

**CRITICAL SUCCESS FACTORS AND PERFORMANCE OF PROJECT IN  
EXPORT PROCESSING ZONES IN KENYA: A STUDY OF ATHI RIVER  
EXPORT PROCESSING ZONE**

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**JULY, 2025**

**DECLARATION**

**Declaration by the Student**

I declare that this project is my original work and has not been submitted for an award of a degree in any other University for examination purposes.

Signature..........Date.....

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Declaration by the Supervisor

Signature..........Date.....

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## **DEDICATION**

This is dedicated to my parents Mr. and Mrs Akida. Through them, I have learnt that a glass is always half-full and not half empty. Special dedication to Nevielle Harries, that has made push my studies and realized that there is nothing good or bad in life, except for our own thoughts that make them look so!

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## **ABBREVIATIONS AND ACRONYMS**

<b>CSF</b>	Critical Success Factors
<b>EPZ</b>	Export Processing Zones
<b>GOK</b>	Government of Kenya
<b>ICFTU</b>	International Confederation of Free Trade Unions
<b>ILO</b>	International Labour Organizations
<b>NACOSTI</b>	National Commission for Science Technology and Innovation
<b>NGO</b>	Non-Governmental Organizations
<b>SPSS</b>	Statistical Package for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

- Critical Success Factors** These refer to the various macro and micro environmental components that contributes to successful projects. The critical success factors for this study will be management commitment, monitoring and evaluation, resource allocation and stakeholder involvement.
- Management Commitment** Refers to how best managers put their interest and dedication towards enhanced performance of projects.
- Monitoring and Evaluation** This is a process that entails closer observation and review of projects at all levels and making findings and reviews at each stage of execution aimed at improvement of current and future management of outcomes, outputs as well as impact so as to ensure successful projects.
- Project Performance** This refers to the timely execution of projects with the specific budget and quality and its intended purpose after completion of the project.
- Resource Allocation** This refers the distribution of resources towards achieving specified or stated goals and objectives.
- Stakeholder Involvement** This is the process of keeping concerned groups that the project affects either directly or indirectly up to date on outcomes and feedbacks of projects

## ABSTRACT

Many projects around the world keep failing, resulting in loss of millions of dollars for organizations. This persisting challenge has led many project management professionals to attempt to identify the critical factors that need to be tackled for successful project management outcome. Export processing zones are special regulatory areas established to promote export-led growth. Despite the preceding largely favourable empirical analysis, EPZs have had a record of lower-than-expected performance of projects. This informed the current study as it sought to evaluate the effect of critical success factors on performance of projects in export processing zones. The study objectives included; the effect of resource allocation, monitoring and evaluation, management commitment and stakeholder involvement on performance of projects in Export Processing Zones while focusing on Athi River Export Processing Zone. The study relied on three theories which were; Theory of Constraints, Resource Based Theory and Goal Setting Theory to support the relationship among the study variables. A descriptive research design was adopted for this research. The study population consisted of Assistant Project Managers, Project Managers, Project Officers and Project Supervisors which were one hundred (100) in number within Athi River Export Processing Zone. A Census approach was considered due to the small number of the target population. Primary data was obtained using a questionnaire which was largely based on a likert scale. The validity and reliability of the research instruments was ensured before data collection and making conclusions. Statistical package for social sciences (SPSS) version 22.0 was used for the statistical analyses. Descriptive statistics consisted of percentages, means and other central tendencies. The inferential statistic was based on multiple regression analysis. The study found that when resources are made available if and with timely disbursements upon allocation, proper monitoring and evaluation systems in place, a management team that has total commitment to the project and stakeholders' input and involvement considered results to achievement of project objectives with little or no hick ups hence the variables had a positive significant relationship with the performance of projects in export processing zones. The study concluded that better project execution is achieved by hiring highly competent employees at the right time and effectively allocating all the resources necessary for project implementation. Companies allow project tasks to be immediately monitored at the beginning and evaluated at the end in order to obtain clear and accurate information about each achievement. The company's senior management has provided support for started projects. Management commitment leads to proper planning of project activities, allowing the project team to focus on effective project execution. The companies ensure the involvement of all relevant stakeholders in issues related to the ongoing projects in the company. The study recommended that project managers need to determine the scope of the project and the available resources, as well as properly assigning enough team members to the project. Project managers develop a plan to monitor and evaluate ongoing projects by creating a platform or system to capture and organize project data in one place, track each team member's progress, and allocate resources accordingly. Company leadership needs to communicate to team members the vision of the project to be implemented in order to set clear expectations regarding project ethics. Companies should define and identify relevant stakeholders from both internal and external sources. Analyze these stakeholders in terms of authority or power, interest in project outcomes, and ability to influence or cause change in the project.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

A project typically requires resources to produce its results on a global scale. Project execution is frequently based on a thorough plan that takes into account external factors and limits. The major field of project management is project planning, implementation, and control. For major projects, it is sometimes necessary to create a provisional structure comprising a project team and one or more work teams (Flaman & Gallagher, 2011). Projects are distinct from operations in that operations are ongoing and repeatable, whereas projects are one-time events (Kerzner, 2013). Furthermore, operations produce consistent results over time, whereas project outcomes are unique (Makori, 2011).

Critical success factors (CSFs) are project management elements that can make significant contributions to performance (Homthong & Mounгноi, 2016). It comprises a variety of features that must be synchronized to ensure that the project is finished on time. Notwithstanding advancements in project management methods and tools, Mir and Pinnington (2014) believe that project success has not improved considerably. Only 32 percent of all projects studied in 2008 performed well, 44 percent were challenged and 24 percent collapsed (Standish Group International, 2009).

An EPZ is a physically defined area that enables free trade, especially duty-free imports of capital and intermediary goods, as provided all or a significant percentage of the goods made within the zone are sold abroad (Johansson & Nilsson, 2011). EPZs are industrial zones with special incentives to spur economic growth where imported commodities are added value before being re-exported (World Bank, 2014). According to ICFTU (2016), an EPZ is a strictly delineated commercial area that functions as a free trade enclave outside of a country's traditional customs and trading system, where foreign enterprises manufacture predominantly for export and enjoy tax and other financial and non-financial benefits. EPZs, on the other hand, are defined by the World Export Processing Zones Association as all government-approved areas, including free trade zones, customs free zones, industrial free zones, and foreign trade zones. EPZ activities, on the other hand, include everything from bonded warehouses to export

processing and assembly, border or port trade, high-tech R&D, and trade-related transportation and financial services.

### **1.1.1 Project Performance**

The concept of "performance" has gotten a lot of attention, albeit different scholars interpret it differently. Organizational performance depends on the performance of its members (Homthong & Mounnoi, 2016). The criteria used to assess project effectiveness might have a variety of aspects. Researchers and practitioners are interested in assessing performance of projects in terms of time, cost, and quality. To determine CSFs for construction projects, three project objectives were typically addressed: budget, time, and quality performance.

Performance measurement refers to the practice of measuring efficiency and effectiveness operational outputs (Meng & Fenn, 2019). It mostly pertains to enhancing performance goals, recognizing variations, and taking remedial action if objectives are not fulfilled. "Project performance," according to Morris and Pinto (2010) is a trade-off between many variables, namely scope and quality against the time and cost required to complete the task.

"Project performance measurement" (PPM) is defined as an assessment of the extent of variance from the baseline of the current framework in the Project Management Body of Knowledge (PMBok) reference, a popular standard in project management maintained by the Project Management Institute (PMI 2013). Project performance and project management performance are two different types of research objects in the project environment. In terms of quality, Bryde (2003) illustrated the distinctions between them. The significant part of project management performance is the quality of the management process, whereas project performance is tied to the quality of the end product delivered by the project. According to Bryde, project management leadership, project management people, project management policy and strategy, project management partnerships and resources, project management life cycle process, and project management key performance indicators are among the most important aspects of project management (2003) Boost project management efficiency. Project performance refers to the results of a project. They could be in the form of partial or a completed product. Project performance is traditionally linked to scope, quality, and cost evaluation. Benefits, requirements, scope and configuration, value, quality,

organization, schedule, money, resources, risk, health and safety, and the environment, according to recent study, all should be prioritized. The usual methods to project performance, such as quality, cost overruns, and schedule performance, will be used in this study.

### **1.1.2 Critical Success Factors**

Critical success factors are considered inputs to project management practice that can lead to performance of projects either (Homthong & Mounnoi, 2016). It entails a number of components that must be coordinated in order for the project to be completed on time. The support from top management treating the project as a champion strengthens the project according to organizations respectively (Ondari & Gekara, 2013). This entails that top manager assist project managers to understand and achieve the project's objective. In the organisation, top management's support for projects involves commitment, clear directive, and adequate resources allocated for the project and motivation given to the project manager or team member (Juliane & Alexander, 2013).

In Thailand, Ogunlana (2009) investigated essential success elements in big construction projects. Their research found that success variables differed between projects. Project planning and control, project staff, and client interaction were identified as critical aspects determining project success, according to their findings. In their study, Ann *et al.* (2006) looked into the use of CSFs in construction project briefing. A successful project performance requires a thorough briefing procedure. This method entails relaying to project participants the genuine perspectives and expectations of clients. In their research, open and effective communication, clear and precise briefing materials, clear client goals and mission, and specific project objectives and goals were all highlighted as key success factors.

Resources allocation is one of the most challenging in project management. Most resources needed in a project like people, money and time were defined to the success of the project that requires sufficient resources (Jason, 2016). Resources are one of the factors that can influence an organization to plan the project better and could assist to solve obstacles encountered (Kandelousi, Ooi & Abdollahi, 2011). Sufficient resources allocated in a certain project leads to success in project implementation. Ugwu *et al.* (2007) identified nine top critical success factors including cost of development,

managerial support, availability of suitable equipment, development team awareness and understanding of construction processes, ease of applications, clear statement and understanding of end user, clear communication, standardization issues, and business transformation at the organizational level.

Monitoring and evaluation are also vital to guarantee that operations are carried out according to plan. This enables adopters to assess how well they are meeting their objectives (Lepak, 2010). This is founded on the belief that how a project is done has a significant impact on its use, operation, and support (Makori, 2011). The distribution of resources is critical to the success of project implementation.

Management commitment is also a critical factor that influence the performance of projects (Javed, 2015). Project success therefore requires genuine commitment of management. This is often lacking, which subsequently leads to poor performances of projects. According to Aniagyei (2011), management commitment and stockholder factors have a substantial inverse relationship with the elements of the critical success index, namely time schedule, project cost, and project quality.

The goal of stakeholder engagement is to enhance relationship between top management and other stakeholders. Stakeholder involvement, when ingrained in project management, increases the likelihood of success, and the involvement of the stakeholder is strongly dependent on the relationship they have with the firm. Stakeholder participation has enabled projects target beneficiaries be part or become actively involved in the process of implementing government projects (Ofori-Parku, 2015).

### **1.1.3 Athi River Export Processing Zone**

Export processing zones are controlled regions inside countries that promote export-led growth. According to the International Labour Organization, EPZs are "industrial zones with special incentives set up to attract foreign investors, in which imported goods are processed prior to getting re-exported". This is the definition used in this study unless otherwise noted. EPZs have been dubbed "globalization vehicles" (Van Heerden, 2008). While countries have traditionally created "special" economic zones, the

contemporary phenomenon and growth of EPZs can be traced back to the late 1960s, when emerging economies sought to attract investment by exploiting a competitive edge through subsidized measures.

Nairobi, Voi, Athi River, Kerio Valley, Mombasa, and Kilifi are among Kenya's current zones, which include Nairobi, Voi, Athi River, Kerio Valley, Mombasa, and Kilifi. The country had 47 zones in 2012, but over half of them were single-firm enterprises, or EPU's (see, McCormick, 2012). The EPZ Authority is in charge of two public zones, with Athi River being the largest. The EPZ is located in the Mavoko township, 30 kilometers from Nairobi, making it accessible to the Kenyan capital, Jomo Kenyatta International Airport, and the Nairobi–Mombasa railway (USITC, 2008). The second public zone, the Kipevu EPZ, is near to Mombasa. The port of Mombasa is one of Africa's busiest, and it also provides road and rail connections to Kenya's surrounding countries. Textile and clothing products were anticipated to account for 70 to 90 percent of zone exports to the United States, thanks to the AGOA. Kenya became, and continues to be, one of the largest SSA textile and clothing exporters to the United States (KEPZA, 2013).

Soon after the end of the MFA in January 2005, the textile and apparel sector saw an 11.5 percent drop in investment, from KSh8.6 billion in 2004 to KSh7.6 billion in 2008. By 2010, the textile industry had shrunk to just 26 companies (Chemengich, 2010; Farole, 2011). Other industries, such as "horticulture and food processing, call centers, human and veterinary pharmaceuticals," saw an increase in investment, enabling investments in the zones to continue to grow during the period (Farole, 2011). Notwithstanding a dip in exports in 2004–2005, total revenues from EPZs climbed. In the garment industry, manufacturing got increasingly varied and less consolidated.

## **1.2 Statement of the Problem**

Kenya's establishment of export processing zones (EPZ) has fallen short of its objectives. For example, in 2018, exports to the United States accounted for 57.5 percent of EPZ output, despite the fact that textile products accounted for 98 percent of US exports from the zones (KEPZA, 2018; Farole, 2019). Kenya's aggregate amounts of investment within zones are modest when in comparison to a couple of other African and non-African zone programs (Farole, 2011). EPZ has recently had poor project performance, which has had a detrimental impact on production capacity, employment

creation, and export earnings. The study's main goal is to figure out how particular important success elements influence project performance in EPZ and make policy suggestions.

The importance of this issue derives from the fact that there is extensive evidence in the world project management that goals set at the start of the project life cycle do not meet the needs of clients. Despite recorded research on both the project and its management, as well as the enormous increase of projects over the previous 50 years, stakeholders continue to be disappointed (David, 2002). Early research on EPZ effects revealed a significant increase in gross exports, prompting specialists to warmly embrace the zones. Increases in gross export and EPZ earnings have been exceptional in several countries.

Kenya's EPZ stimulus program provides exporting enterprises with a 10 year tax holiday, unfettered foreign ownership and employment, and limitless revenue repatriation. For the businesses, several essential labor standards and regulations are also waived. Before 2003, for example, trade unions were unable to recruit employees at EPZ businesses. 2008 (EPZA). Kenya's EPZA has been at the frontline of launching, promoting, and facilitating investment opportunities for the country's export-oriented companies. EPZs are designed to improve Kenya's integration into the global supply chain and to attract export-oriented investments, helping the government to meet its economic objectives.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study was to determine the effect of critical success factors on performance of projects in export processing zones.

#### **1.3.2 Specific Objectives**

The specific objectives of the study were:

- i) To establish how resource allocation affects performance of projects in export processing zones

- ii) To determine the effect of monitoring and evaluation on performance of projects in export processing zones
- iii) To examine how management commitment affect performance of projects in export processing zones
- iv) To determine the effect of stakeholder involvement on performance of projects in export processing zones

#### **1.4 Research Questions**

The study sought to answer the following research questions:

- i) How does resource allocation affect performance of projects in export processing zones?
- ii) How does monitoring and evaluation affect performance of projects in export processing zones?
- iii) How does management commitment affect performance of projects in export processing zones?
- iv) How does stakeholder involvement affect performance of projects in export processing zones?

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

The study investigated critical success factors (resource allocation, monitoring and evaluation, management commitment and stakeholder involvement) and performance of projects in Export Processing Zone in Kenya. The study focused on Athi River Export Processing Zone.

#### **1.6 Significance of the Study**

The study was of significance to project managers as it provided them with recommendations on how to hand critical success factors in ensuring high performance of projects. The study was of importance to policy makers as it will furnish them with

policy recommendations regarding critical success factors and performance of projects. Lastly, the study was useful to academicians as it provided the basis for further research in the area of study.

### **1.7 Limitations of the Study**

The most prevalent obstacle that an investigator has when collecting primary data is participant sentiments regarding the questionnaire. Some participants were hesitant to provide the accurate information required for the survey. This was due in large part to a fear of being harassed. The investigator handled this issue by ensuring the respondents that their replies would not be utilized for anything other than scholarly objectives, and that they would be treated with the highest confidentiality.

### **1.8 Organization of the Study**

The research project is organized as follows: chapter one contains the research background, research objectives, problem statement, study importance, scope, and constraints. The literature review is presented in Chapter 2. That is, the study's theoretical and empirical analyses. The study's methodology is presented in the third chapter. The research design, target population, sample design, and empirical model of the study are all included. Chapter four presents the research findings and discussions. Chapter five highlights the summary of findings, conclusions of the study, recommendations of the study and suggestions for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two presents the review of theoretical and empirical literature in respect to organizational constraints and implementation of projects. It further encompasses the summary of literature review and the conceptual framework of the study which depicts the linkages between critical success factors and project performance.

#### **2.2 Theoretical Review**

The study utilized Theory of Constraints, Resource Based Theory and Goal Setting Theory to support the relationship among the study variables.

##### **2.2.1 Theory of Constraints**

Theory of Constraints was propounded by Goldratt and Cox (1986). The theory is based on the notion that the throughput rate of a system is determined by bottleneck. The idea of limitations was introduced as a method of managing an industrial manufacturing process with the goal of increasing throughput. Profit, cash flow, and return on investment would all benefit from increasing throughput rate. The theory of constraints is used as critical chain methodology in a multi-project setting, and it is based on the same premise as a capacity limited asset. Large corporations such as Hitachi (Umble Umble & Murakami, 2006), ABB, Boeing, HP, and others (Stratton, 2011) use this critical chain model for project management. Because the application is only USD250, even a tiny business can deploy the entire Critical Chain (Stratton, 2011).

Critical chain scheduling was demonstrated to vary dramatically from standard critical path scheduling (Steyn, 2001) (Rand, 2000). (Lechler, Ronen &Stohr, 2005). In a big multi-project context, such as the construction sector, (Jyh-Bin Yang, 2007) pointed out that critical chain scheduling would be extremely beneficial. In the construction sector, various expensive resources are used in the context of multiple projects carried out by a same firm. He stated that there are clear advantages, and he did so on a theoretical foundation. There are case studies for huge firms like Impala Platinum (Philis & Gumede, 2011) and difficult projects like C-5 aircraft repair (Best, 2006).

### **2.2.2 Resource Based View Theory**

Edith Penrose proposed the Resource Based View Theory in 1959. The resource-based view (RBV) provides crucial views into why companies with unique, scarce, inimitable, and properly integrated resources may outperform their competitors (Barney, 1995). Its current significance is evidenced not only by its predominance in academic journals, but also by its incorporation in prominent strategy texts, implying that it is extensively taught to scholars and trainees in bachelor, master's, and executive courses. Hoopes, Madsen, and Walker (2003) propose a broader examination of sustained disparities among enterprises based on the RBV and create a wide theory of competitive heterogeneity.

The RBV makes use of a company's information and characteristics to describe strategy and performance variation. RBV theory identifies two linked sources of advantages: resources and capabilities. A firm is a structured, distinct group of features defined as resources and capabilities. A company's resources are its accumulated assets, which include anything it may utilize to generate, produce, and/or sell its goods to a market. Resources are protected by law. They can function independently of institution stakeholders (Camison, 2005); and they can respond as variables in the production process to transform input into output that meets needs (Grant, 1991; Amit & Schoemaker, 1993).

### **2.2.3 The Goal Orientation Theory**

Dweck (1986) proposed Goal Orientation Theory. According to the theory, humans have personal ideas about intelligence, which can be incremental in the case of learning inclination. As stated by Button, Matheu, and Jazac (1996); Dweck and Legget (1988); and VandeWalle (2002), such beliefs construct an analytical model and propose that individuals apply both avoidance or mastery techniques towards performance and goal achievement (2001). Goal orientation, according to Farr, Hoffman, and Rangenbach (1993), is a cognitive model that is used to evaluate feedback, respond to problems in goal achievement, and respond to performance results. Studies examining goal orientation have found two aspects, which they have dubbed learning and performance orientation (Dweck, 1986).

The character of Management Projects allows for a great deal of flexibility and invention, making them a natural fit for learning-oriented people while frustrating performance-oriented people. According to Payne et al. (2007), goal orientation manifests as stable attributes and situationally induced state. While citing Salas and Fiore (2004), Lameez and Daan (2014) proposed that team effort is more likely to be effective when it is directed by a comprehension, and that common goal orientations should be no exception.

According to Dragoni and Kuenzi's 2012 study of leadership influence on team goal orientation, convergence toward similar goals may be rather typical. Lameez and Daan also support this (2014). When team members have different levels of receptivity to the leader's goals, debate sparked by these discrepancies can help to create a shared understanding of goals and priorities, particularly when led by a leader who supports team flexibility. Team flexibility, according to West (1996), is a process of communal reflection and modification of the team's goal.

### **2.3 Empirical Review**

Aniagyei (2011) conducted a study on the effect of management commitment on project performance while focusing on Aga ltd. Using regression analysis, the findings of the study show that management commitment and stakeholder involvement is key in the performance of projects. Therefore, study further revealed and concluded that management commitment and stakeholder related factors significantly impact inversely to the categories of the key performance index namely time schedule, cost of projects and quality of projects.

Garbharran, Govender and Msani (2012) carried out a study on the Critical success factors influencing project success in the construction industry in Durban South Africa. Using regression analysis, the study found out that resource allocation and management commitment have a significant effect on the success of projects. However, the study was centered on the construction industry in Durban South Africa. The current study will be focusing on Kenya.

Wambugu (2013) studied the determinant of successful completion of Rural Electrification projects in Kenya a case study of Rural Electrification Authority. The variables included in the study were finds that supply of quality materials,

organizational structure, coordination, planning and efficient management of projects. The findings of the investigation indicated that organizational structure significantly impacts on project implementation. The study further indicated that timely completion of rural electrification projects in Kenya is dependent on these factors. However, the study was based on Rural Electrification Authority, unlike the current study which will be based on Export Processing Zone in Kenya.

Ondari and Gekara (2013) in their work titled factors influencing successful completion of roads projects in Kenya found that management support, design specifications, supervision capacity and contractors' capacity influences successful completion of roads projects in Kenya. In the study, design specifications were found to be the most significant relationship with successful completion of projects. The current study will be focusing on Export Processing Zones in Kenya.

Lecomber (2013) conducted an empirical analysis on the factors contributing the success of project performance. The study focused on stakeholder involvement and its effect on performance of projects. Using multiple regression analysis, the findings of the study indicated that stakeholder engagement significantly affects the performance of projects. The study concluded that effective project planning should take into account all aspects of planning including stakeholder engagement, benefits mapping, risk assessment and project schedule.

Mungai (2017) carried out an investigation on effect of institutional factors on implementation of projects while focusing on United Nations Human Settlements Programme in Somalia. The study focused on organizational structures and organizational resources as the independent variables which were denoted by institutional factors. Similarly, project implementation was the dependent variable of the study. The study had a response rate of 56 which represented 85.7% of the questionnaires. Using multiple regression analysis, the findings of the study show that resource allocation has a positive and significant effect on project performance of United Nations Human Settlements Programme in Somalia. The current study which will be based on Export Processing Zone in Kenya.

## **2.4 Summary of Literature Review and Research Gaps**

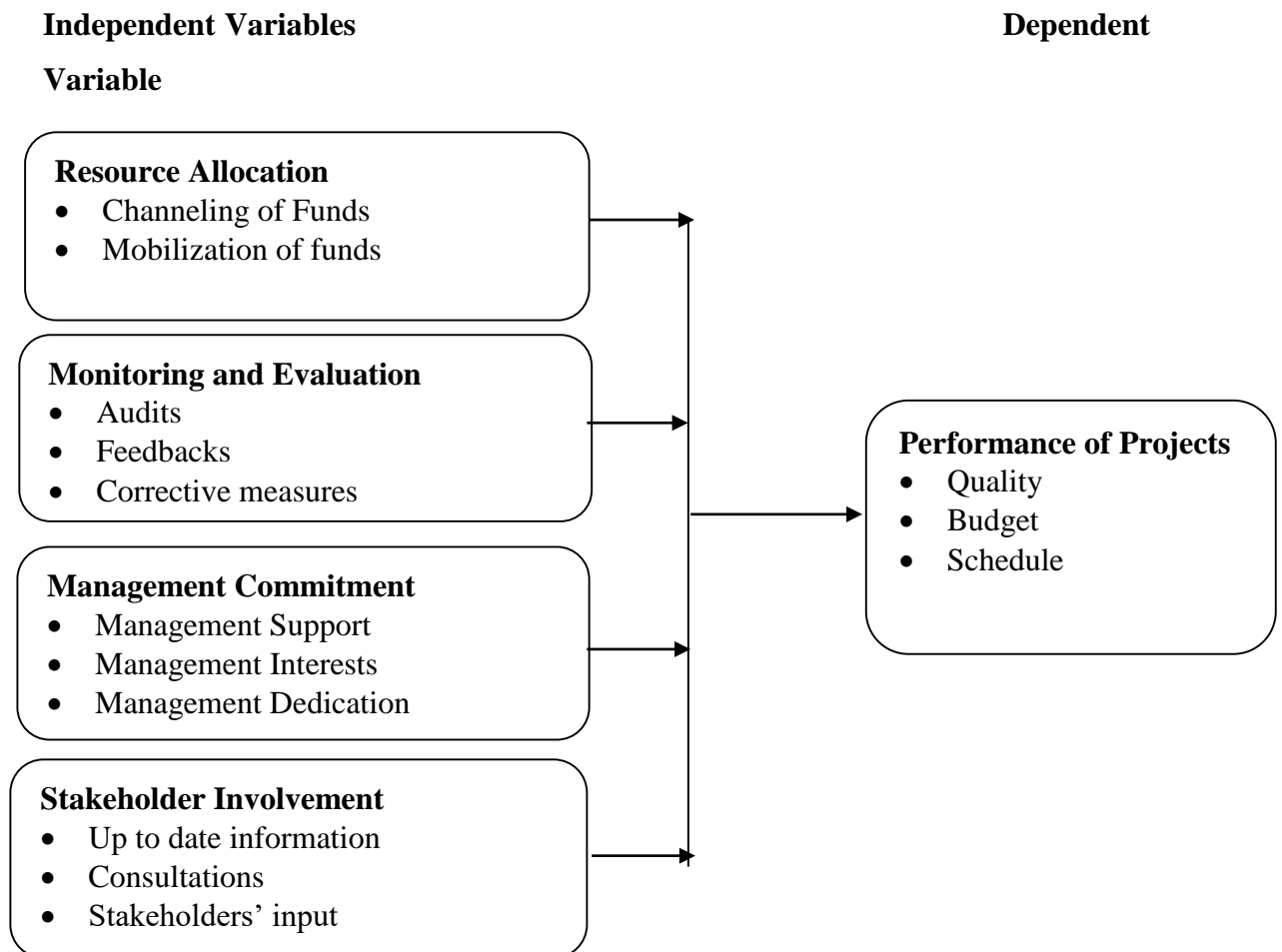
### **Table 2.1: Summary of Literature Review and Research Gaps**

<b>Author</b>	<b>Focus</b>	<b>Findings</b>	<b>Research Gaps</b>	<b>Focus of Current Study</b>
Garbharran, Govender and Msani (2012)	Critical success factors influencing project success in the construction industry in Durban South Africa.	Found out that resource allocation and management commitment have a significant effect on the success of projects.	The study was centered on the construction industry in Durban South Africa.	The current study focused on Kenya.
Wambugu (2013)	The determinant of successful completion of Rural Electrification projects in Kenya a case study of Rural Electrification Authority.	The findings of the investigation indicated that organizational structure significantly impacts on project implementation.	The study was based on Rural Electrification Authority	Was based on Export Processing Zone in Kenya.
Ondari and Gekara (2013)	Factors influencing successful completion of roads projects in Kenya	Found that management support, design specifications, supervision capacity and contractors' capacity influence successful completion of roads projects in Kenya.	Focused on completion of roads projects in Kenya	The current study focused on Export Processing Zones in Kenya.
Mungai (2017)	Effect of institutional factors on implementation of projects while focusing on United Nations Human Settlements Programme in Somalia.	Findings of the study show that resource allocation has a positive and significant effect on project performance	Was centered on United Nations Human Settlements Programme in Somalia.	The current study was based on Export Processing Zone in Kenya.

**Source: Researcher, 2020**

## 2.5 Conceptual Framework

The conceptual framework shows the link between the study variables. The independent variables are resources allocation, monitoring and evaluation, management commitment and stakeholder involvement while the dependent variable is performance of projects.



**Figure 2.1: Conceptual Framework**

**Source: Researcher (2020)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Chapter three presents the methodology of the study. It highlights the proposed research design, target population, sampling technique and data analysis to be used in the study.

#### **3.2 Research Design**

Kothari (2011) assert that research design constitutes the blueprint for the collection, measurement and analysis of research data. Research design refers to an outline plan which is adopted in a study by a researcher to generate answers to research questions (Mugenda & Mugenda, 2013). The study adopted descriptive research design. Descriptive studies provide description of the general characteristics of the study population and also give description of the characteristics of variables of interest in a study (Cooper & Schindler, 2009). Descriptive research design therefore was appropriate for the study as it seeks to determine the effect of critical success factors on performance of projects in export processing zones.

#### **3.3 Target Population**

Cooper and Schindler (2009) stated that a population in research is the total number of persons or elements of interest in a study which was used by a researcher to make inferences. Target population consisted of all members of a real or hypothetical set of people, events or objects from which a researcher wishes to generalize the results of their research while accessible population consists of all the individuals who realistically could be included in the sample (Borg & Gall, 2007). This study population comprised of all project managers from the 112 EPZ firms in Kenya from which the target and accessible sample was drawn. Therefore, the study population was 112 project managers drawn from all EPZ firms.

#### **3.4 Sampling Design and Sample Size**

According to Kombo and Tromp (2006) sampling is the procedure a researcher uses to gather people, places or things to study. It is the process of selecting a number of individuals or objects from a population such that the selected group contains elements

representative of characteristics found in the entire group. This study adopted random sampling techniques to select the respondents.

### 3.4.1 Sampling Frame

A simple definition of a sampling frame is a set of source materials from which the sample is selected (Kothari, 2004). The definition also encompasses the purpose of sampling frames, which is to provide a means for choosing the particular members of the target population that are to be interviewed in the survey (Bailey, 2008). The sampling frame of this study was a list of 112 registered EPZ firms in Kenya according to Export Processing Zones Authority.

**Table 3.1: Target Population**

<b>Category</b>	<b>Population</b>	<b>Sample</b>
Manufacturing industry	64	55
Developer	12	10
Service industry	20	17
Commercial	16	14
<b>Total</b>	<b>112</b>	<b>96</b>

**Source: Researcher 2024**

### 3.4.2 Sampling Size

Kombo and Tromp (2009) assert that a sample is a subset of a population that has been selected to reflect or represent characteristics of a population. The fisher formula 1998 will be used to calculate the sample size. Other studies that have used this formula include; Fostgate (2012), Georgiadis, Johnson and Gardner (2005).

$$n = Z^2 * p * (1-p) / d^2$$

Where:

n = Sample size for large population

Z = Normal distribution Z value score, (1.96)

p = Proportion of units in the sample size possessing the variables under study, where for this study it is set at 50% (0.5)

d = Precision level desired or the significance level which is 0.1 for the study

The substituted values in determining the sample size for a large population are as follows.

$$n = \frac{(1.96)^2(0.5)(0.5)}{(0.1)^2} = 96$$

**Table 3.2: Sample Size**

<b>Category</b>	<b>Sample</b>
Manufacturing industry	55
Developer	10
Service industry	17
Commercial	14
<b>Total</b>	<b>96</b>

**Source: Researcher 2024**

### **3.5 Data Collection Procedure and Instruments**

The researcher obtained a permit from the National Commission of Science Technology and Innovation (NACOSTI). The researcher used this permit to approach the respondents. Questionnaires for the main studies were administered in person to the respondents on agreed dates and collected immediately after they were filled.

A questionnaire was utilized to gather primary data. The questionnaire had a Likert scale that make certain uniformity in response and encourage involvement. The questionnaire was chosen in this study because the respondents were literate and able to answer questions asked satisfactorily. Mugenda and Mugenda (2013) contend that questionnaires are frequently used to get important information regarding a population under study.

### **3.6 Validity and Reliability**

In carrying out the study, the researcher ensured that the validity and reliability of the research instruments were achieved before data collection and making conclusions.

#### **3.6.1 Validity of Research Instrument**

The study used both content and constructs validity to ascertain the validity of the instrument. Content validity draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population

representativeness. Gillham (2008) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills.

To ensure content validity, the questionnaire was given to experts in the area of project management to give their views and suggestions for improvement of the questionnaire. Construct validity on the other hand was ensured by reviewing empirical and theoretical literature in order to understand the relevant concept and ensure that the instrument items are constructed based on literature. The research instruments in this study was examined by the research supervisor. Mugenda (2003) assert that the usual procedure in assessing content validity of a measure is to use a professional or expert in a particular field.

### **3.6.2 Reliability of Research Instrument**

Reliability is synonymous with the consistency of a test, survey, observation, or other measuring device. The index alpha is the most important index of internal consistency and is attributed as the mean of correlations of all the variables, and it does not depend on their arrangement (Anastasiadou, 2006). Reliability is enhanced by adding many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. It is commonly used to ascertain whether the questions and measures that are devised for concepts are consistent and adequate.

The study used Cronbach's alpha based on internal consistency to ascertain the reliability of the data collection instrument. The index alpha was computed for all items in the questionnaire comprising of each study variable. Furthermore, the study established the aggregate reliability for the entire questionnaire. Field (2009) recommends a reliability of at least of 0.70 Cronbach's alpha value as adequate. Therefore, the proposed study adopted a threshold of 0.70 to ascertain the reliability of the data collection instrument. The results are presented in Table 3.3.

**Table 3.3: Reliability Results**

<b>Variable</b>	<b>Cronbach Alpha (<math>\alpha</math>) Value</b>
Resource allocation	0.776
Monitoring and evaluation	0.760
Management commitment	0.727
Stakeholder involvement	0.717
Project performance	0.881
<b>Aggregate score</b>	<b>0.692</b>

**Source: Pilot Study**

The results in Table 3.3 above show that the respective Cronbach alpha values of resource allocation, monitoring and evaluation, management commitment, stakeholder involvement and project performance were 0.776, 0.760, 0.727, 0.717 and 0.881 respectively. This shows that the average alpha coefficient for every individual variable was way above 0.7 which satisfies the recommendation made by Mugenda and Mugenda (2003) that an alpha coefficient score of above 0.7 shows that the instruments are highly reliable.

### **3.7 Data Analysis and Presentation**

Before analysis, the data collected will be checked for completeness and consistency. The collected data was sorted for order. It was edited to remove errors and spot any inconsistencies and identify any problems resulting from the use of the questionnaire. Editing will make coding easier.

Statistical package for social sciences (SPSS) version 22.0 was used for the statistical analyses of the data obtained from the questionnaire survey. The data to be collected was analyzed using descriptive and inferential statistics. Descriptive statistics consisted of percentages, means and other central tendencies. The inferential analysis will be based on multiple regression analysis. The results of the study were presented through the use of tables and charts.

Performance of projects was expressed as a function of resource allocation, monitoring and evaluation, management commitment and stakeholder involvement. The regression equation took the form below:

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

Where:

Y = Performance of Project

X<sub>1</sub> = Resource Allocation

X<sub>2</sub> = Monitoring and Evaluation

X<sub>3</sub> = Management Commitment

X<sub>4</sub> = Stakeholder Involvement

$\beta_1, \beta_2, \beta_3, \beta_4$  = Regression Coefficients

$\varepsilon$  = Error term

### **3.8 Ethical Consideration**

The researcher got an approval letter from the University which was used to obtain a research permit from NACOSTI. The research permit was used to approach the SMEs where the respondents were not coerced into participation in the research as they had the right to participate or not to. Confidentiality was upheld on all the information given by the respondents through questionnaire coding and concealing of names.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the results of the analysis of data collected from the field based on the response rate, background information of the respondents, descriptive statistics and regression analysis.

#### 4.2 Response Rate

The questionnaires were administered to a sample of 96 respondents drawn from manufacturing industry, developer, service industry and commercial. The response rate is shown in Table 4.1.

**Table 4.1: Response Rate**

<b>Category</b>	<b>Administered</b>	<b>Responded</b>	<b>Percentage</b>
Manufacturing industry	55	43	78.2
Developer	10	10	100
Service industry	17	16	94.1
Commercial	14	12	85.7
<b>Total</b>	<b>96</b>	<b>81</b>	<b>84.4</b>

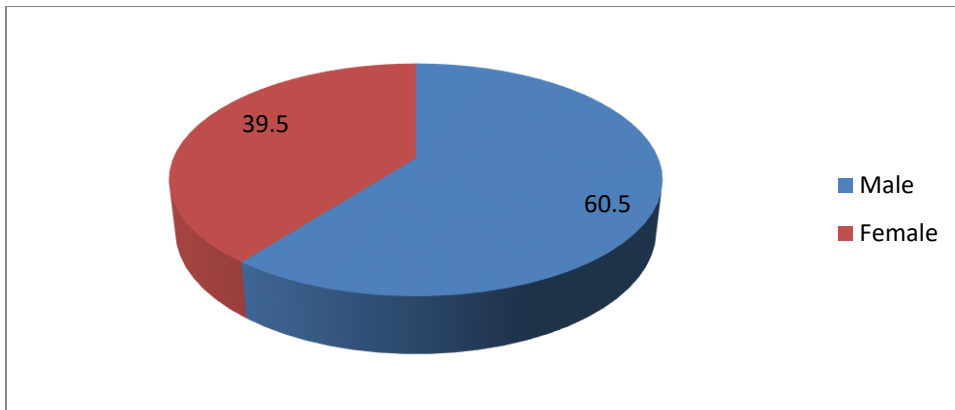
**Source: Survey Data (2023)**

The results as presented in Table 4.1 indicates that the respondents from manufacturing industry had a response rate of 78.2%, those respondents from the developer firms all participated in the study, service industry had a response rate of 94.1% and commercial 85.7%. Baruch and Holtom (2014) recommended 80% or more on response rate is enough data analysis. Therefore, the overall response rate at 84.4% was considered adequate for data analysis.

#### 4.3 Demographic Information

The study sought to establish the demographic information of the respondents in terms of gender, education level and age bracket. The findings are presented as follows.

### 4.3.1 Respondents' Gender



**Figure 4.1: Respondent's Gender**

**Source: Survey Data (2023)**

The result presented in Figure 2.1 indicate that majority of the respondents were male as indicated by 60.5% while female respondents accounted for 39.5%. Gender of the respondents was necessary to show a true representative of both men and women in the study.

### 4.3.2 Respondents' Level of Education

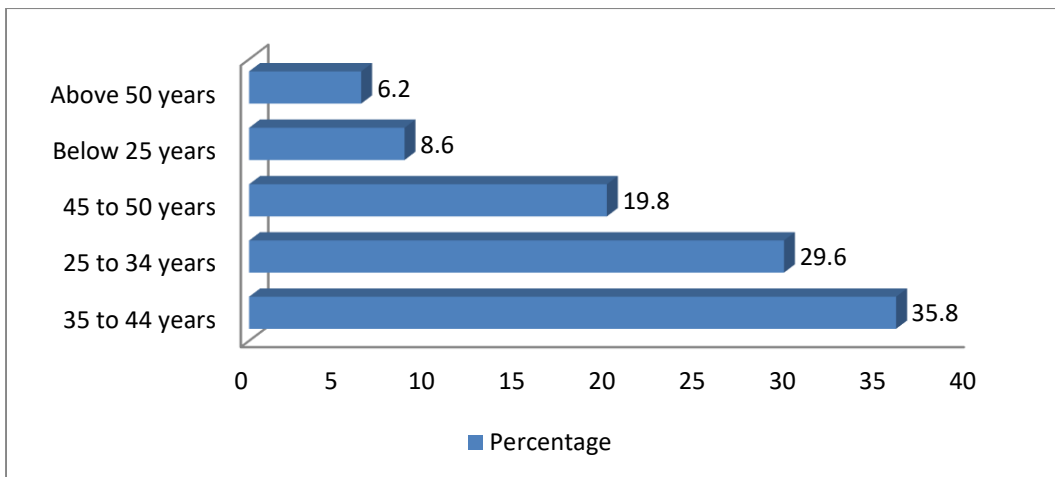
**Table 4.2: Respondents' Level of Education**

Years	Frequency	Percentage
Certificate/ Diploma	47	58.1
Undergraduate degree	20	24.7
Master's degree	14	17.3
PhD	0	0.0
<b>Total</b>	<b>81</b>	<b>100</b>

**Source: Survey Data (2023)**

The results as indicated in Table 4.2 show that majority (58.1%) of the respondents had certificate or diploma level of education, 24.7% undergraduate degree and 17.3% Master's degree. This is an indicator that most of the respondents had acquired a higher level of education. It was necessary to establish the education level of the respondents because when employee have adequate training their more increases and are satisfied with their jobs which increases efficiency at work.

### 4.3.3 Respondents' Age Bracket



**Figure 4.2: Respondent's Age Bracket**

**Source: Survey Data (2023)**

The results in Figure 4.2 shows that most (35.8%) of the respondents were aged between 35 to 44 years, 29.6% aged between 25 to 34 years, 19.8% aged between 45 to 50 years and those who were aged above 50 years were represented by 6.2%. This is an indicator that those respondents involved cut across all ages and therefore the firms could achieve their objectives effectively and efficiently with the maximum contribution from their employees.

### 4.4 Descriptive Statistics Results

The quantitative data was analyzed using Descriptive statistics which included Mean (M) and Standard Deviation (SD) that were generated using Statistical Package for Social Sciences (SPSS). The results are presented in tables as follows;

#### 4.4.1 Performance of Projects

The following Table 4.3 is the presentation of descriptive results on performance of projects.

**Table 4.3: Performance of Projects**

Statement	M	SD
Performance of projects is dependent on critical success factors	4.56	0.449
Projects are executed within the budget schedule	3.94	1.055
The achievement of project success is given utmost priority	4.59	0.410
Projects are executed within the time schedule	4.40	0.599
Executed projects conform to intended/specified quality	4.61	0.390
<b>Aggregate Score</b>	<b>4.42</b>	<b>0.580</b>

**Source: Survey Data (2023)**

The aggregate mean score of 4.42 and standard deviation of 0.580 indicate that the respondents agreed that critical success factors studied affected performance of projects in export processing zones as presented in Table 4.3. The statements that were strongly agreed by the respondents included; Executed projects conform to intended/specified quality (M=4.61, SD=0.390), the achievement of project success is given utmost priority (M=4.59, SD=0.410) and that performance of projects is dependent on critical success factors (M=4.56, SD=0.449). The statements agreed by the respondents included; Projects are executed within the time schedule (M=4.40, SD=0.599) and that projects are executed within the budget schedule (M=4.56, SD=0.449).

Performance measurement refers to the practice of measuring efficiency and effectiveness operational outputs (Meng & Fenn, 2019). It mostly pertains to enhancing performance goals, recognizing variations, and taking remedial action if objectives are not fulfilled. "Project performance," according to Morris and Pinto (2010) is a trade-off between many variables, namely scope and quality against the time and cost required to complete the task. In terms of quality, Bryde (2003) illustrated the distinctions between them. The significant part of project management performance is the quality of the management process, whereas project performance is tied to the quality of the end product delivered by the project.

#### 4.4.2 Resource Allocation

The following Table 4.4 is the presentation of descriptive results of resource allocation.

**Table 4.4: Resource Allocation**

<b>Statement</b>	<b>M</b>	<b>SD</b>
There are adequate financial resources to ensure project implementation success	4.33	0.667
There are adequate human resources for successful project executing	4.09	0.909
There are adequate physical resources for project success	4.28	0.718
Performance of projects is dependent on resource allocation management	4.45	0.547
<b>Aggregate Score</b>	<b>4.28</b>	<b>0.721</b>

**Source: Survey Data (2023)**

The aggregate mean score of 4.28 and standard deviation of 0.721 indicate that the respondents agreed that resource allocation affects performance of projects in export processing zones as presented in Table 4.4. The statements that were agreed by the

respondents included; performance of projects is dependent on resource allocation management (M=4.45, SD=0.547), there are adequate financial resources to ensure project implementation success (M=4.33, SD=0.667), there are adequate physical resources for project success (M=4.28, SD=0.718) and that There are adequate human resources for successful project executing.

The findings agree with Garbharran, Govender and Msani (2012) who carried out a study on the Critical success factors influencing project success in the construction industry in Durban South Africa. The study found out that resource allocation and management commitment have a significant effect on the success of projects. The finding also agrees with Mungai (2017) who carried out an investigation on effect of institutional factors on implementation of projects while focusing on United Nations Human Settlements Programme in Somalia. The findings of the study show that resource allocation has a positive and significant effect on project performance of United Nations Human Settlements Programme in Somalia.

#### **4.4.3 Monitoring and Evaluation**

The following Table 4.5 is the presentation of descriptive results of monitoring and evaluation.

**Table 4.5: Monitoring and Evaluation**

<b>Statement</b>	<b>M</b>	<b>SD</b>
There is an audit system put in place	3.58	1.418
There is a clear feedback system on project execution processes	4.61	0.389
There are corrective measures put in place	4.20	0.799
Evaluation of project execution success is carried out from time to time	4.55	0.449
Monitoring and evaluation of projects is key in the performance of projects	4.57	0.427
<b>Aggregate Score</b>	<b>4.30</b>	<b>0.696</b>

**Source: Survey Data (2023)**

The aggregate mean score of 4.30 and standard deviation of 0.696 indicate that the respondents agreed that monitoring and evaluation affects performance of projects in export processing zones as presented in Table 4.5. The statements that were strongly agreed by the respondents included; There is a clear feedback system on project execution processes (M=4.61, SD=0.389), monitoring and evaluation of projects is key in the performance of projects (M=4.57, SD=0.427) and that evaluation of project execution success is carried out from time to time (M=4.55, SD=0.449). The

respondents agreed on the statement that; There are corrective measures put in place (M=4.20, SD=0.799) and that there is an audit system put in place (M=3.58, SD=1.418). The finding concurs with Galgallo (2019) study which investigated the influence of monitoring and evaluation practices on the implementation of county governments' infrastructural development projects in Marsabit County, Kenya. The findings revealed a positive correlation between M&E baseline surveys, M&E planning, management participation and technical expertise in M&E on the implementation of development projects. The finding also agree with Odhiambo, Wakibia and Sakwa (2020) study which examined the effects of monitoring and evaluation planning on implementation of poverty alleviation mariculture projects in the coast of Kenya and a correlation analysis showed a strong positive relationship between outcome effectiveness and tracking progress and timeliness.

#### 4.4.4 Management Commitment

The following Table 4.6 is the presentation of descriptive results of management commitment.

**Table 4.6: Management Commitment**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Management is committed towards project success	3.67	1.330
Employees are motivated towards the organization's goals and objectives for achieving success in project execution	4.45	0.549
Management often leads by example	3.99	1.010
Management takes leading positions on guiding subordinates towards high project performance	4.37	0.629
Management commitment is key in the performance of projects	4.09	0.909
<b>Aggregate Score</b>	<b>4.11</b>	<b>0.885</b>

**Source: Survey Data (2023)**

The aggregate mean score of 4.11 and standard deviation of 0.885 indicate that the respondents agreed that management commitment affects performance of projects in export processing zones as presented in Table 4.6. The statements that were agreed by the respondents included; employees are motivated towards the organization's goals and objectives for achieving success in project execution (M=4.45, SD=0.549), management takes leading positions on guiding subordinates towards high project performance (M=4.37, SD=0.629), Management commitment is key in the

performance of projects (M=4.09, SD=0.909), Management often leads by example (M=3.99, SD=1.010) and that management is committed towards project success (M=3.67, SD=3.67, SD=1.330).

The results are consistent with Aniagyei (2011) who conducted a study on the effect of management commitment on project performance while focusing on Aga Ltd and the findings of the study show that management commitment and stakeholder involvement is key in the performance of projects. The results are also consistent with Garbharran, Govender and Msani (2012) who carried out a study on the Critical success factors influencing project success in the construction industry in Durban South Africa and the study found out that resource allocation and management commitment have a significant effect on the success of projects.

#### 4.4.5 Stakeholder Involvement

The following Table 4.7 is the presentation of descriptive results of stakeholder involvement.

**Table 4.7: Stakeholder Involvement**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Stakeholder involvement is key in the execution of projects	4.08	0.917
Stakeholders are updated on project implementation processes and success	3.57	1.429
Stakeholders are updated on challenges facing effective projects	4.22	0.779
Performance of project is dependent on stakeholder involvement	4.38	0.618
<b>Aggregate Score</b>	<b>4.06</b>	<b>0.936</b>

**Source: Survey Data (2023)**

The aggregate mean score of 4.06 and standard deviation of 0.936 indicate that the respondents agreed that stakeholder management affects performance of projects in export processing zones as presented in Table 4.7. The respondents agreed that performance of project is dependent on stakeholder involvement (M=4.38, SD=0.618), stakeholders are updated on challenges facing effective projects (M=4.22, SD=0.779), stakeholder involvement is key in the execution of projects (M=4.08, SD=0.917) and that stakeholders are updated on project implementation processes and success (M=3.57, SD=1.429).

The results concur with Aniagyei (2011) who conducted a study on the effect of management commitment on project performance while focusing on Aga Ltd and the findings of the study show that management commitment and stakeholder involvement is key in the performance of projects. The results also concur with Lecomber (2013) who conducted an empirical analysis on the factors contributing the success of project performance and the findings of the study indicated that stakeholder engagement significantly affects the performance of projects.

#### 4.5 Regression Analysis Results

Regression analysis was done to estimate the relationship between dependent variable which was project performance and independent variables which included; resource allocation, monitoring and evaluation, management commitment and stakeholder involvement. The results are presented in Table 4.8, 4.9 and 4.10.

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.636	.631	.454

**Source: Survey Data (2023)**

The adjusted R-squared adjusts for the number of terms in the model. Importantly, its value increases only when the new term improves the model fit more than expected by chance alone. Therefore, from the findings in Table 4.8, the value of adjusted R square is 0.631(63.1%) which is the extent to which the dependent variable was influenced by the independent variables studied. Therefore, other variables not studied accounts for the remaining 36.9% of project performance.

Analysis of variance (ANOVA) was performed to check if the means of the four variables were significantly different from each other. The results are demonstrated in Table 4.9.

**Table 4.9: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.895	4	57.224	141.496	.000 <sup>b</sup>
	Residual	30.736	76	.404		
	<b>Total</b>	<b>259.631</b>	<b>80</b>			

**Source: Survey Data (2023)**

The findings show that the model was significant as the level of significance attained was at 0.000 which is less than 0.05. In addition, the F calculated value was at 141.496 which is greater than the value of F tabulated at 57.224 at 5% significance level showing that the model significant. Showing a good fit of the model on how independent variables studied influenced the dependent variable.

**Table 4.10: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.539	.490		1.100	.000
	Resource allocation	0.729	.046	0.066	15.848	.001
	Monitoring and evaluation	0.692	.098	0.118	7.061	.001
	Management commitment	0.634	.125	0.145	5.072	.000
	Stakeholder involvement	0.712	.073	0.093	9.753	.001

**Source: Survey Data (2023)**

The results in Table 4.10 show that when the independent variables are held at constant, the dependent variable would be at 53.9%. The results also show that, when resource allocation, monitoring and evaluation, management commitment and stakeholder involvement are increased by one unit each, the performance of projects in export processing zones would increase by 72.9%, 69.2%, 63.4% and 71.2% respectively.

The resulting regression equation was as follows:

$$Y = 0.539 + 0.729X_1 + 0.692X_2 + 0.634X_3 + 0.712X_4$$

Y = Project performance

X<sub>1</sub> = Resource allocation

X<sub>2</sub> = Monitoring and evaluation

X<sub>3</sub> = Management commitment

X<sub>4</sub> = Stakeholder involvement

The results in Table 4.10 also show that resource allocation had a positive significant relationship with the performance of projects in export processing zones as indicated by a t-value of (t=15.848, p< 0.05). The findings agree with Garbharran, Govender and Msani (2012) who carried out a study on the Critical success factors influencing project success in the construction industry in Durban South Africa. The study found out that

resource allocation and management commitment have a significant effect on the success of projects.

The study established that monitoring and evaluation had a positive significant relationship with the performance of projects in export processing zones as indicated by a t-value of ( $t=7.061, p< 0.05$ ). The finding concurs with Galgallo (2019) study which investigated the influence of monitoring and evaluation practices on the implementation of county governments' infrastructural development projects in Marsabit County, Kenya. The findings revealed a positive correlation between M&E baseline surveys, M&E planning, management participation and technical expertise in M&E on the implementation of development projects.

The study revealed that management commitment had a positive significant relationship with the performance of projects in export processing zones as indicated by a t-value of ( $t=5.072, p< 0.05$ ). The results are consistent with Aniagyei (2011) who conducted a study on the effect of management commitment on project performance while focusing on Aga Ltd and the findings of the study show that management commitment and stakeholder involvement is key in the performance of projects.

The study established that stakeholder involvement had a positive significant relationship with the performance of projects in export processing zones as indicated by a t-value of ( $t=9.753, p< 0.05$ ). The results concur with Aniagyei (2011) who conducted a study on the effect of management commitment on project performance while focusing on Aga Ltd and the findings of the study show that management commitment and stakeholder involvement is key in the performance of projects.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter covers the summary of findings, conclusions of the study, recommendations of the study and suggestions for further studies.

#### **5.2 Summary of Findings**

The first research objective sought to establish how resource allocation affects performance of projects in export processing zones. The study found that resource allocation had a positive significant relationship with the performance of projects in export processing zones. Performance of projects is dependent on resource allocation management; there are adequate financial resources to ensure project implementation success and that there are adequate human resources for successful project executing.

The second research objective sought to examine how monitoring and evaluation affects performance of projects in export processing zones. The study found that monitoring and evaluation had a positive significant relationship with the performance of projects in export processing zones. There is a clear feedback system on project execution processes, evaluation of project execution success is carried out from time to time and that monitoring and evaluation of projects is key in the performance of projects.

The third research objective sought to find out how management commitment affects performance of projects in export processing zones. The study found that management commitment had a positive significant relationship with the performance of projects in export processing zones. Employees are motivated towards the organization's goals and objectives for achieving success in project execution, management takes leading positions on guiding subordinates towards high project performance and that management commitment is key in the performance of projects.

The fourth research objective sought to find out how stakeholder involvement affects performance of projects in export processing zones. The study found that stakeholder involvement had a positive significant relationship with the performance of projects in export processing zones. Performance of project is dependent on stakeholder involvement; stakeholders are updated on challenges facing effective projects and that stakeholder involvement is key in the execution of projects.

### **5.3 Conclusions of the Study**

The study concluded that better project execution is achieved by hiring highly competent employees at the right time and effectively allocating all the resources necessary for project implementation. The financing of the company's projects is not implemented efficiently and the project manager is limited in entrusting tasks related to the project due to insufficient resources.

The study concluded that companies allow project tasks to be immediately monitored at the beginning and evaluated at the end in order to obtain clear and accurate information about each achievement. Keeping stakeholders informed about what's going on builds positive relationships, and by conducting feasibility studies, project managers are able to focus and increase efficiency in completing project tasks. Monitoring and evaluation enable the project manager to identify early risks that may arise and effectively manage them by controlling them so that the project's goals and objectives can be effectively achieved.

The study concluded that the company's senior management has provided support for started projects. Management commitment leads to proper planning of project activities, allowing the project team to focus on effective project execution. Management also establishes a proper project management structure as all stakeholders understand their roles and responsibilities in improving project performance.

The study concluded that the companies ensure the involvement of all relevant stakeholders in issues related to the ongoing projects in the company. Stakeholder participation in project implementation increases transparency, accountability and trust, as ideas are shared effectively, everyone understands their responsibilities, stakeholder participation improves the decision-making process and clarifies stakeholder needs, thereby implementing projects that meet customer needs.

### **5.4 Recommendations of the Study**

The study recommended that project managers need to determine the scope of the project and the available resources, as well as properly assigning enough team members to the project. Identify risks in a timely manner such as customer control, delays, personal emergencies, competing projects that may interfere with resource allocation. Track project time and effort by periodically comparing estimates to actuals and

reallocating resources as needed. Finally, projects are analyzed to better plan and manage future projects.

The study recommends that project managers develop a plan to monitor and evaluate ongoing projects by creating a platform or system to capture and organize project data in one place, track each team member's progress, and allocate resources accordingly. Evaluate project reports to determine if the project was delivered on time or if there were any unexpected obstacles. Improve the workflow and if the projects do not meet the expectations, decide how to fix these shortcomings. Finally, focus on continuous learning and improvement to ensure workflows become more efficient.

The study recommended that company leadership needs to communicate to team members the vision of the project to be implemented in order to set clear expectations regarding project ethics. Motivate and motivate project team members by telling them what is expected of them, the tools they need to succeed, and receiving feedback on their performance and the overall project. Project managers must creatively and methodically manage risk without significantly impacting project schedule or cost.

The study recommended that companies should define and identify relevant stakeholders from both internal and external sources. Analyze these stakeholders in terms of authority or power, interest in project outcomes, and ability to influence or cause change in the project. Develop an appropriate engagement strategy by verifying that they understand the project plan initiated, the project definition, the motivation behind the project, and how the project will affect each stakeholder. Finally, implement and measure engagement by planning key communication activities.

### **5.5 Suggestions for Further Studies**

The results of the regression model indicated that the remaining 36.9% was explained by factors not included in the model. Therefore, the study suggests that other variables that have not been considered can be explored to fill this gap. In addition, the background of the study is the export processing zone project. Therefore, future research could be conducted by focusing on export projects of different types of organizations.

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## APPENDICES

### Appendix I: Questionnaire

This questionnaire is designed to collect data on critical success factors and Performance of Projects of in Export Processing Zones in Kenya: A Case Study of Athi River Export Processing Zone. Kindly tick in the space provided with the answers or responses you view as best for each question.

#### SECTION A: Demographic Information

1. What is your gender?

a) Male [ ]

b) Female [ ]

2. What is your highest level of education?

a) Certificate/Diploma [ ]

b) Undergraduate degree [ ]

c) Masters [ ]

d) PhD [ ]

3. What is your age bracket?

a) Below25 [ ]

b) 25-34 [ ]

c) 35-44 [ ]

d) 45-50 [ ]

e) Above 51 [ ]

## SECTION B: PERFORMANCE OF PROJECTS

Please indicate how strongly you agree or disagree with the following statements as they relate to Performance of Projects. (Tick appropriate: strongly agree=5, Agree=4 Neutral=3, Disagree=2 and strongly Disagree=1)

No	Statement for Performance of Projects	1	2	3	4	5
1	Performance of projects is dependent on critical success factors					
2	Projects are executed within the budget schedule					
3	The achievement of project success is given utmost priority					
4	Projects are executed within the time schedule					
5	Executed projects conform to intended/specified quality					

## SECTION C: RESOURCES ALLOCATION

Please indicate how strongly you agree or disagree with the following statements as they relate to resources allocation. (Tick appropriate: Strongly agree=5, Agree=4 Neutral =3, Disagree=2 and strongly Disagree=1)

No	Statement for Resource Allocation	1	2	3	4	5
1	There are adequate financial resources to ensure project implementation success					
2	There are adequate human resources for successful project executing					
3	There are adequate physical resources for project success					
4	Performance of projects is dependent on resource allocation management					

## SECTION D: MONITORING AND EVALUATION

Please indicate how strongly you agree or disagree with the following statements as they relate to monitoring and evaluation. (Tick appropriate: Strongly agree=5, Agree=4 Neutral =3, Disagree=2 and strongly Disagree=1)

No	Statement for Monitoring and Evaluation	1	2	3	4	5
1	There is an audit system put in place					
2	There is a clear feedback system on project execution processes					
3	There are corrective measures put in place					
4	Evaluation of project execution success is carried out from time to time					
5	Monitoring and evaluation of projects is key in the performance of projects					

## SECTION E: MANAGEMENT COMMITMENT

Please indicate how strongly you agree or disagree with the following statements as they relate to management commitment. (Tick appropriate: Strongly agree=5, Agree=4 Neutral =3, Disagree=2 and strongly Disagree=1)

No	Statement for Management Commitment	1	2	3	4	5
1	Management is committed towards project success					
2	Employees are motivated towards the organization's goals and objectives for achieving success in project execution					
3	Management often leads by example					
4	Management takes leading positions on guiding subordinates towards high project performance					
5	Management commitment is key in the performance of projects					


## SECTION F: STAKEHOLDER INVOLVEMENT

Please indicate how strongly you agree or disagree with the following statements as they relate to stakeholder involvement. (Tick appropriate: Strongly agree=5, Agree=4 Neutral =3, Disagree=2 and strongly Disagree=1)

No	Statement for Stakeholder Involvement	1	2	3	4	5
1	Stakeholder involvement is key in the execution of projects					
2	Stakeholders are updated on project implementation processes and success					
3	Stakeholders are updated on challenges facing effective projects					
4	Performance of project is dependent on stakeholder involvement					

**Thank You**

## Appendix II: Research Approval Letter

  
**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke) P.O. Box 43844, 00100  
Website: [www.ku.ac.ke](http://www.ku.ac.ke) NAIROBI, KENYA  
Tel. 810901 Ext. 4150

**Internal Memo**

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**FROM:** Dean, Graduate School **DATE:** 25<sup>th</sup> May, 2023

**TO:** Akida Onyongo George **REF:** D53/OL/CTY/24351/2014  
C/o Management Science Dept.

**SUBJECT:** APPROVAL OF RESEARCH PROJECT PROPOSAL


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This is to inform you that Graduate School Board at its meeting of 22<sup>nd</sup> May, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, "Total Quality Management Practices and Performance of Kenya Wildlife Service in Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

  
**DR. HARRIET ISABOKE**  
**FOR: DEAN, GRADUATE SCHOOL**

c.c. Chairman, Management Science Department.


Supervisors:

I. Dr. Franklin Kinoti  
C/o Department of Management Science  
**Kenyatta University**

11/11

### Appendix III: Research Authorization Letter

(30)

  
**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke) P.O. Box 43844, 00100  
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Tel. 8710901 Ext. 57530

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Our Ref: D53/OL/CTY/24351/2014 DATE: 25<sup>th</sup> May, 2023

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
NAIROBI

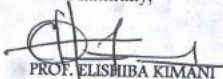
Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR AKIDA ONYONG'O GEORGE – REG. NO. D53/OL/CTY/24351/2014**

I write to introduce Mr. Akida Onyong'o George who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Management Science.






Mr. Akida intends to conduct research for a M.B.A Project Proposal entitled, "Critical Success Factors and Performance of Project in Export Processing Zones in Kenya: A Case of Athi River Export Processing Zone".

Any assistance given will be highly appreciated.

Yours faithfully,  
  
PROF. ELISHIBA KIMANI  
DEAN, GRADUATE SCHOOL

JL/nm

## Appendix IV: NACOSTI Research Permit

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
<b>Ref No: 258758</b>	<b>Date of Issue: 24/October/2024</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr. George Onyong'o Akida of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Machakos on the topic: <b>CRITICAL SUCCESS FACTORS AND PERFORMANCE OF PROJECT IN EXPORT PROCESSING ZONES IN KENYA: A CASE OF ATHI RIVER EXPORT PROCESSING ZONE</b> for the period ending : 24/October/2025.</b>	
<b>License No: NACOSTI/P/24/41470</b>	
<b>258758</b>	
<b>Applicant Identification Number</b>	
 <b>Director General</b> <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>	
<b>Verification QR Code</b> 	
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