating the variance inflation factor (VIF) and tolerance measures to determine the influence of collinearity within the variables in a regression model. Values established from VIF that exceed 10 are thought to represent multi-collinearity. This varies with weaker models, where values greater than 2.5 are grounds for alarm.

3.11.2 Heteroscedasticity
This occurs when a variable's variability is not equal across all observations or values of the predictor variable, and hence the variable's standard errors are not consistent across a given period. It is a linear regression model assumption since it explains the outcomes of dependent variables. Breusch pager test-to-test heteroscedasticity was used in the study.
Because ordinary least squares regression implies a constant variance of residuals determined from a given data set, heteroscedasticity is a concern. (Frost, 2019) Heteroscedasticity is discovered in a time series model when the dependent variable changes significantly across the series. It is concerning since it reduces the precision of coefficient estimations and resulting in substantially lower p-values than should be.

3.11.3 Autocorrelation

The link between the current and previous values of variables in a time series data is measured by autocorrelation. (Green, 2008) It is stated that it arises in a regression analysis when there is no correct specification in the form of a relationship in the model. As a result, autocorrelation is assumed when a nonlinear observation is obtained from modeling a linear connection. The study examined autocorrelation using the Durbin Watson Test, which yields a test statistic ranging from 0 to 4. Values around 4 or 0 indicate negative or positive autocorrelation, respectively, but values nearing 2 indicate less autocorrelation.

3.12 Ethical Considerations

Before travelling to the study site, the researcher made certain to secure an introduction letter from the institution as well as research clearance from the National Commission for Science, Technology, and Innovation (NACOSTI). Information was given to the respondents who made up the sample about the goals of the study, the methodology that would be used, the validity of the researcher, and the uses that would be made of the data. Because of this, the respondents were able to decide whether or not they wanted to take part in the study based on information that was provided to them. Since the participants' identities were not included in the questionnaire, the confidentiality of their responses was not jeopardized in any way.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter discusses crucial success elements in the implementation of health and emergency initiatives in Machakos County, based on an analysis of the findings. The chapter is organized in accordance with the study goals. The data was analyzed using descriptive and inferential statistics.

4.2 Response Rate

There was a total of 43 respondents in the survey, and everyone completed and submitted their questionnaires, yielding a perfect return rate of 100%. According to Alutu and Udhawuve's (2019) remark that an appropriate response rate in research is one of at least 70%, this response rate was not only adequate but also representative. Therefore, the research continued with the use of specialist statistical analysis to back up the study objective that was presented in the first chapter of this dissertation.

4.3 Demographic Analysis

4.3.1 Respondents’ Gender

Figure 4.1 depicts the data on gender distribution from the study, which intended to identify the respondent's gender category.
According to the findings in Figure 4.1, the majority of respondents (81.4%) were male, while female respondents accounted for 18.6%. This suggests that all genders were involved in this research, and so the findings were not biased by gender.

### 4.3.2 Respondents’ Age

The age of the respondents was requested. Table 4.2 shows how age was represented in the study.

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-39</td>
<td>4</td>
<td>9.3</td>
</tr>
<tr>
<td>30-39</td>
<td>11</td>
<td>25.6</td>
</tr>
<tr>
<td>40-49</td>
<td>20</td>
<td>46.5</td>
</tr>
<tr>
<td>50 and above</td>
<td>8</td>
<td>18.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data (2022)*

The results in Table 4.2 show that the majority of respondents (46.5% of them) were between the ages of 40 and 49. A further 25.6% of responders were individuals between...
the ages of 30 and 39; 18.6% of respondents had 50 years or more, and 20 to 29-year-old respondents made up 9.3% of the total. The age gap was very important because younger employees were able to contribute new ideas and a different perspective to the implementation of the projects, whereas older employees possessed both professional and personal experiences, which resulted in the implementation of the projects’ being successful.

4.3.3 Respondents’ Number of Years in Employment

The respondents were asked to provide information about the length of time they had worked for Machakos County's department of Health and Emergency Services. Figure 4.2 depicts the results.

![Figure 4.2: Respondents’ years of employment](source)

As can be seen in Figure 4.2, 54.8% the respondents were already employed for a period ranging from 5 to 10 years., 28.9% had been employed for fewer than 5 years, 11.9% had been employed for more than 15 years, and 4.8% had been employed for between 11 and 15 years. This indicated that the respondents had a wide range of job experiences, which
meant that the respondents had a better grasp of the initiatives that were being performed by the County's appropriate ministry.

4.3.4 Level of Education of Respondents

The study's goal was to determine the respondent's level of education, therefore respondents were asked to declare their highest educational qualifications. Table 4.3 displays the findings.

Table 4.2: Respondents’ Level of Education Currently Achieved

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>7</td>
<td>16.3</td>
</tr>
<tr>
<td>Post graduate diploma</td>
<td>4</td>
<td>9.3</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>28</td>
<td>65.1</td>
</tr>
<tr>
<td>Postgraduate degree</td>
<td>4</td>
<td>9.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data (2022)*

The study findings, which are summarized in Table 4.3, 65.1% of the participants obtained a bachelor's degree, 16.3% of them held a diploma, 9.3% of them held a postgraduate diploma, and 9.3% of them held a postgraduate degree. It was essential to ascertain the responders' educational levels to maximize efficiency with which projects could be carried out and employee performance could be improved via proper training.

4.4 The descriptive statistics analysis result

4.4.1 The effect of stakeholder participation on project implementation

The respondents were asked to score their level of agreement with several assertions about the impact of stakeholder involvement on project delivery in the Department of Health and Emergency Services. An example of their replies is shown below. Respondents' mean
ratings of 3.33 and 3.28 in Table 4.4 for project ownership and resource mobilization, respectively, reveal that these two factors significantly affect the achievement of initiatives within Department of Health and Emergency Services. Respondents' mean ratings of 3.33 and 3.28 on these two criteria are indicative of this. With a mean score of 3.70 on the project planning part, it was shown to have a greater impact on the delivery of projects connected to the Ministry of Health and Emergency Services.

Table 4.3: The effect of stakeholder participation on project implementation in the department of health and emergency services, Machakos county

<table>
<thead>
<tr>
<th>Stakeholders' involvement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>influence project ownership</td>
<td>43</td>
<td>1</td>
<td>5</td>
<td>3.33</td>
<td>1.410</td>
</tr>
<tr>
<td>Stakeholders' involvement</td>
<td>43</td>
<td>1</td>
<td>5</td>
<td>3.28</td>
<td>1.333</td>
</tr>
<tr>
<td>influence project resource mobilization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders' involvement</td>
<td>43</td>
<td>1</td>
<td>5</td>
<td>3.70</td>
<td>1.301</td>
</tr>
<tr>
<td>influence project planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>43</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Research data 2022**

Research by Brammer, Jackson, and Matten (2012) found that proper planning significantly influences execution project's scope, and whether the strategy for carrying out the project turns out to be ineffective, stakeholders can figure out how to fix it. These results are supported by the high mean score (3.70) obtained around project planning. The remedial action helps community project stakeholders carry out their work, which in turn improves the rate at which health and emergency services ministry projects are completed.
Project ownership, as measured by stakeholder participation and a mean score of 3.33, was found to be critically important by participants. According to Edwards and Holland's stakeholder thesis, which the responder appears to support (2016). As this idea sees it, a project's owners should care about the benefits their work produces. Owners of the project, also known as stakeholders, have an interest in finishing the job as rapidly as possible so that they may begin enjoying the benefits of their efforts as soon as is practical. The average score for the category "resources mobilization" is 3.28 because of the effort required. Adequate funding must be allocated in a timely fashion for a project to be carried out successfully. The funds are used for a wide range of purposes, including research and development, product manufacturing, distribution and marketing, human resource management, infrastructure development, and social assistance (Finch, 2019). It is impossible to successfully put a project into action without first completing an appropriate appraisal of the undertaking, which is why the undertaking planning process is so crucial. The necessity for a structured decision-making Project Planning in by a mean of 3.70, the project's implementation is viewed as successful, which is in line with the expectations that have been established theoretically (Edwards & Holland, 2016).

4.4.2 Monitoring and Evaluation

Findings from the descriptive statistics examination of monitoring and assessment as displayed in Table 4.4.. The research was conducted in Machakos County, Kenya, for the Ministry of Health and Emergency Services, and its secondary aim was to assess the role that The role that monitoring and assessment play in successful completion of ministry-related projects. Respondents were given a list of monitoring and evaluation features and
asked to assess each feature's influence on the success of health and safety ministry programs.

**Table 4.4: Monitoring and evaluation of Implementation of the ministry of health and emergency services projects**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and assessment have an impact on project accounting accuracy</td>
<td>43</td>
<td>3.6744</td>
<td>1.59942</td>
</tr>
<tr>
<td>Monitoring and evaluation influence the time factor</td>
<td>43</td>
<td>4.0000</td>
<td>1.27242</td>
</tr>
<tr>
<td>Monitoring and evaluation influence the communication of results efficiently</td>
<td>43</td>
<td>4.1395</td>
<td>1.08192</td>
</tr>
<tr>
<td>Monitoring and evaluation influence the proper project schedule</td>
<td>43</td>
<td>4.2558</td>
<td>1.23622</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>43</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Research Data (2022)**

The effects of monitoring and assessment on accounting accuracy, the relevance of time, the efficiency of disseminating findings, and the monitoring schedule were all examined. Table 4.4's high mean of 3.6744 illustrates that respondents feel monitoring, and assessment have a significant impact on accounting accuracy. The mean score for is shown in Table 4.4 where the time component is 4.00, indicating that it is highly dependent on monitoring and assessment. Respondents also said that monitoring and assessment had a significant role in disseminating outcomes (mean = 4.1395). Table 4.4 shows that the monitoring schedule had a crucial role in the achievement of projects in Machakos County, with an average score of 4.2558. Transparency and inclusion of all interested parties and the public in an organization's actions are ensured by rigorous monitoring and assessment. Transparency helps maintain honest accounting of money and deals. The mean level of
accounting accuracy was found to be rather high in research done by Barr, Fankhauser, and Hamilton (2015), who argued that organizations need to be monitored and periodically assessed for efficient financial management. Time is a finite resource, so making the most of it requires careful preparation and management. By keeping a close eye on and analyzing the company's operations, upper management may find ways to reduce expenditures while increasing productivity. The findings indicate that the time factor in an organization is significantly affected by monitoring and assessment, as predicted (Finch, 2019). The positive and highest mean of 4.1395 indicates how crucial it is to disseminate the findings of project monitoring and assessment. Stakeholders need to be informed of the outcomes of monitoring and evaluation so that they can formulate responses to out-of-the-ordinary conditions. The significance of the monitoring and assessment outcomes was hypothesized theoretically, and the findings of this investigation agreed with the information provided by the theories (Alutu & Udawuve, 2019).

4.4.3 Resource Allocation

The other variable was resource allocation, and the outcomes on statement are shown in Table 4.5.

<table>
<thead>
<tr>
<th>Table 4.5: Resource Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Project finance permits the sponsors to share the project risks with other stakeholders</td>
</tr>
<tr>
<td>Financing the project ensures that the necessary funds are available.</td>
</tr>
<tr>
<td>Project resource allocation enables project managers to assign tasks to the project team members as per their availability</td>
</tr>
</tbody>
</table>
Effective resource allocation enables the project manager to have a forecast resource utilization and proactively take corrective actions ahead of time.

Project managers can deploy competent employees at the right time and cost.

<table>
<thead>
<tr>
<th>Average Score</th>
<th>Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.67</td>
<td>1.33</td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

Table 4.6 displays the results; with a 3.67 on average, with a 1.33 standard deviation, it’s evident that respondents working with the ministry of health and emergency services in Machakos County, Kenya feel that resource allocation affects the implementation of the project. The results are consistent with those found by Njangiru and Rugiri (2018), who conducted research on how the resource availability impacted the execution of water projects sponsored by Kenya's constituency development fund (CDF) in Machakos County.

Finance within project to ensure that the required funds are available (M=4.03, SD=0.97); deploy competent staff at the proper time and cost (M=4.07, SD=0.93); and anticipate resource consumption so that the project manager may proactively take remedial steps in advance (M=3.64, SD=1.36). This indicates that the resources required to complete the projects are being allocated properly and that the projects are being carried out by highly competent employees who are being sourced at the appropriate time. Results are in line with those found by Nair (2014), who studied the effect of resource allocation choices made by project managers on the success of software projects and found that they had a significant effect on the final product for both the software and the company. As a result,
the findings demonstrate the importance of project managers in maximizing software development returns on investment.

Respondents were mostly in agreement (M=3.42, SD=1.58) that project funding enables sponsors to communicate project risks to other parties, and that project resource distribution allows project managers to assign tasks to project team members depending on their availability. This points to inefficiency on the part of the government that provided funding for the project, and it also shows that project managers are limited in their capacity to assign tasks related to the project due to a lack of resources. These findings go counter to those of Ochieng (2014), who found that GSM firms in Kenya educate their staff on the value of resource management a that the four elements of project resource management (technology, time, finances, and people) have a major impact on project delivery.

4.4.5 Project Leadership

The descriptive statistics results on project leadership are provided in Table 4.7.

<table>
<thead>
<tr>
<th></th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning helps the teams focus on the objectives and the end goal.</td>
<td>4.67</td>
<td>0.33</td>
</tr>
<tr>
<td>Planning allows project managers to keep track of which resources have been allocated and thus avoid over-allocation</td>
<td>4.09</td>
<td>0.91</td>
</tr>
<tr>
<td>Project organizing leads to the development of strong teamwork and teams with identity fully with project goals</td>
<td>4.52</td>
<td>0.48</td>
</tr>
<tr>
<td>The project organization ensures timely completion of projects</td>
<td>3.74</td>
<td>1.26</td>
</tr>
<tr>
<td>Direction attempts to integrate all individual efforts through proper coordination</td>
<td>3.88</td>
<td>1.12</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.18</strong></td>
<td><strong>0.82</strong></td>
</tr>
</tbody>
</table>

_Source: Research Data (2022)_
As can be seen in Table 4.7, respondents from the ministry of health and emergency services in Machakos County, Kenya, feel that project leadership affects the execution of that project. The average score was 4.18, 0.82 as the standard deviation This implies high-ranking officials within the Ministry have been involved in carrying out the initiatives. Results are consistent with those found by Omonyo (2019), who studied the impact of project management on the moderating role of complexity on the accomplishment of large-scale public infrastructure projects in Kenya and discovered that project leadership had a substantial beneficial impact on success, with success rates increasing as the leadership style tended towards complexity leadership.

Respondents were nearly unanimous in their agreement (M=4.67, SD=0.33) that planning aids teams in concentrating on their goals, and that organizing a project fosters the development of strong teamwork and teams that identify fully with project goals (M=4.52, SD=0.48). This demonstrates that upper management cares enough about the projects to keep the teams well-organized and focused on meeting their goals. As a result of management’s efforts to set up reliable frameworks for managing projects, everyone participating in the undertaking has a crystal-clear awareness of their roles and responsibilities. These results concur with those of a research by Mbogoh, Mukulu, and Waiganjo (2019) which looked at a factor in project implementation is project leadership within grassroots help Kenyan non-governmental organizations and found that leadership style had a major influence on success or failure within initiatives undertaken by these organisations.

Results showed that respondents generally agreed that planning aids project managers in keeping track of allocated resources and preventing over allocation (M=4.09, SD=0.91),
that leadership makes an effort to integrate all individual efforts through proper coordination (M=3.88, SD=1.22), and that project structure guarantees timely project completion (M=3.74, SD=1.26). According to the research, the Interior Ministry actively encourages effective project execution by furnishing detailed instructions and a well-structured framework for all project endeavors. According to research on the effects of project managers' leadership philosophies on project execution carried out by Ogohi and Ogochukwu (2016), project management control was shown to have the greatest impact on project performance.

4.4.6 Project Implementation

The descriptive statistics results on project implementation in the department of Health and Emergency Services, Machakos County.

Table 4.8: Statements Concerning Project Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects are completed within budget.</td>
<td>4.05</td>
<td>0.95</td>
</tr>
<tr>
<td>Projects are completed within the time frame specified.</td>
<td>4.13</td>
<td>0.87</td>
</tr>
<tr>
<td>Higher quality projects that meet the expectations of clients.</td>
<td>3.78</td>
<td>1.22</td>
</tr>
<tr>
<td><strong>Average Score</strong></td>
<td><strong>3.99</strong></td>
<td><strong>1.01</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

Table 4.8 summarizes the findings, demonstrate that the total score was 3.99, with a 1.01 deviation, demonstrating that the responses agree that observed crucial success criteria have an impact on how the project is carried out in the department of health and emergency services in Machakos County, Kenya. Table 4.8 can be found here. The respondents concurred that projects are completed within the allowed time range (M = 4.13, SD = 0.87), completing projects within the allocated budget (M = 4.05, SD = 0.95), additionally,
projects are of better quality and suit the expectations of clients (M = 3.78, SD = 1.22). The means and standard deviations for these three statements are as follows: M = 4.13, SD = 0.87 as well as M = 4.05, SD = 0.95. According to Kaptui and Omondi (2019), the preparation of a thorough project plan that serves as a road map for the execution component of a project often comes before the implementation timeframe of a project. This project level is known as the implementation stage. On the other hand, as the activities advance, there are often variations that might create a challenge to the project managers throughout the project implementation process, which entails the efficient creation and dissemination of initiatives into the company.

4.5 Diagnostic Tests

In the study, diagnostic tests were conducted to ensure that there was no violation in the assumptions made on the data set.

4.5.1 Multicollinearity Test

Tolerance of the variable and the VIF value used where values more than 0.2 for Tolerance and values less than 10 for VIF implies that there is no Multicollinearity. The result indicate that all the variables had a Tolerance value >0.2 and VIF values <10 as show in Table 4.9 indicating that there no Multicollinearity among the variables.

<table>
<thead>
<tr>
<th>Table 4.9: Multicollinearity Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collinearity Statistics</td>
</tr>
<tr>
<td>Tolerance</td>
</tr>
<tr>
<td>Stakeholders Participation</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
</tr>
<tr>
<td>Resource allocation</td>
</tr>
<tr>
<td>Project leadership</td>
</tr>
</tbody>
</table>
Mean VIF  
.444  
2.399

4.5.2 Heteroscedasticity Tests

The existence of heteroscedasticity is a major concern in the application of regression analysis including the analysis of variance. Breusch Pagan Test is a quick way to determine statistically whether data is heteroskedastic. Results from Table 4.10 indicate that there was no heteroscedasticity because the P-value was larger at all levels of significance 0.05.

Table 4.10: Heteroscedasticity Outcomes

<table>
<thead>
<tr>
<th>Breusch-Pagan</th>
<th>Ho: Constant variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable: fitted values of project implementation</td>
<td></td>
</tr>
<tr>
<td>chi2(1)</td>
<td>=</td>
</tr>
<tr>
<td>Prob &gt; chi2</td>
<td>=</td>
</tr>
</tbody>
</table>

|                  | 0.33                  |
|                  | 0.5312                |

Source: Study Data (2021)

4.5.3 Autocorrelation

The presence of serial correlation in the data was through Durbin Watson statistic as summarized in Table 4.11

Table 4.11 Durbin Watson test

<table>
<thead>
<tr>
<th>Durbin Watson indicators</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>43</td>
</tr>
<tr>
<td>k (regressors)</td>
<td>4</td>
</tr>
<tr>
<td>Study variables</td>
<td>Zero autocorrelation</td>
</tr>
<tr>
<td>Durbin Watson value</td>
<td>2.8356</td>
</tr>
<tr>
<td>Critical value (95%)</td>
<td>1.8132 (DL)</td>
</tr>
<tr>
<td></td>
<td>1.8174 (DU)</td>
</tr>
</tbody>
</table>
Since Durbin Watson value (D) is greater than lower critical value (DL) (D=2.8356>1.8132. The lags of the data used in this study did not pose the problem of serial correlation.

### 4.6 Inferential Statistics

#### 4.6.1 Results of Correlation Analysis

In this study, correlation analysis was used to measure the relationship between the independent and dependent variables. Table 4.12 displays the results.

<table>
<thead>
<tr>
<th>Table 4.12: Results of Correlation Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder involvement</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
</tbody>
</table>

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

**Source: Research Data (2022)**
The correlation coefficients for the various sets of study variables are shown in Table 4.10 in a format that is appropriate for presenting them in light of the particular objectives of the research. The test has statistical significance at the 0.01 level with two tails, each correlation coefficient presented in table 4.12 is found to be statistically significant. It is an indication that the data sets are positively correlated along a linear dimension if all of the values of the correlation coefficient are positive. The engagement of stakeholders in the project the correlation value was found to be 0.896, indicating a very significant positive linear connection between the two variables. The completion of the project was also found to have a correlation coefficient of 0.896. In accordance with the conclusions study of Githinji, Ogolla, and Kitheka's (2020), noted that stakeholder participation Project identification was found to be strongly and positively connected to project success execution, we concluded that stakeholder participation in project identification is crucial. The results of the study support this finding research that was discussed before.

The value of 0.643 that was discovered for the resource allocation correlation coefficient suggests that this has a linear connection that is generally positive. The finding of the correlation coefficient provided conclusive evidence for this. The research conducted by Nair (2014) discovered that the aforementioned characteristics had a substantial impact on the success of both software and the firm, and Our results are consistent with their conclusions. This survey concluded that project managers are essential for ensuring that available software development resources are utilized to their full potential.

A significant positive linear relationship can be shown between these three aspects, as indicated by a correlation of 0.743 and 0.707, respectively, between monitoring and assessment, project leadership, and project execution. These findings are consistent with
the results of Omonyo (2019), who established that project leadership had a considerable influence on the outcomes of the project, with the chance of success increasing in parallel with a change toward a more sophisticated leadership style. The results are consistent with what Omonyo discovered (2019). Furthermore, the results of this investigation support the conclusions of an earlier research carried out by Rugiri and Njangiru (2018). This study was conducted in Machakos County, Kenya, to determine how the rate of development of water projects financed by constituency is affected by the availability of resources funds are put into action. It was established that the number of readily available resources was a good determinant of whether or not a project would be carried out.

4.7 Results of Regression Analysis

In order to ascertain the type of connection that exists among the two variables, regression analysis was performed using the four project management-related elements (stakeholder involvement, monitoring, evaluation, resource allocation, as well as project leadership) independent variables’, including the successful completion of the project as the dependent variables. Tables 4.11, 4.12, and 4.13 give the results of the combined regression research in the appropriate order.

Table 4.13: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. The error in the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.821a</td>
<td>.673</td>
<td>.623</td>
<td>.590</td>
</tr>
</tbody>
</table>

Source: Research Data (2022)
Table 4.13 illustrates the correlation coefficient was 0.673. As a result, we may conclude that the independent variables were significantly linked to the project's actual realization. In addition, Table 4.3 displays the adjusted R2 to be 0.623. This means that 62.3% of the variance in project execution in the Kenyan ministry of health and emergency services may be attributed to disparities in stakeholder participation, monitoring and evaluation, resource allocation, and project leadership. The model considers 62.3% as variance in project delivery; the remaining 37.7% may be commended for elements outside of the study's purview.

Table 4.14 demonstrates the findings obtained by analyzing variance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>18.678</td>
<td>4</td>
<td>4.669</td>
<td>19.057</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>9.064</td>
<td>37</td>
<td>.245</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>27.742</td>
<td>41</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

Using data depicted in Table 4.11, we may deduce that the significance level is 0.000, or less than 0.05. The results also show that F = 19.057, whereas the mean square = 4.669. This demonstrated the model's significance in outlining the project's execution inside Kenya's Ministry of Health and Emergency Services in Machakos County.
Table 4.15: Table of Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.573</td>
<td>2.182</td>
<td>2.181</td>
<td>.000</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>0.633</td>
<td>0.445</td>
<td>0.268</td>
<td>1.422</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>0.731</td>
<td>0.179</td>
<td>0.363</td>
<td>4.084</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>0.921</td>
<td>0.129</td>
<td>1.045</td>
<td>7.139</td>
</tr>
<tr>
<td>Project leadership</td>
<td>0.570</td>
<td>0.142</td>
<td>0.367</td>
<td>4.014</td>
</tr>
</tbody>
</table>

Source: Research Data (2022)

When levels of stakeholder involvement, monitoring and evaluation, resource allocation, and project leadership are held constant, the results that are presented in Table 4.13 show that the amount by which project implementation in the ministry of health and emergency services, Machakos County, Kenya, changes is a constant value of 0.573. This value is constant even though the levels of stakeholder involvement, monitoring and evaluation, resource allocation, and project leadership are held constant. According to the findings, the Ministry of Health and Emergency Services in Machakos County, Kenya, saw changes in project implementation of 0.633, 0.731, and 0.921 percentage points, respectively, when different factors were altered. These factors included stakeholder involvement, monitoring and evaluation, resource allocation, and project leadership.

According to the SPSS output shown in the table above, the equation becomes;
\[ Y = 0.573 + 0.633X_1 + 0.731X_2 + 0.921X_3 + 0.570X_4 + \varepsilon \]

*Where,*

\[ Y = Project \text{ implementation} \]

\[ X_1 = Stakeholder \text{ involvement} \]

\[ X_2 = Monitoring, \text{ and evaluation} \]

\[ X_3 = Resource \text{ allocation} \]

\[ X_4 = Project \text{ leadership} \]

Effect of stakeholders that is statistically significant and favours participation on project delivery was identified too at the Ministry of Health and Emergency Services (\( t = 1.422, p=0.05 \)). This effect was found to be beneficial. The findings of the inquiry backed up this assertion. The results of this research back up the conclusions drawn by Kalu and Rugami (2020), who discovered that giving stakeholders greater authority greatly boosts both their capacity for and assurance in making decisions.

The results showed that the project's monitoring and assessment needed to be improved and were of considerable use to the ministry of health and emergency services under Machakos County, Kenya. This is demonstrated by the t-value of 4.084 in conjunction with the p-value of 0.05. These results are in line with those found by Kissi et al. (2019), demonstrated that M&E procedures have a substantial correlation with the completion of successful building projects.
According to the findings of some research, the funding of projects carried out in Machakos County by Kenya's Ministry of Health and Emergency Services profited significantly from an increase in the allocation of available resources. The fact that this was the case was demonstrated by the fact that the t-value, which was 7.139, exhibited statistical significance (p=0.05). These results are analogous to those found in research that investigated the influence that the decisions made by project managers on resource allocation had on the overall success of software development projects (Nair, 2014). The study's results show that the aforementioned factors have substantial influence, not only on software outputs but also on business outcomes. The outcomes of the investigation support the conclusions. The study conclusion point that having a good project manager is essential to get the most out of both the time and the money that is invested.

According to the findings of the study, the direction given to the project by the ministry of health and emergency services in Machakos County, Kenya had a substantial and positive impact on how the project was carried out in practice. This is demonstrated by a t-value of 4.014, which is statistically significant (p=0.05). The findings are in agreement with research findings that was conducted by Mbogoh, Mukulu, and Waiganjo (2019), which examined the function of project leadership in grassroots support NGOs in Kenya. The study's conclusions, showed project leadership style influences the projects implemented by grassroots non-governmental organizations within Kenya, led the authors to the unavoidable conclusion that project leadership style is an important factor in determining whether or not grassroots NGOs in Kenya are successful.
CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the findings, concludes with recommendations, and makes suggestions for further research.

5.2 Summary of the Findings

This research was carried out to ascertain the factors that are most crucial to the implementation of new programs in the areas of emergency and public health services in Machakos County, Kenya. The challenge is that the initiatives of the ministry of health and emergency services, despite the best efforts of its numerous development partners, have a tough time getting through the stage of implementation. In light of this, the aim of the study was to ascertain whether or not the effectiveness of projects carried out by the Ministry of Health and Emergency Services was impacted by elements like the involvement of stakeholders, the management of financial resources, the capacity of institutional bodies, and monitoring and evaluation.

Considering the study's conclusions, involving stakeholders in the planning and execution of initiatives conducted by the Ministry of Health and Emergency Services has a major bearing on the degree to which those efforts are successful. Better monitoring and control, a higher sense of community ownership of the initiatives, and more resource mobilization are significantly responsible for the improved project performance of the Ministry of Health and Emergency Services.
Additionally, the findings of the research concluded that monitoring and assessment of projects contributed favorably as well as significantly to actual implementation of the project. With sufficient funds in place, project managers can send out skilled workers when it's most cost-effective to do so, and everyone wins.

5.3 Conclusions

5.3.1 Stakeholder Involvement
Relationships need to be established and maintained for stakeholder involvement. It also entails maintaining the population's active participation in and dedication to the delivery of programs or projects that will bring about change. Incorporating stakeholder involvement into project planning and implementation has resulted in increased openness, accountability, and confidence. When stakeholders are included in the process, decision-making improves and stakeholders' expectations are clearly communicated. This results in the implementation of a project that adheres to the clients' objectives.

5.3.2 Monitoring and Evaluation
The study concludes that ministry conduct swift monitoring of the initiative's activities at the commencement of the initiatives, but also eventually conducts an evaluation of these project duties to obtain information that is both clear and succinct on every accomplishment made. Project managers were able to detect hazards early on by using monitoring and evaluation; by using sound risk management procedures, they were able to neutralize these threats, allowing the project to accomplish its objectives.

5.3.3 Resource Allocation
The resources needed to accomplish the projects are effectively assigned, and the projects are carried out by highly qualified people who are sourced at the appropriate moment.
Project funding allows sponsors to communicate project risks to others, while project resource distribution enables project managers to distribute work to project team members based on their availability. Proper resource allocation ensures that the project has the proper employees, equipment, money, and so on as efficiently as possible and assists the project manager in identifying problems, avoiding over allocation, and adapting to change.

5.3.4 Project Leadership
The study concludes that the Ministry's upper management has been providing support for the current activities. The teams have been able to precisely plan the activities related to the projects with the support of the leadership, allowing them to focus all of their efforts on the effective execution of the projects. All project stakeholders are aware due to management's awareness of their roles and duties, as well as the construction of appropriate frameworks for project management, which enables for successful project execution.

5.4 Recommendations
The study's findings indicate that stakeholders are the key determinants efficiency of the project. They are crucial components of the project ownership, resource mobilization, and overall planning. Therefore, this study can recommend that the development of a project needs organized stakeholders to provide enough resources for better project planning and implementation.

The involvement of stakeholders is extremely beneficial to the activities undertaken by the ministry of health and emergency services. Because local patients and residents stand to benefit the most from these efforts, their participation is very necessary to ensure the programs' continued success. The managers of such projects have a responsibility to
guarantee any essential Involved parties are incorporated into the procedure to dispel any concerns that may otherwise cause the effort to fail.

However, proper management of the limited cash is crucial to the success of the overall operation. This indication was shown to be crucial for the efficient operation of healthcare and emergency response systems. According to the results, project managers should be in favor of transparent financial reporting, thorough documentation of all financial activities, and reasonable budgeting throughout the project. Whether or whether resource mobilization is necessary for the accomplishment of a project financed by the Ministry of Health and Emergency Services is ultimately the responsibility of the project managers who will carry out the budgeting.

Based on the study's results, it was revealed that project managers and other key stakeholders should be given a greater degree of responsibility for defining and attaining the goals of the project. With right training in management of project, a project may be finished on time, without going over its allotted budget, successfully achieving the targeted results, and resolving the issue that it was designed to address.

5.5 Suggestions for Further Studies

In light of the results of the regression model, additional variables are responsible for explaining 37.7% of the variance. Consequently, the research's findings recommend looking into other potential components to complete the picture. This study was conducted in Machakos County, Kenya, which is located under the Ministry of Health and Emergency Services of Kenya. As a result, research might be conducted that focuses on how the various Ministries in the County carry out their respective objectives. This research
concentrated mostly on effective execution, particularly the response component; other researchers should examine the ministry of health and emergency services’ failed initiatives to determine the extent to which they were ineffectual.
REFERENCES


Kimama, F. M. (2018). *Challenges facing the implementation of hospital management information systems in hospitals in Nairobi* (Master’s Project, University of Nairobi).


APPENDICES

Appendix I: Cover Letter

Dear Sir /Madam

Re: Study Participation

This study aims to get your thoughts on how Critical Success Factors influence project implementation in Kenya's Ministry of Health and Emergency Services. As a student doing this research for academic purposes, I respectfully request your candid cooperation in giving the data that the study seeks to collect.

Please be aware that any data that you enter will remain confidential.

Kind Regard

Sign…………………………………………… Date………………………………

Hadrian Mutisya Sammy
Kenyatta University
Appendix II: Questionnaires

I kindly request that you complete the accompanying questionnaire in order for me to complete the research. I appreciate your cooperation and the time you will devote to completing it.

Section A: Respondent’s Personal Details

1. Specify your gender? Male ( ) Female ( )

2. Your age in years;

   20 – 29 years ( ) 30-39 year ( ) 40 -49 years ( ) 50 years and above ( )

3. Please indicate the number of years you have been in employment.

   Less than 5years ( ) Between 5-10 years ( )
   Between 11-15 years ( ) Over 15 years ( )

4. What level of education have achieved currently?

   ( ) Diploma ( ) Post graduate diploma
   ( ) Bachelor’s degree ( ) Post graduate degree

Section B: Critical Success Factors

How much do you agree with the following statements regarding how the Ministry of Health and Emergency Services in Machakos County implements projects in relation to project leadership, resource allocation, monitoring and evaluation, and stakeholder involvement?

Use a scale of: 1=strongly disagree; 2= disagree; 3= undecided; 4= Agree; 5= strongly agree.

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<thead>
<tr>
<th>Stakeholder involvement</th>
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65
There is participation in the project's decision-making process and a sharing of a common understanding.

Allowing stakeholders' opinions to be heard and their concerns to be heeded fosters a trusting environment.

Ensures that the project is held accountable for its activities and promotes transparency in its operations.

Ensures that project plans reflect current demands and objectives.

Allows the voices of stakeholders to be heard, which increases confidence.

monitoring and assessment

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Feasibility studies increase project teams' productivity and concentration.

Project managers can assess the risk and benefit of pursuing a project's plan of action through feasibility studies.

Using project control, project tactics can be improved for future projects to produce better results.

Project management facilitates project alignment with organizational goals and objectives.

Better communication between team members and the project manager is facilitated via feedback.

To achieve appropriately structured, coordinated, and productive teamwork, it is essential to obtain feedback regarding the quality of the project approach.

**Resource allocation**

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The sponsors are able to share the project risks with other stakeholders thanks to the sponsors' access to project financing.

The purpose of finding a way to finance the project is to ensure that the required sum of money will be available.

The allocation of project resources enables project managers to delegate responsibilities to members of the project team in accordance with the availability of those individuals.

An accurate estimate of resource use gives the project manager the ability to take preventative measures and corrective actions in advance thanks to an effective allocation of resources.
Project managers are able to deploy qualified workers at the optimal moment and at the lowest possible cost.

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<tr>
<th>Project leadership</th>
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<tr>
<td>The team will be better able to concentrate on the objectives and the end aim if they plan ahead.</td>
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<td>Project managers are able to keep track of which resources have been assigned thanks to planning, which helps them avoid over-allocating resources.</td>
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<td>Project management leads to the creation of efficient teams that are wholly committed to the goals of the projects they are working on.</td>
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<td>The organization of the project makes certain that all projects are finished on schedule.</td>
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<td>The direction makes an effort to integrate everyone's activities by ensuring that everything is properly coordinated.</td>
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**Section C: Project Implementation**

How much do you agree with the following assertions regarding project implementation at the Ministry of Health and Emergency Services in Machakos County?

1 = strongly disagree; 2 = disagree; 3 = undecided; 4 = Agree; 5 = strongly agree

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<th>1 2 3 4 5</th>
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<tr>
<td>Projects are completed within budget.</td>
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<tr>
<td>Projects are completed on time.</td>
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<tr>
<td>Higher-quality projects that meet client requirements are produced</td>
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